INTEGRATED INSTITUTE OF PROFESSIONAL MANAGEMENT

Our Accreditations

FEDERAL MINISTRY OF EDUCATION

SHRM
SOCIETY FOR HUMAN RESOURCE MANAGEMENT

Our Standards

ISO

PMI
Project Management Institute

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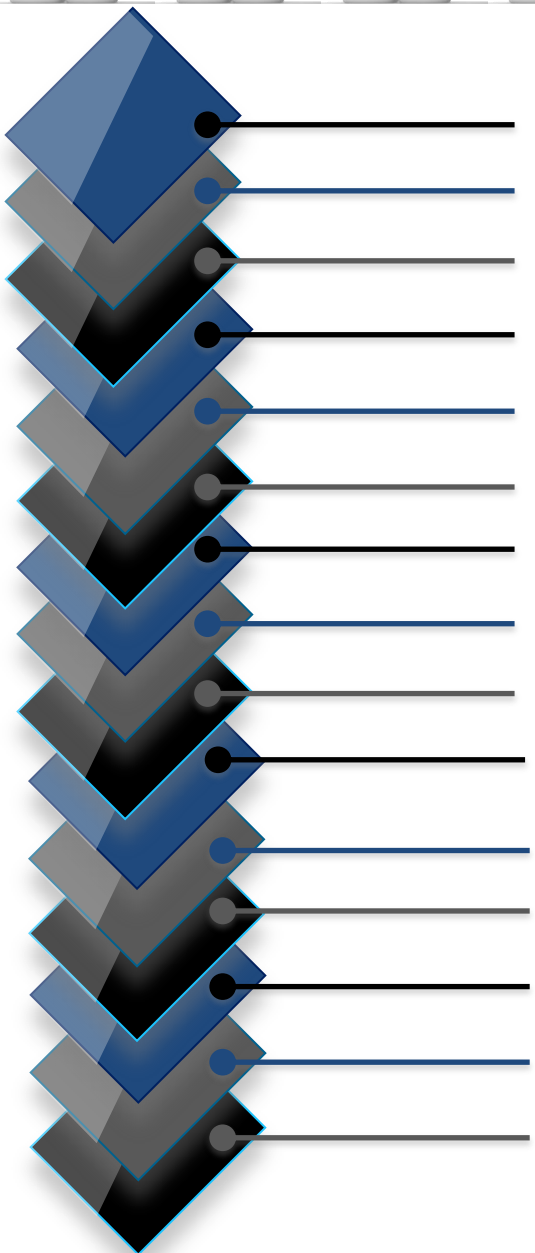
Course Objectives



- Explain What is Recruitment
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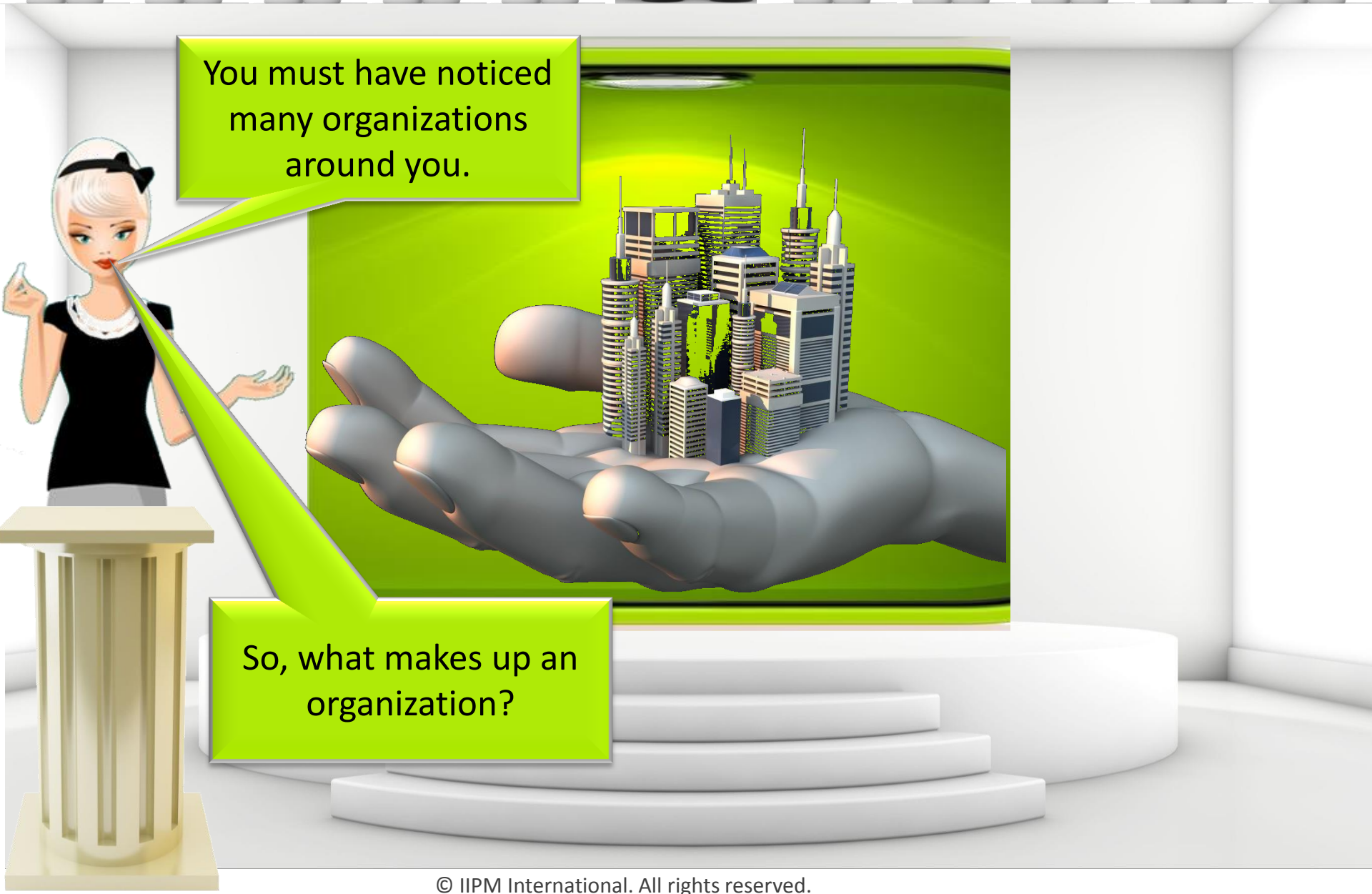
Introduction



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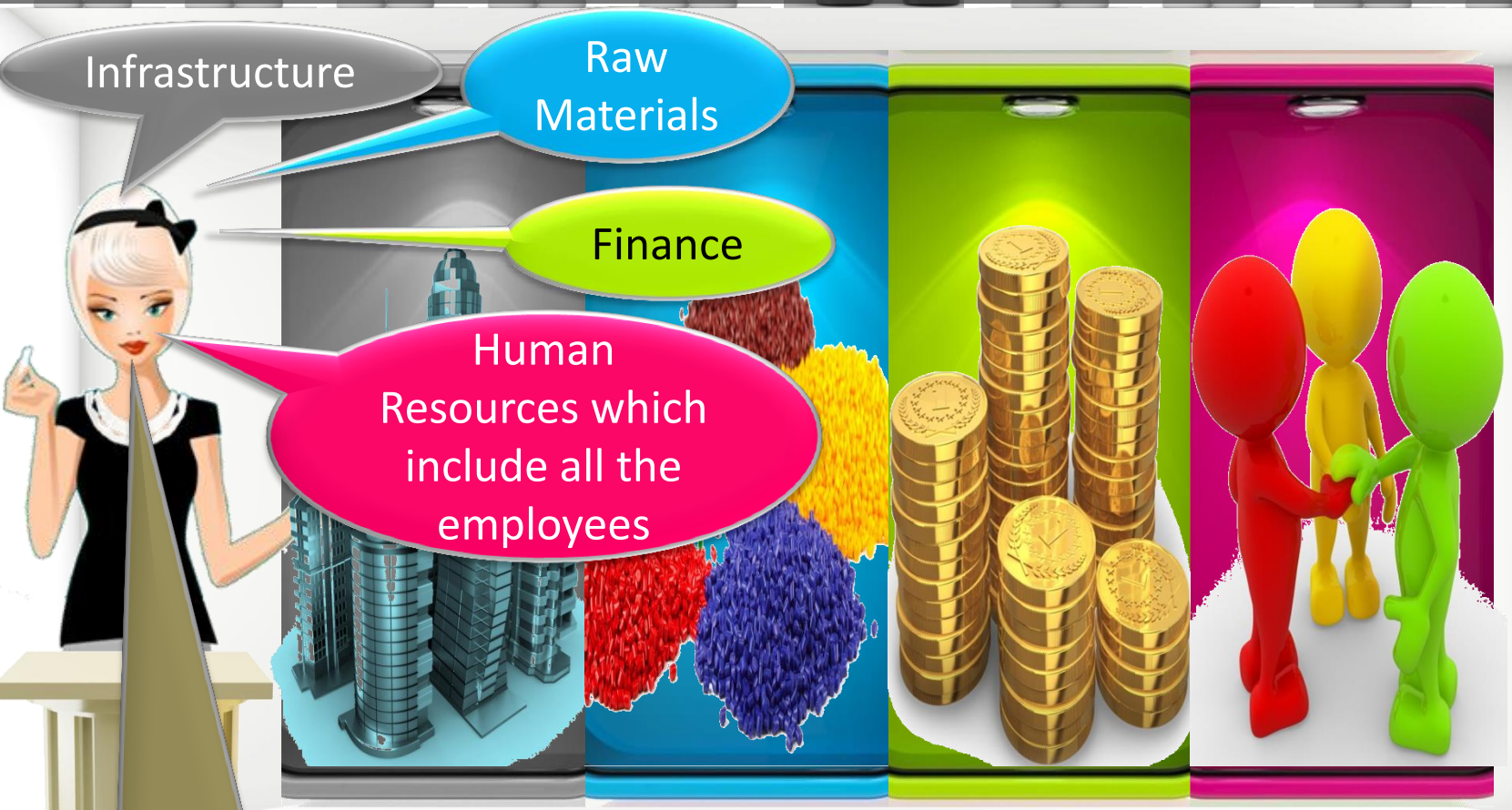
Introduction



There are many things that make up an organization such as:

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Introduction

Thus, you can understand that, if you do not have the human resources required to work for and run the organization, then the organization cannot exist

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Hence, ‘human resources’ or the ‘employees’ of an organization are its most valuable assets.

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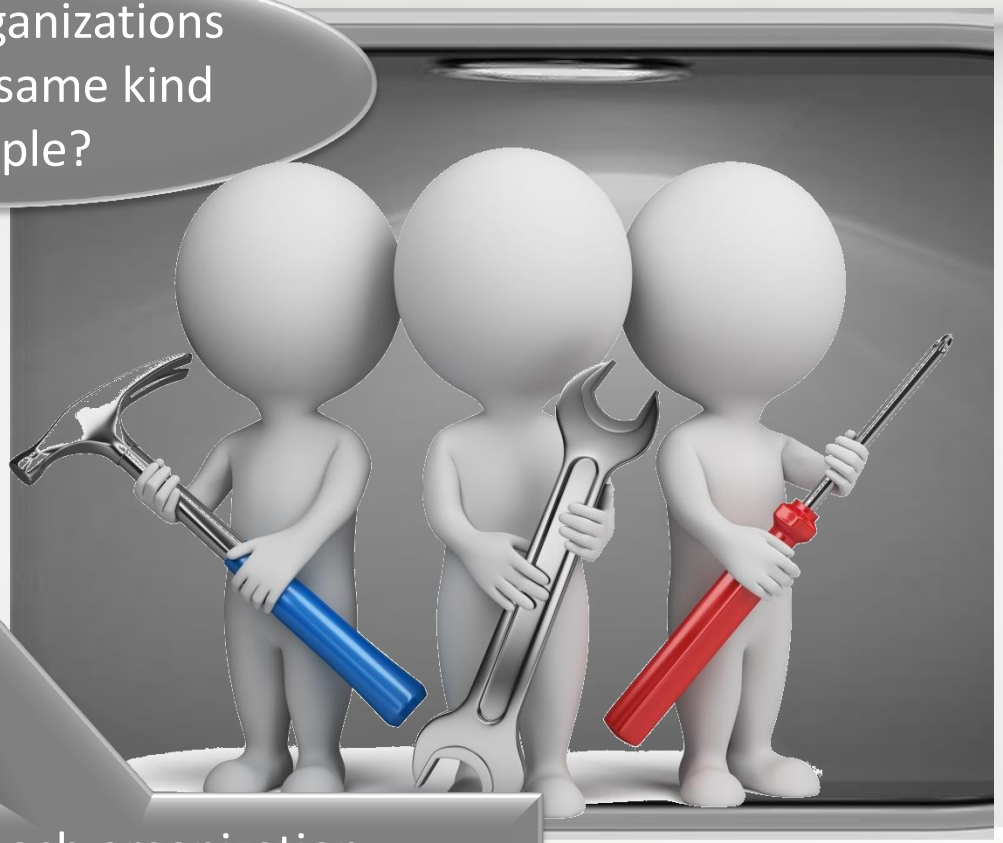
Introduction

So, do all organizations require the same kind of people?



No, each organization requires employees with different skill sets, experience and abilities.

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Introduction

Moreover, the people required to work within the different departments of an organization itself such as HR, Sales, Marketing, Operations, Quality etc. should possess different skill sets, experience and abilities

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Introduction

These qualities depend upon the function that the employee is required to perform within the department and the organization

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Introduction

So, finding a person to do the job is not enough. In fact, it is crucial to find the 'right person for the right job'. This is where the art of recruitment skills comes into play.

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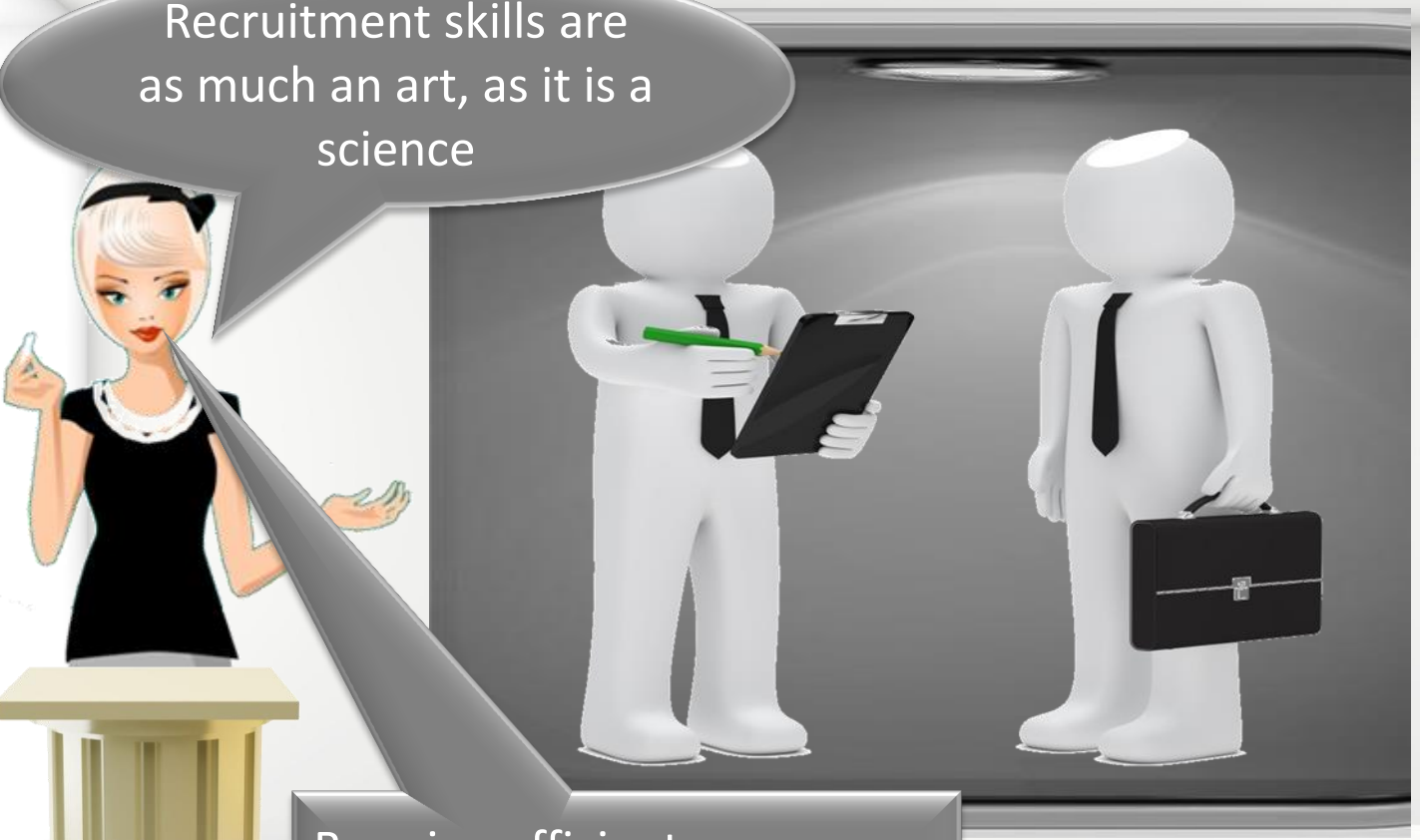
Introduction

Recruitment skills are as much an art, as it is a science



By using efficient recruitment skills, a recruiter can find the ‘right person for the right job’

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Introduction

Finding the right person to do the right job is important, as the job will be done more efficiently and with great quality by the right person to do it

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Introduction

Therefore, it is important for a recruiter to develop and use the right recruitment skills to match the right person to the right job

Let us learn about 'Recruitment Skills' in detail

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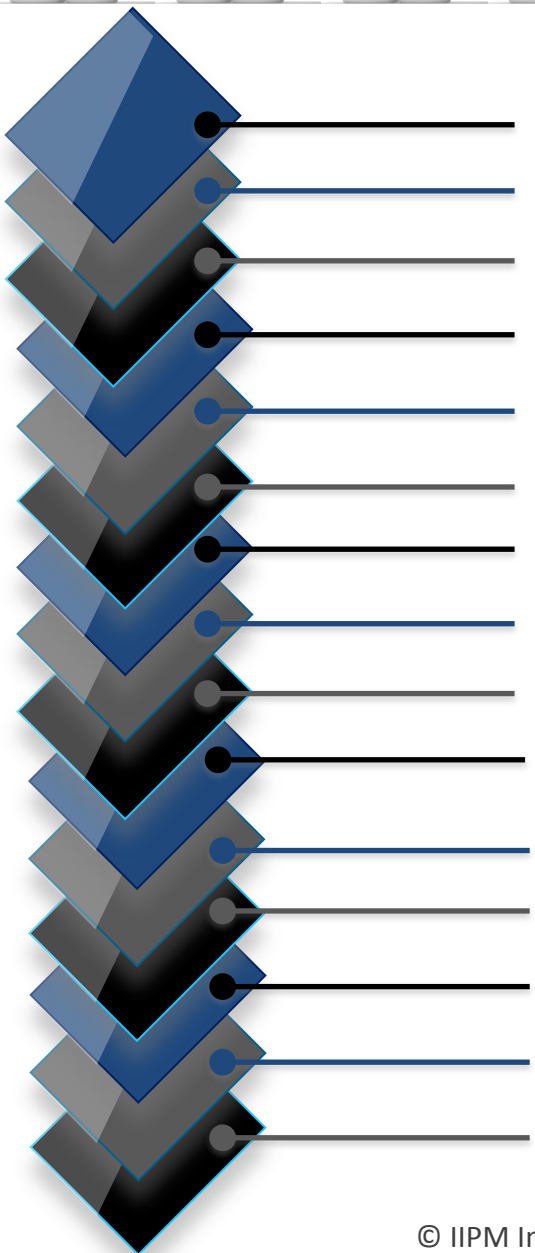
Objective



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What is Recruitment?

The process of attracting a group of people from within or outside of organization for a job vacancy and identifying and hiring the best-qualified candidates from them, in a most timely and cost effectively manner is known as ‘Recruitment’

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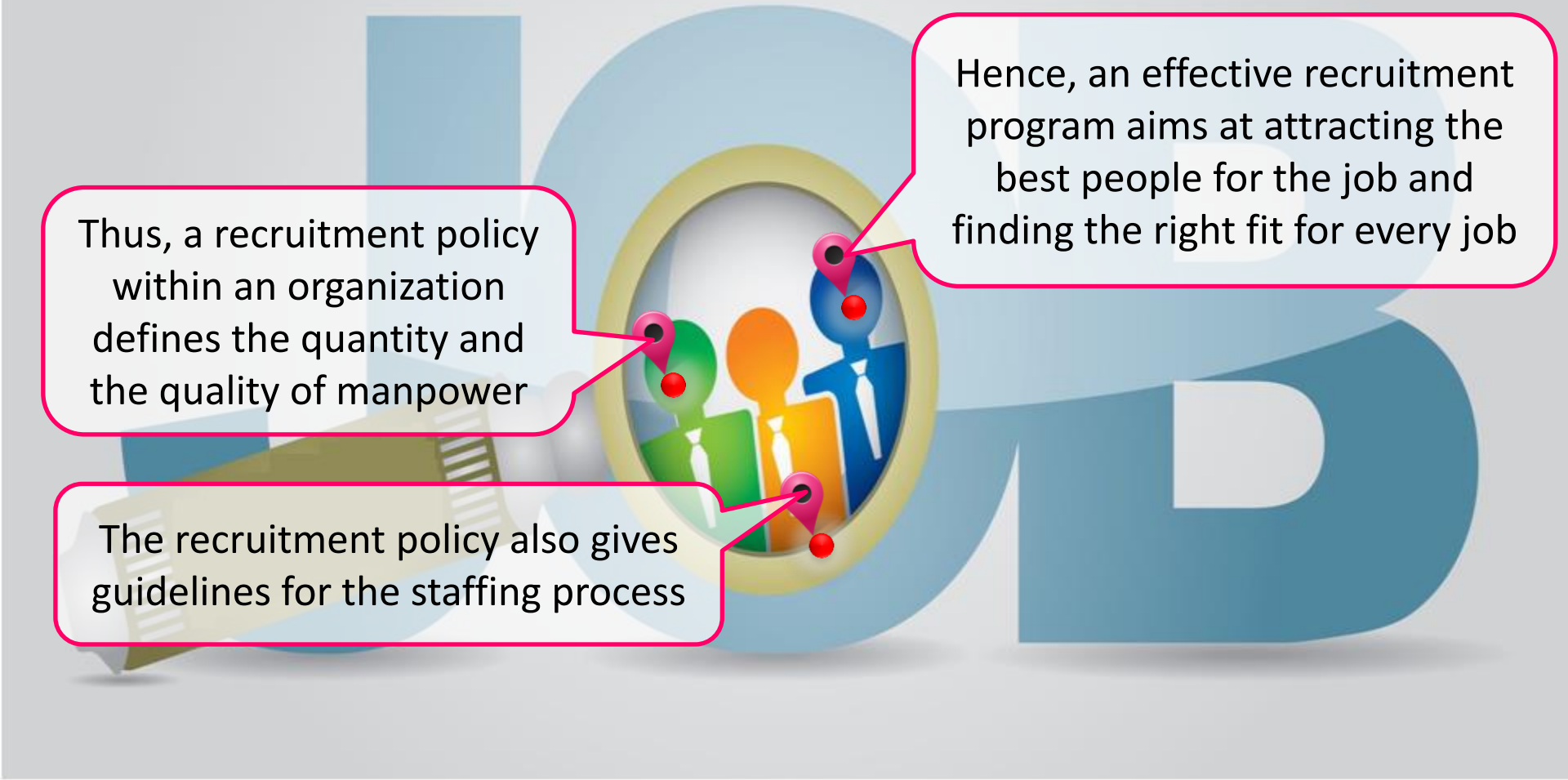
What is Recruitment?



Thus, a recruitment policy within an organization defines the quantity and the quality of manpower

Hence, an effective recruitment program aims at attracting the best people for the job and finding the right fit for every job

The recruitment policy also gives guidelines for the staffing process

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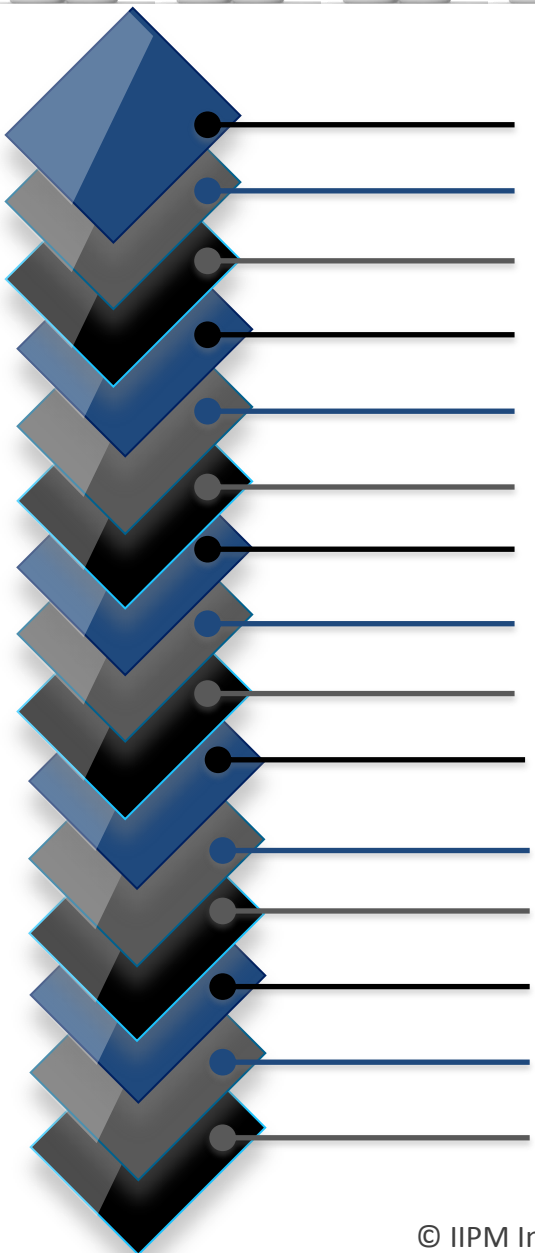

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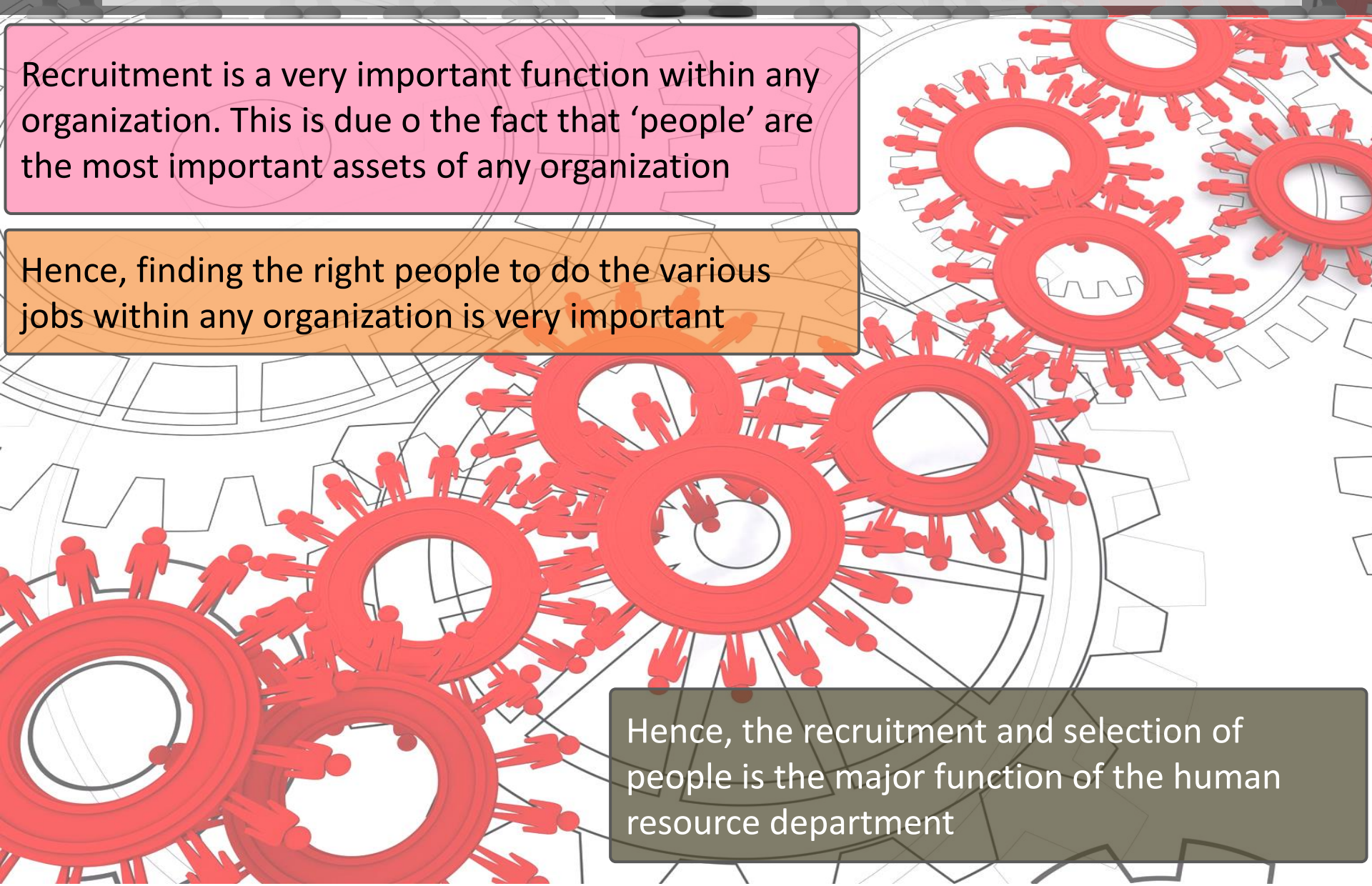
Importance of Recruitment

Recruitment is a very important function within any organization. This is due o the fact that ‘people’ are the most important assets of any organization

Hence, finding the right people to do the various jobs within any organization is very important



Hence, the recruitment and selection of people is the major function of the human resource department

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Importance of Recruitment

The right talent of people helps to provide the crucial competitive strength and competitive advantage to any organization

Also, the recruitment process is the first step towards the strategic advantage for the organizations

Recruitment process involves a systematic procedure from sourcing the candidates to arranging and conducting the interviews and requires many resources and time

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Sources of Recruitment

The various sources of recruitment can be categorized as follows:

Let’s look at each in detail.

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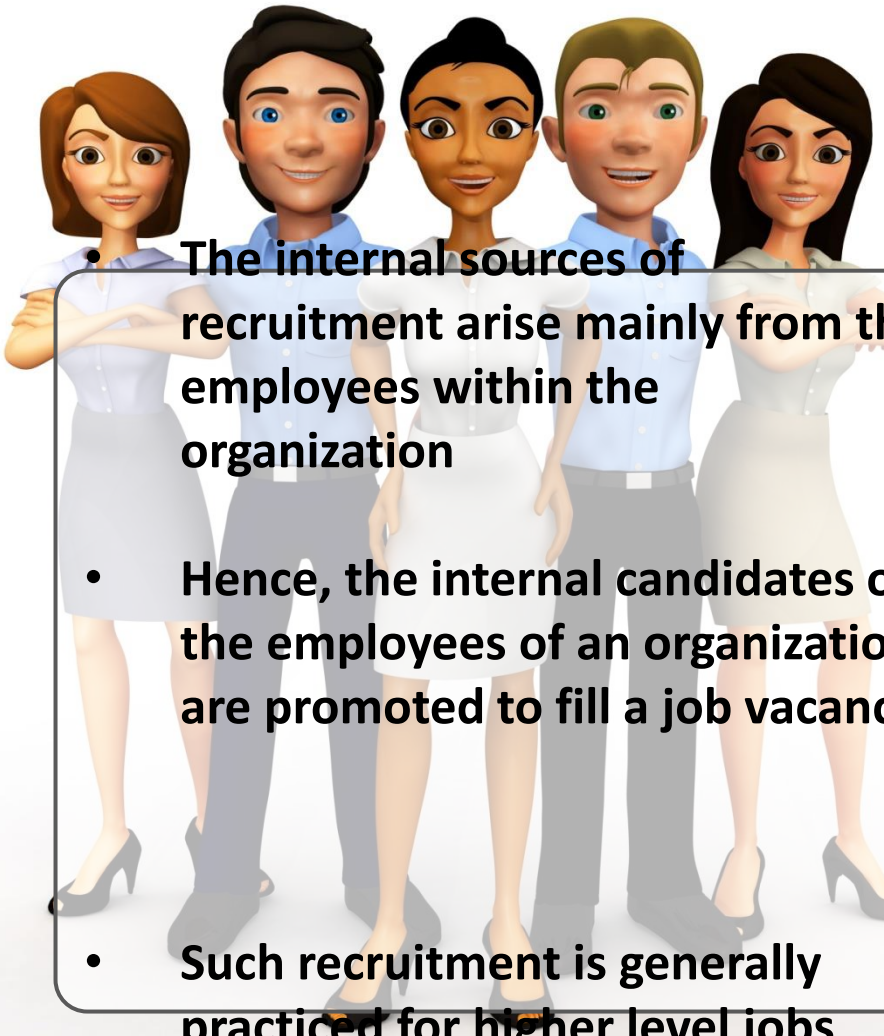
Sources of Recruitment



- The internal sources of recruitment arise mainly from the employees within the organization
- Hence, the internal candidates or the employees of an organization are promoted to fill a job vacancy
- Such recruitment is generally practiced for higher level jobs

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Sources of Recruitment

- **The external sources of recruitment arise mainly from candidates from outside sources who are then hired to fill a job vacancy**

- **Such recruitment is generally practiced for lower level jobs or for vacancies where the required criteria for the job are not fulfilled by any internal employee of the organization**

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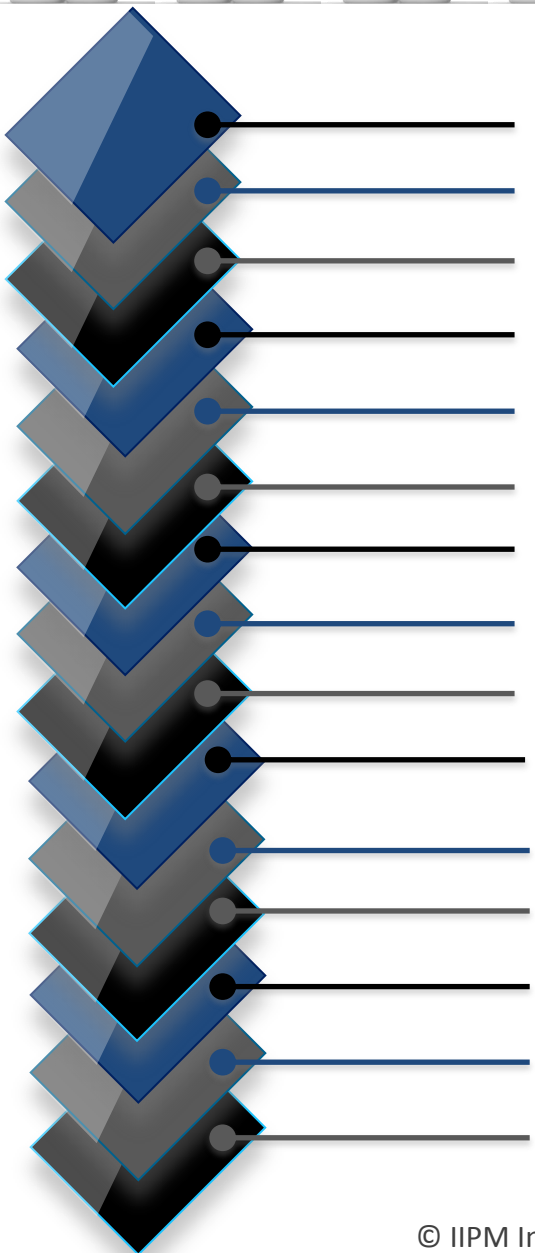

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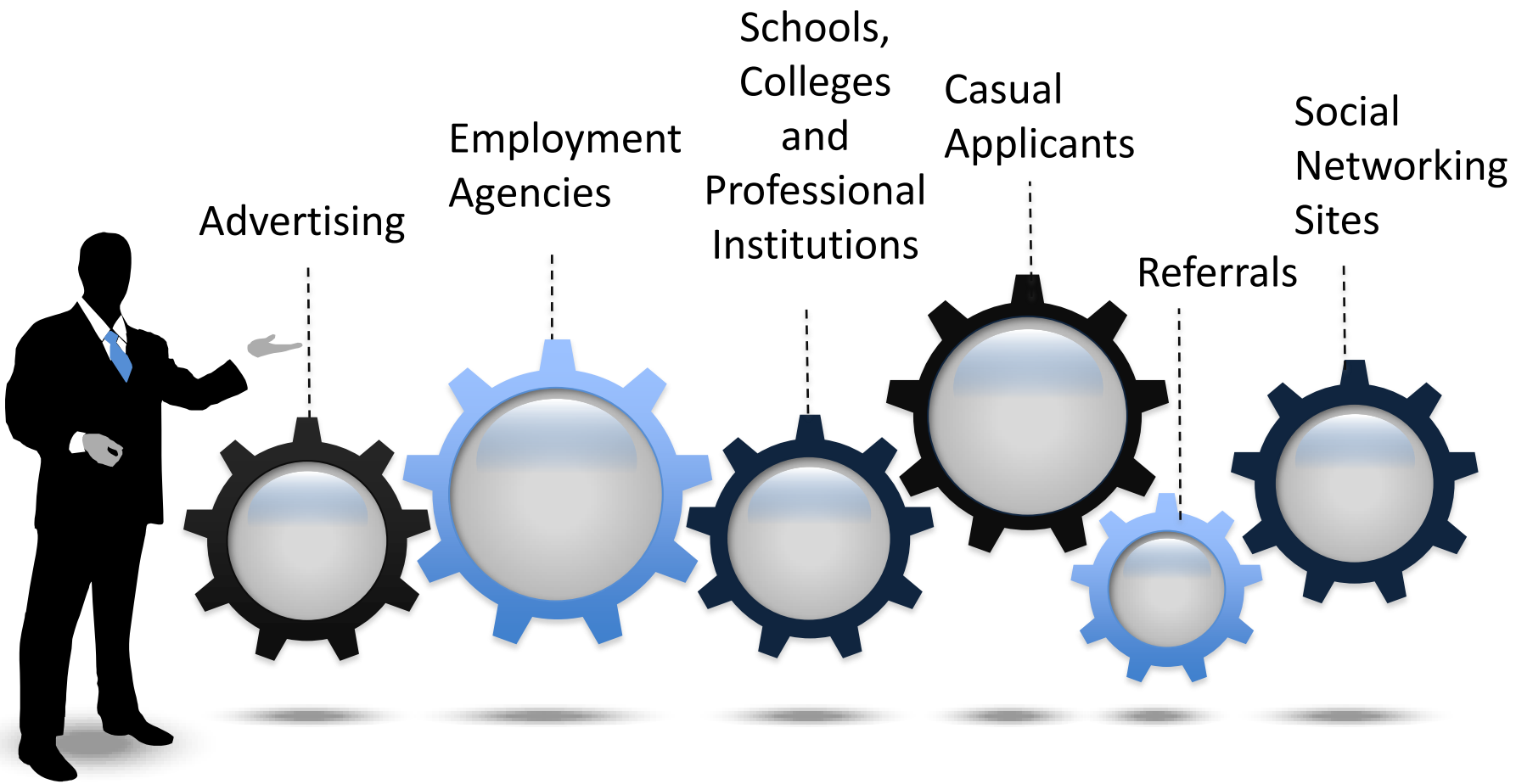
Sources of External Recruitment

The various sources of external recruitment are as follows:



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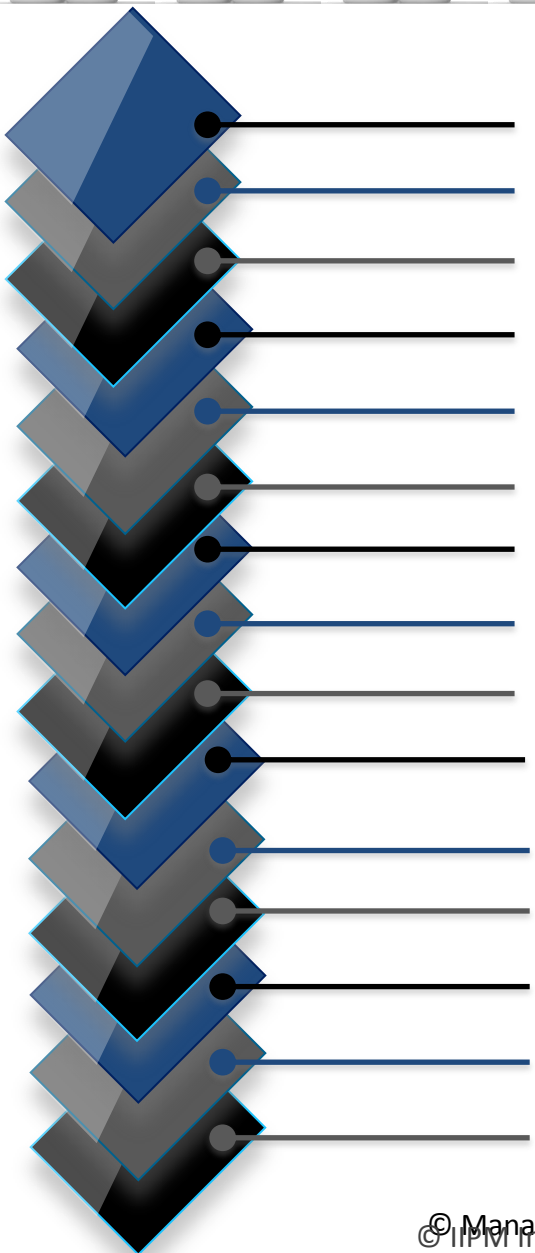

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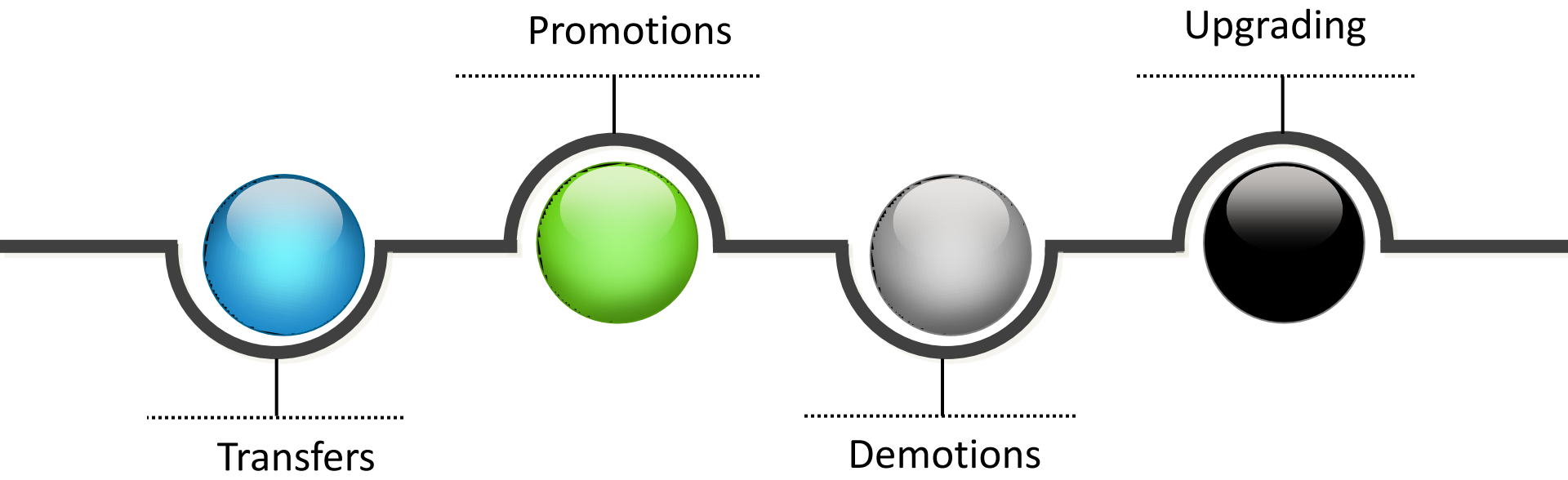
Sources of Internal Recruitment

The various sources of internal recruitment are as follows:



Roll your mouse over the icon, to learn more.

TIP

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Tip!

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MCQ

Q. Which of the following is NOT an 'external source' of recruitment?

- Casual Applicants
- Advertising
- Transfers
- Employment Agencies

Click on the radio button to select the correct answer!

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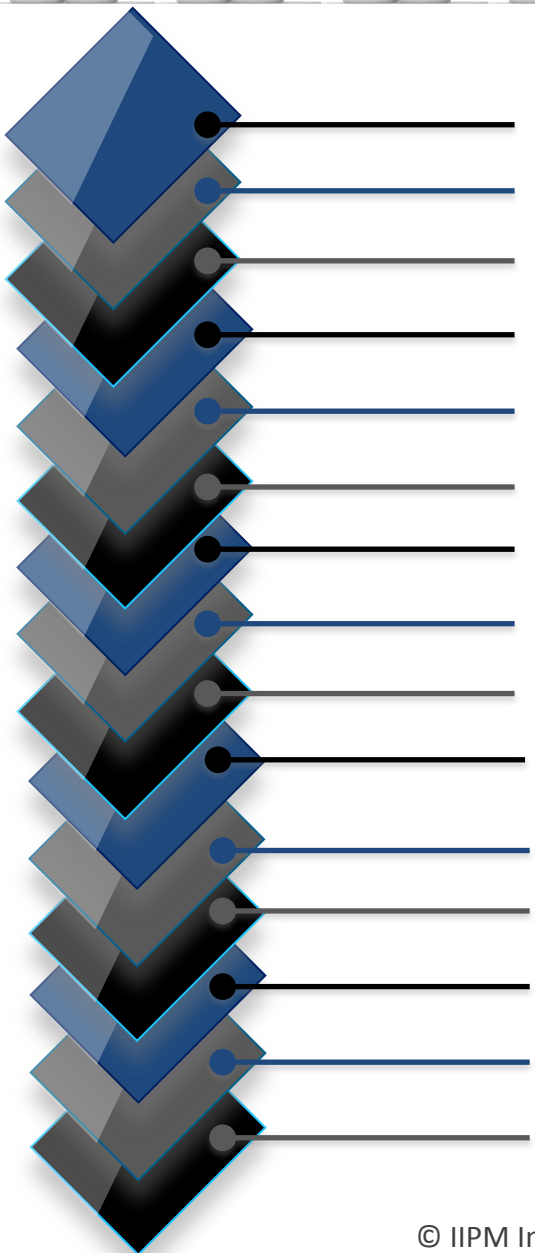

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Approaches to Recruitment

INTERVIEW

In order to meet the overall goal of recruitment strategy and the recruitment program, every organization uses many different approaches to recruitment

Hence, most organizations will use a combination of two or more of the recruitment approaches to meet its recruitment goals

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Approaches to Recruitment

The following are some the various approaches used for recruitment:

- **Internal Recruiters**
- **Employee Referral**
- **Employment Agencies**
- **Traditional Agencies**
- **Niche Recruiter**
- **Executive Search Firms or 'Head-hunters'**

Roll your mouse over the icon, to learn more.

Did you know?

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Did You Know?

Experts say that one of the best ways to recruit is by building your candidate pool before you need it. This is because when a recruiter tends to select new employees from walk-in candidates or from those who respond to an online or newspaper ad, he tends to miss out on the best candidates.

You can build a database that forms your candidate pool in the following ways:

- By developing long-term relationships with university placement offices, recruiters and executive search firms.
- Keep a watch on online job boards or job sites for candidates who have posted their resumes, even if they are currently not looking for a change.
- Use forums and association Web sites and magazines to advertise.

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Video

Look at the video given below to understand the method of headhunting.

http://www.youtube.com/watch?v=v5KtW5Mib6U

Click on the video link to play it!

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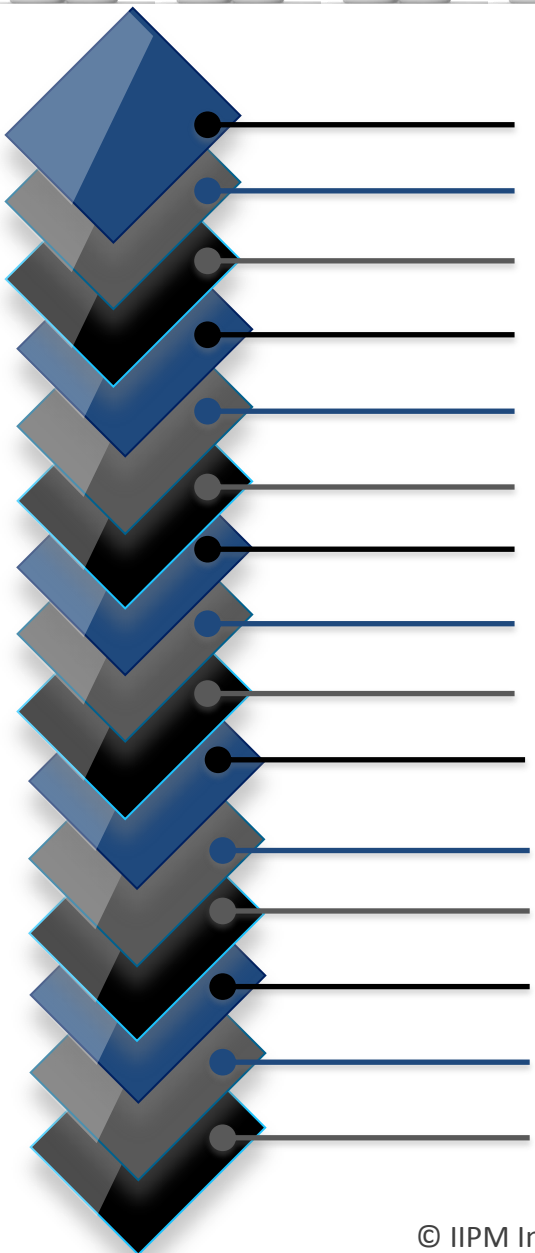

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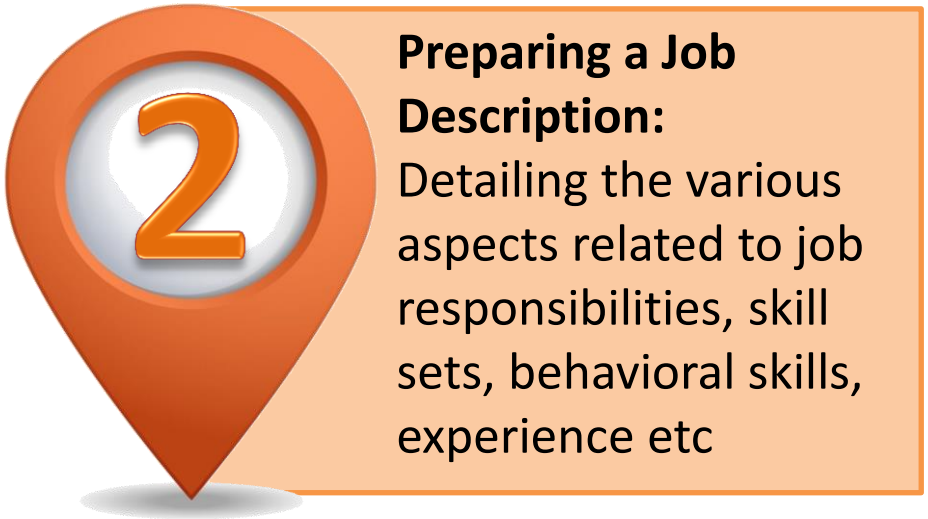
Recruitment Process

The following are the steps involved in the recruitment process:

Identifying the Vacancy:

Identify a vacancy in any function within the organization



Preparing a Job Description:
Detailing the various aspects related to job responsibilities, skill sets, behavioral skills, experience etc

Advertising the Vacancy:
Advertise about the vacancy in leading newspapers, job portals, intranet, notice boards etc

Managing Response:

Manage the response received in the form of applications, calls, resumes etc

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Recruitment Process

The following are the steps involved in the recruitment process:

Short Listing Candidates:
Short list all the eligible and suitable candidates from the total number of resumes received

Arranging Interviews:

Arrange interviews at a convenient date and time with each short-listed candidate

Conducting Interviews:

Conduct an interview with each of the short-listed candidate

Decision Making:

Finally, choose and decide the best suited candidate for the job and make an offer to him

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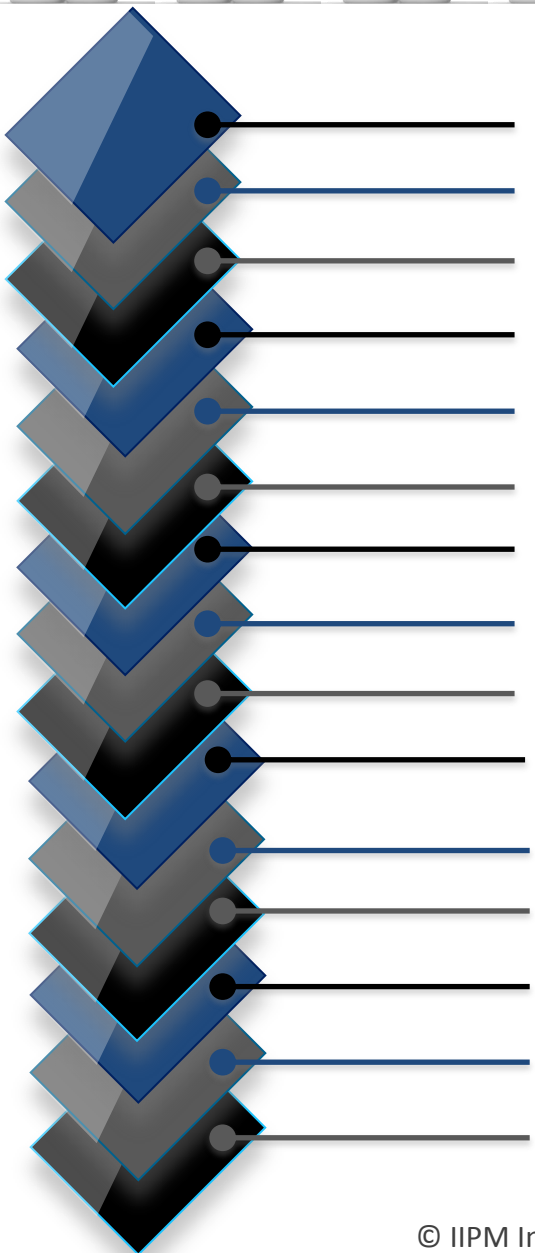

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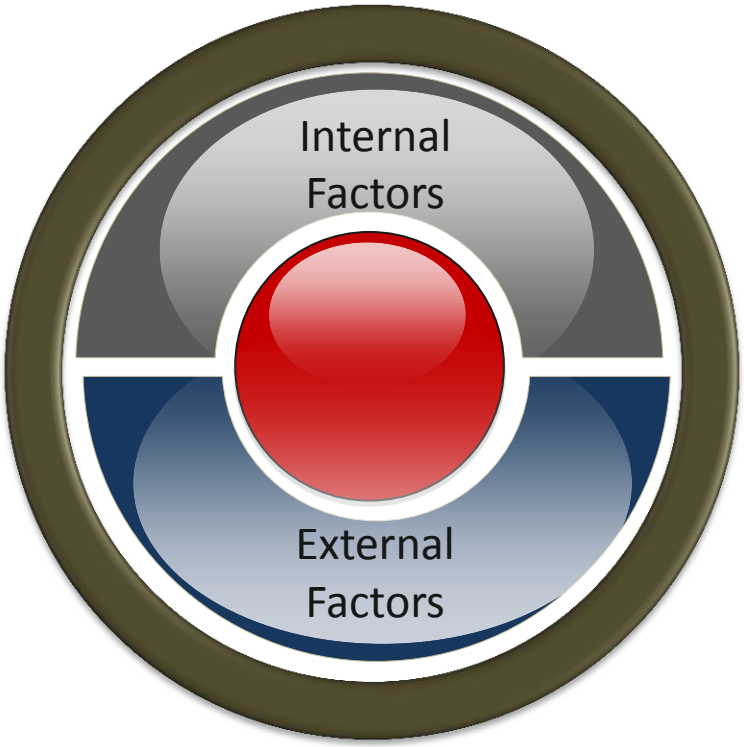
Factors Affecting Recruitment Process

There are various factors that affect the recruitment process such as follows:



Let’s look at each in detail.

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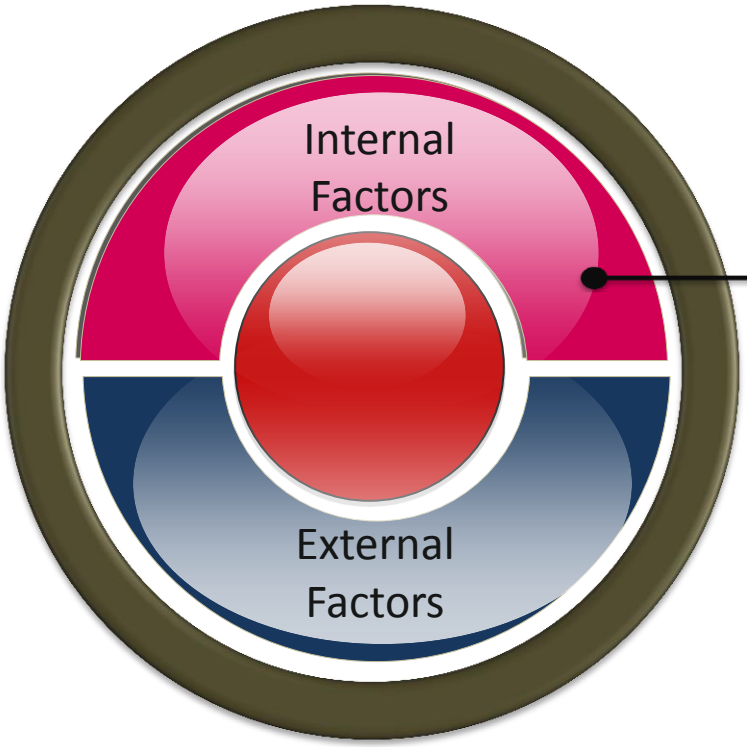
Factors Affecting Recruitment Process



Internal Factors:

- Recruitment policy of the organization
- Size of the organization
- Number of employees employed
- Cost involved in recruitment
- Growth and expansion plan of the organization

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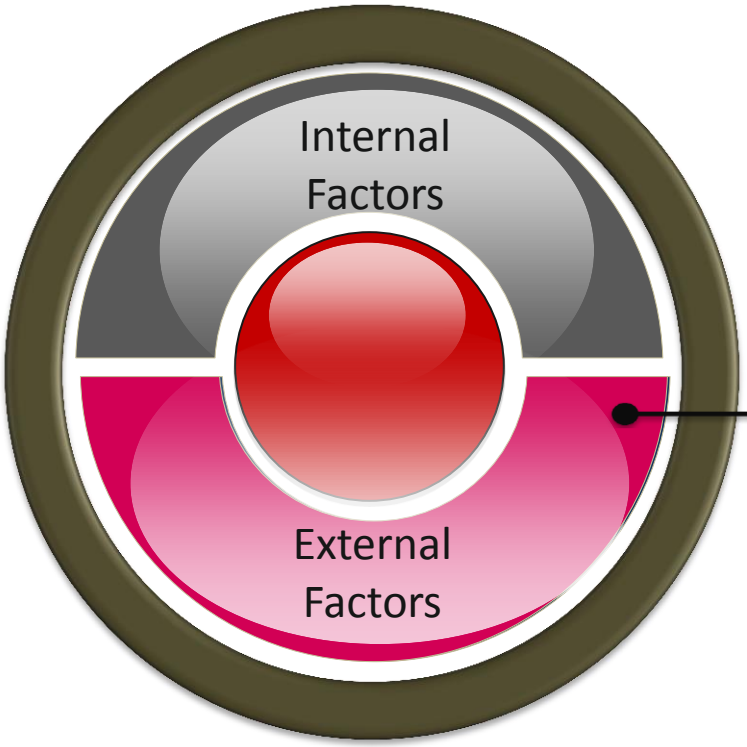
Factors Affecting Recruitment Process

Did you know?

Roll your mouse over the icon, to learn more.



External Factors:

- Demand and Supply of specific skill set
- Political and Legal considerations such as reservations of jobs for reserved categories
- Perception of the company's image by the job seekers

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Did You Know?

An organization will attract the best pool of talent if it maintains and also show cases its image of being a ‘great employer’. Thus, an organization should look at its policies and practices for employee retention, motivation, accountability, reward, recognition, flexibility in work-life balance, promotion, and involvement. Hence, as a recruiter, you can always use these key areas to prove that your organization is a great place to work.

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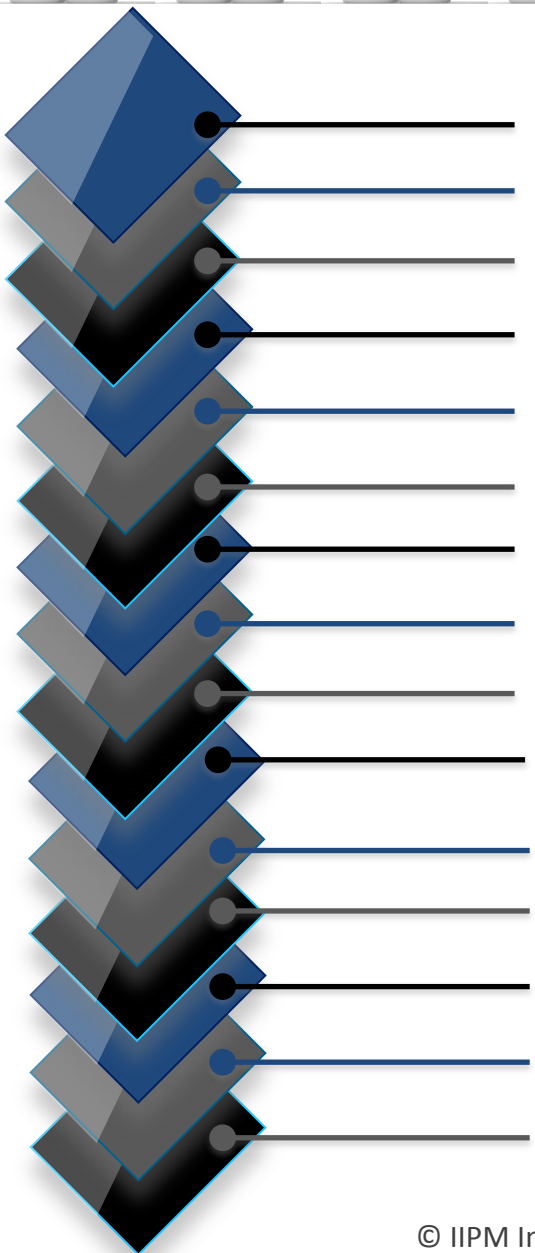
Objective



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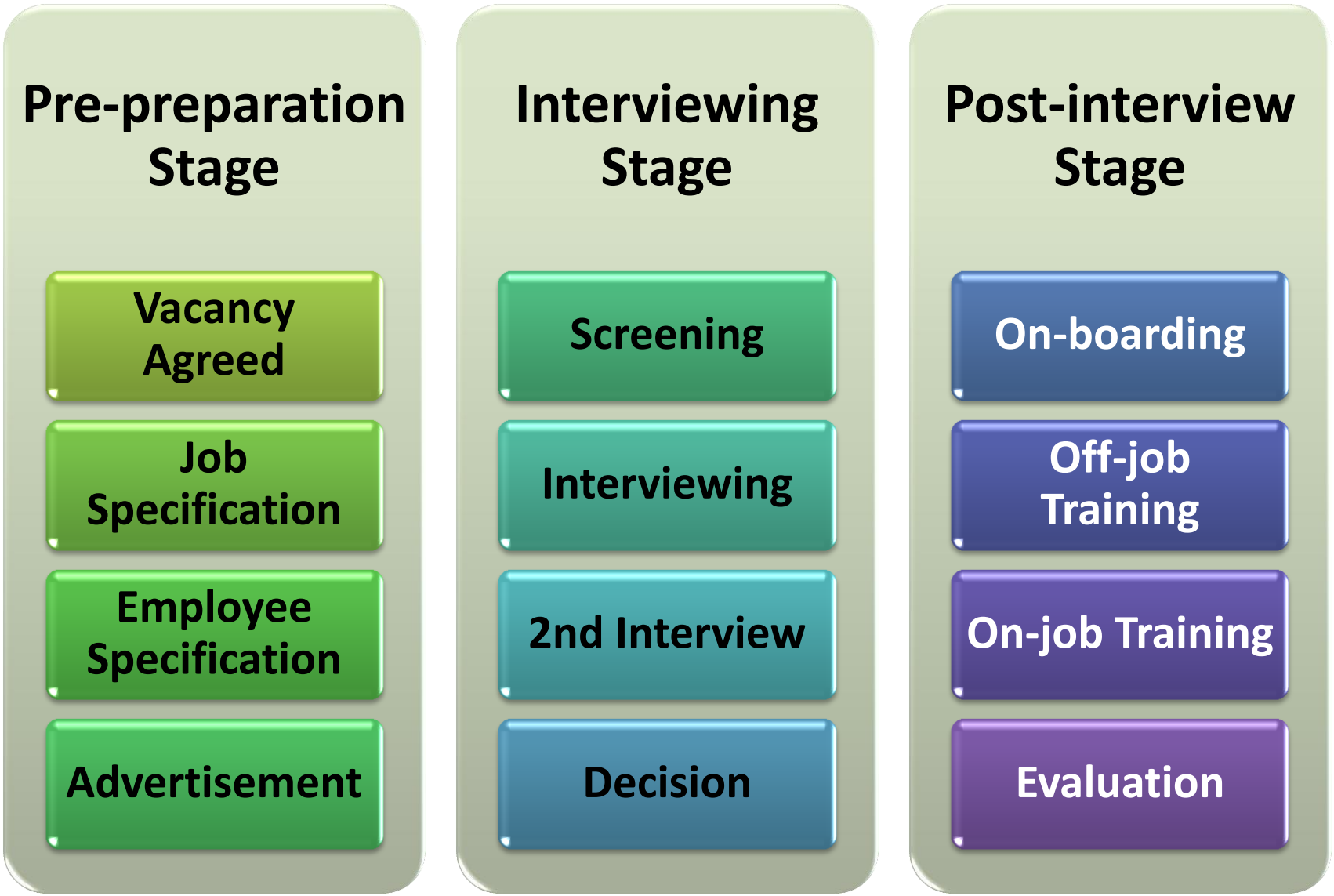
Stages of Recruitment



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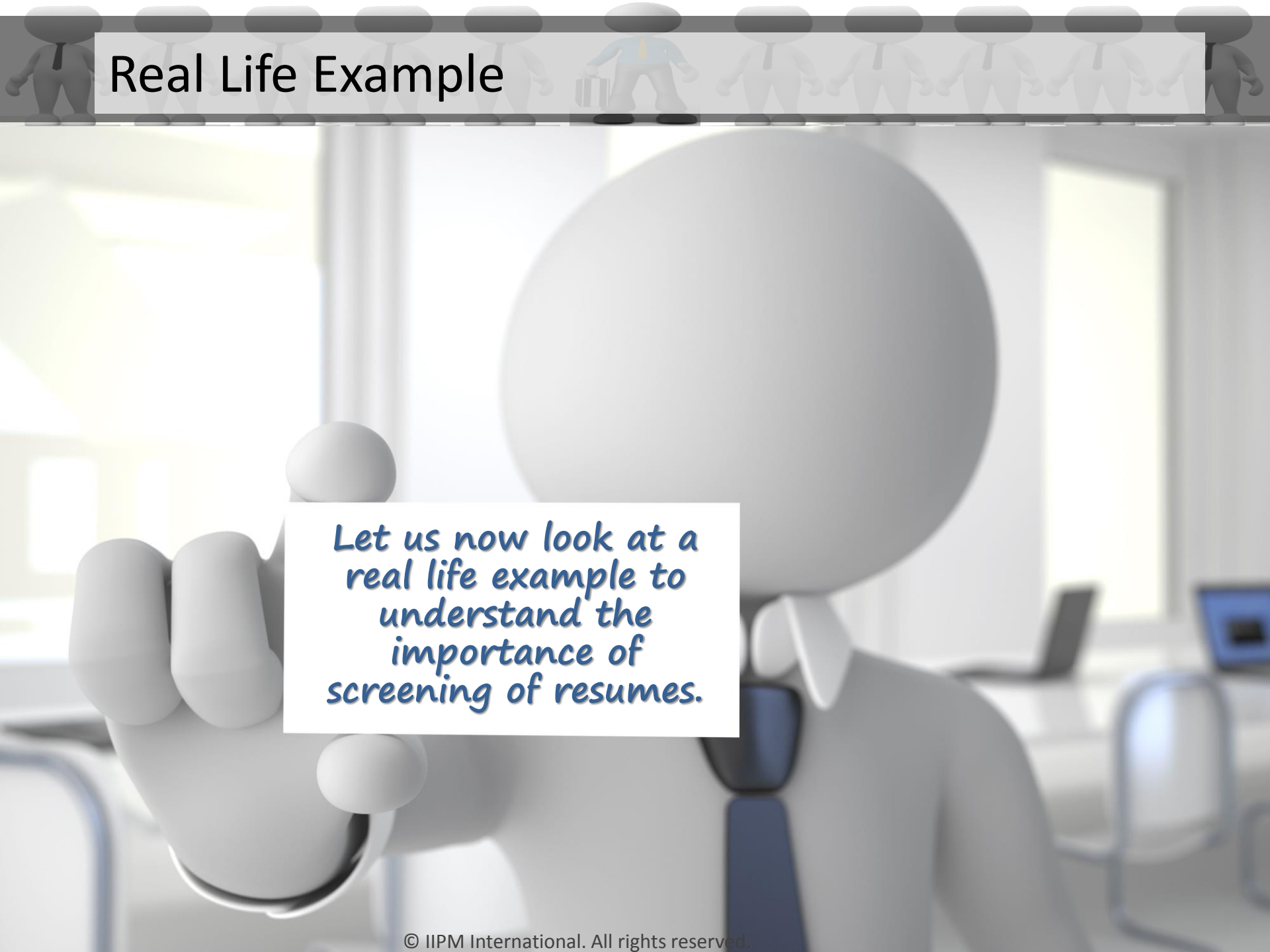
Real Life Example



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Real Life Example

- Hazel and David are two HR Executives who take care of the recruitments in Helios Inc., a reputed software company.
- While recruiting for a job, Hazel short-lists lesser number of candidates whereas David short-lists many candidates and sends them for an interview with the Manager of the relevant team.

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Real Life Example

- It has been noticed by the management that the candidates short-listed by Hazel for interviews get selected with about 95% success rate.
- On the other hand, the candidates short-listed by David get selected with about 20% success rate.

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Real Life Example

- One of the key reasons that Hazel's short-listed candidates get the job majority of the times is because she takes a lot of care and spends major part of her efforts in the 'Screening' process.
- Whereas, David does not pay much attention to the 'Screening' process.

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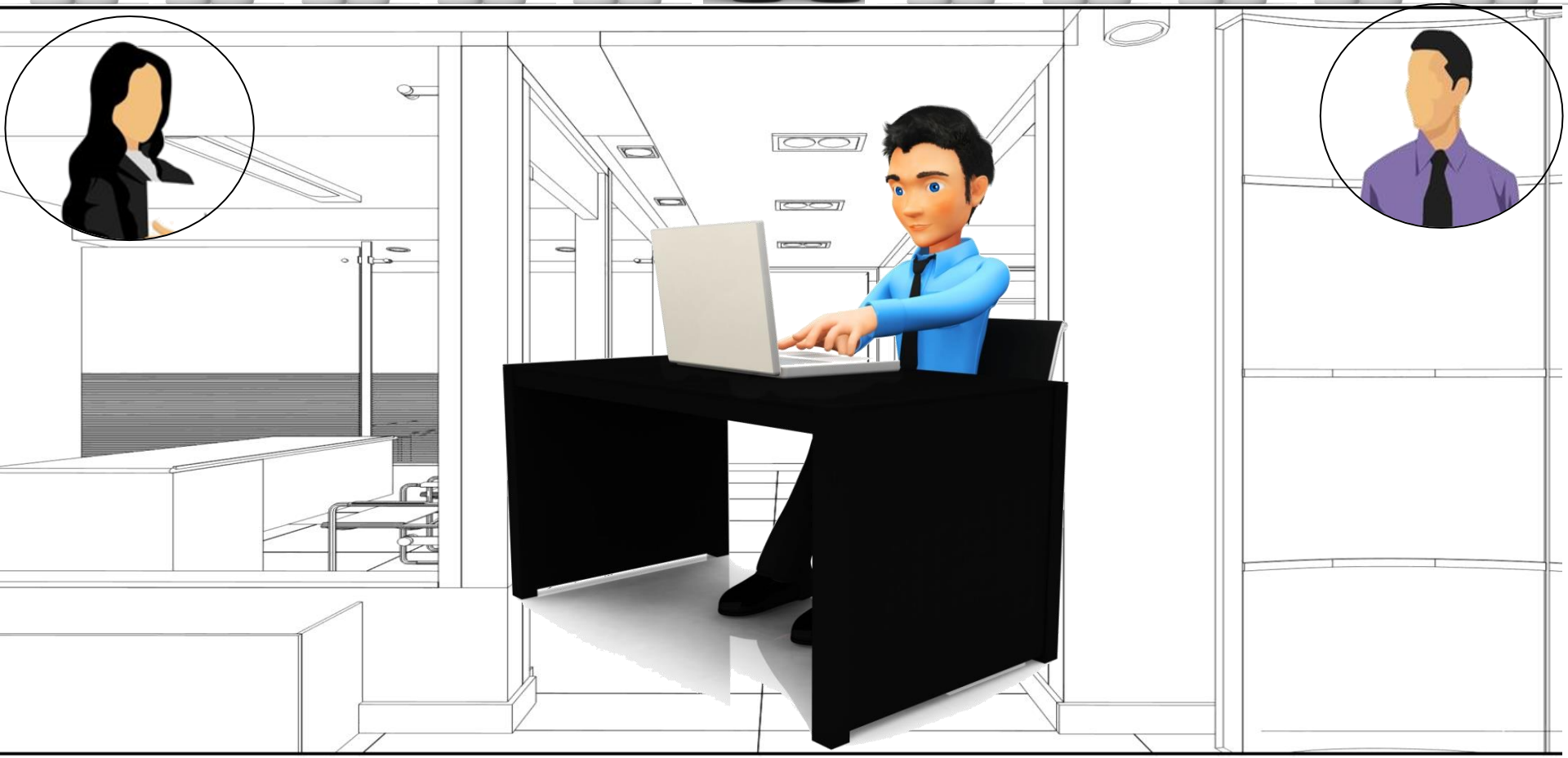
Real Life Example



- So, let us look at how Hazel and David carry out the screening of resumes for the following vacancy of a Technical Writer in the Learning & Development (L & D) Department

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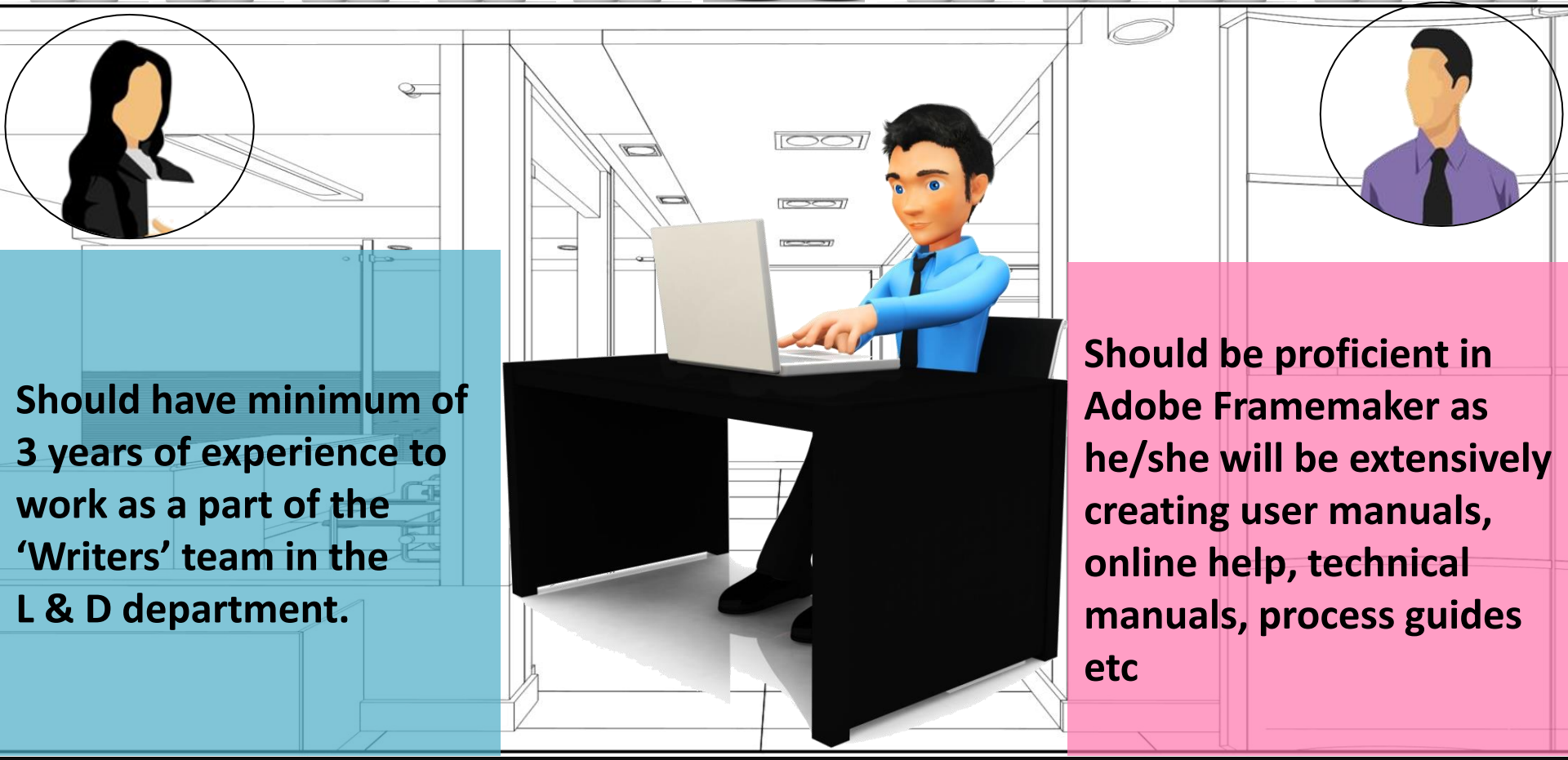
Real Life Example



Should have minimum of 3 years of experience to work as a part of the 'Writers' team in the L & D department.

Should be proficient in Adobe Framemaker as he/she will be extensively creating user manuals, online help, technical manuals, process guides etc

- A Technical Writer is required with a minimum of 3 years of experience to work as a part of the 'Writers' team in the L & D department. It is essential that the Technical Writer should be proficient in Adobe Framemaker as he/she will be extensively creating user manuals, online help, technical manuals, process guides etc.

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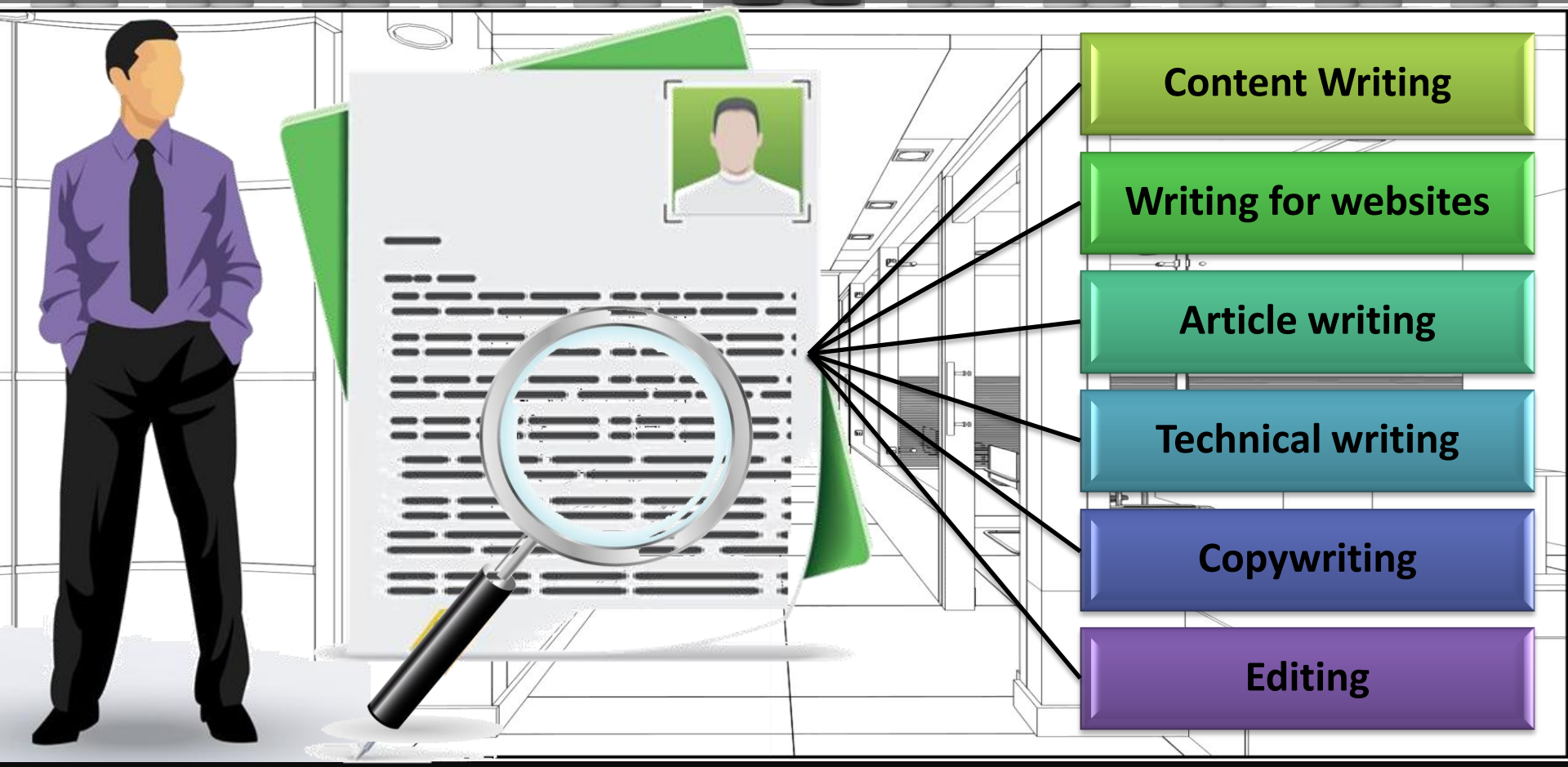
Real Life Example



- While carrying out the screening process, David does not analyze the requirements of the L & D team properly.
- He starts screening resumes based on the following skills: Content Writing, Writing for websites, Article writing, Technical writing, Copywriting and Editing

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Real Life Example

- Thus, the candidates that David short-lists and sends for interview greatly lack the core skills required by the L & D team.
- David does not take care to screen resumes based on the specifications mentioned by the L & D department.

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Real Life Example

- He simply short-lists anyone who has any kind of 'writing and editing skills'.
- Moreover, he also does not make sure that the candidates that he short-lists know how to work with Adobe Framemaker.

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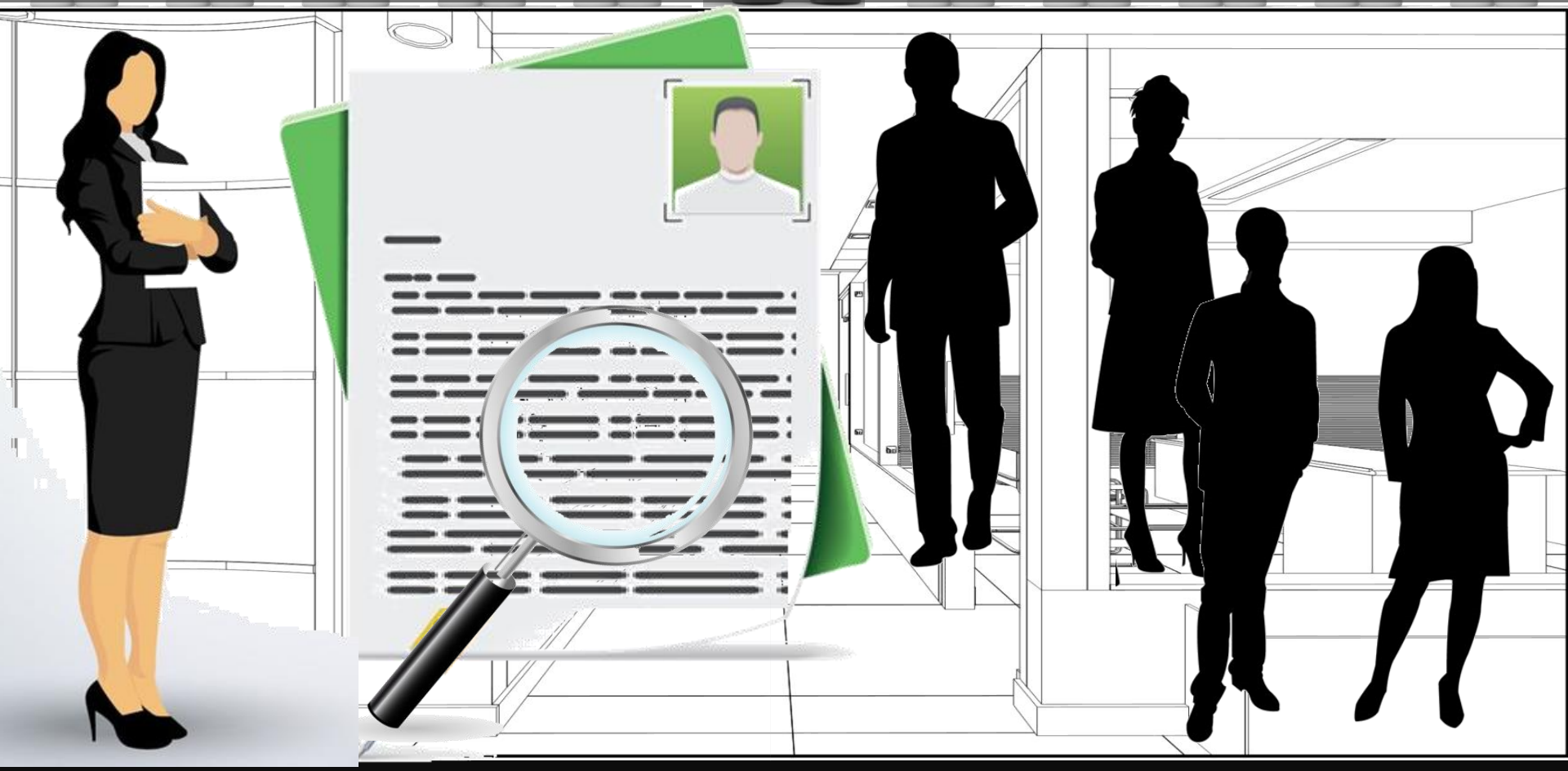
Real Life Example



- On the other hand, Hazel takes utmost care while ‘screening’ the resumes sent by the various applicants
- She makes sure that only those candidates with the following attributes are called for an interview:

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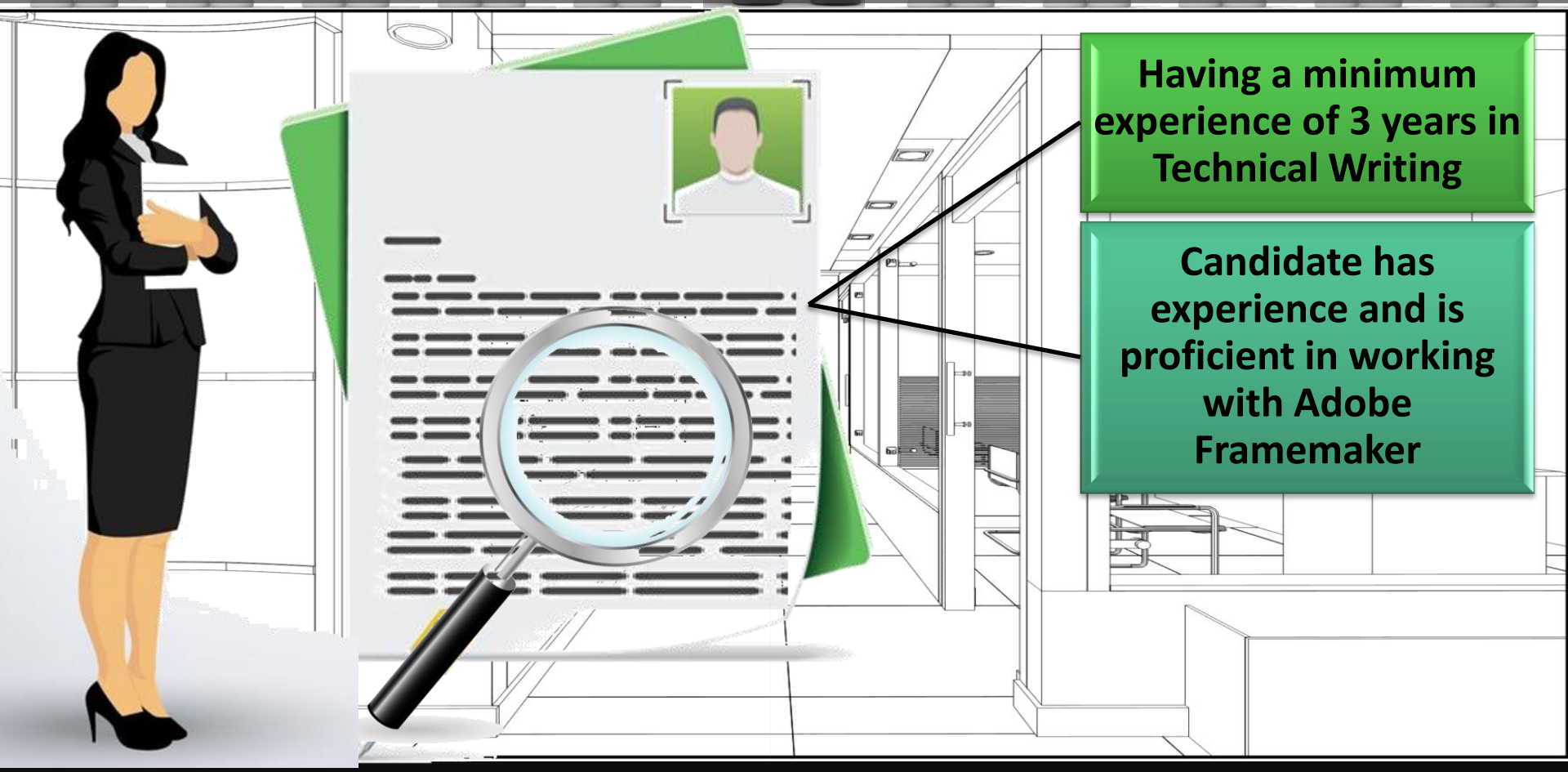
Real Life Example



- Having a minimum experience of 3 years in Technical Writing
- Candidate has experience and is proficient in working with Adobe Framemaker

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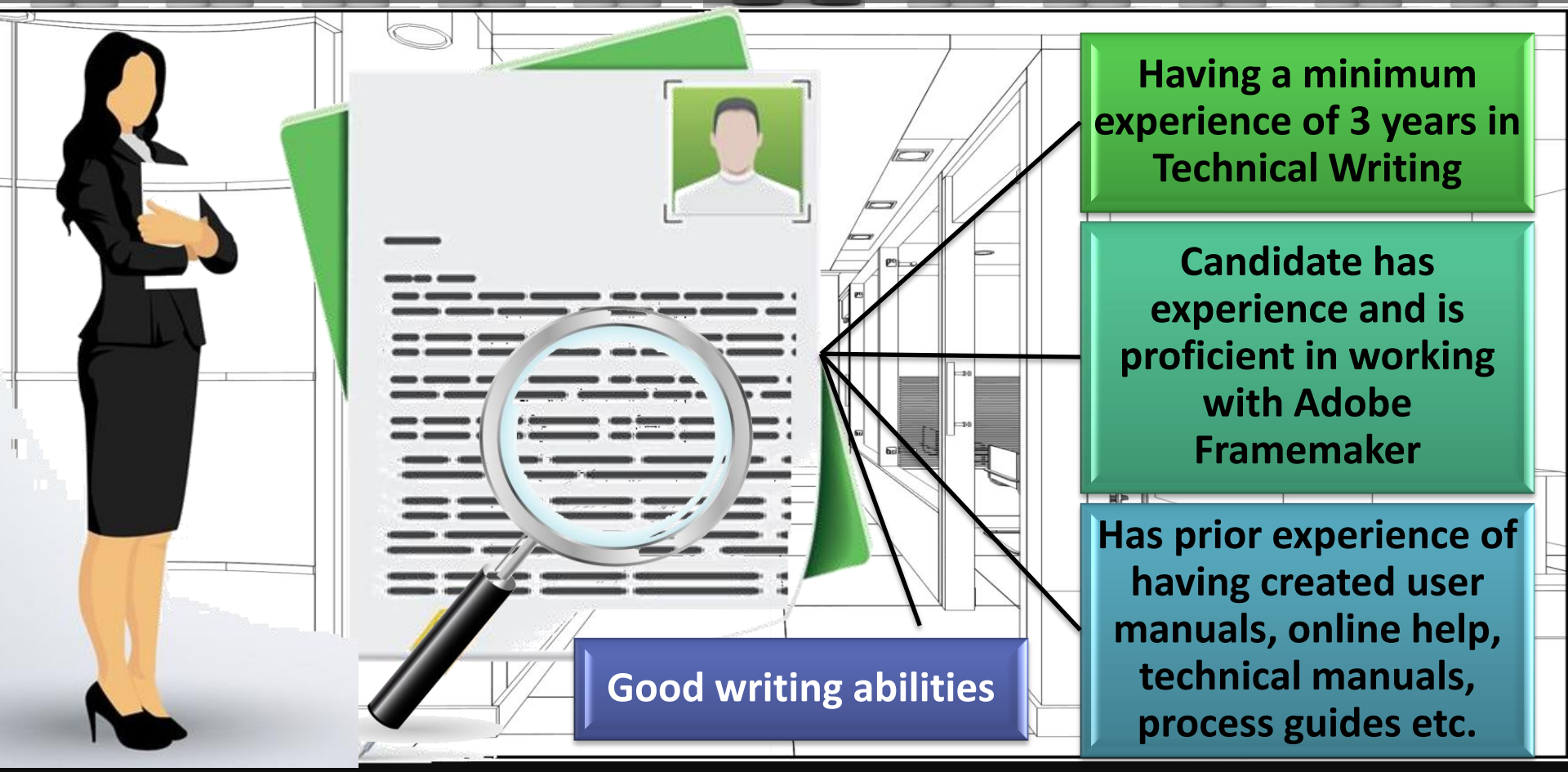
Real Life Example



- Has prior experience of having created user manuals, online help, technical manuals, process guides etc.
- Good writing abilities (which Hazel judges from the manner in which the resume is written)

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Real Life Example

- So, you can understand that out of the 8 candidates that David short-lists and 3 candidates that Hazel short-lists, it is obvious that Hazel's candidate has a greater chance of getting selected and hired by the people in the L & D team.

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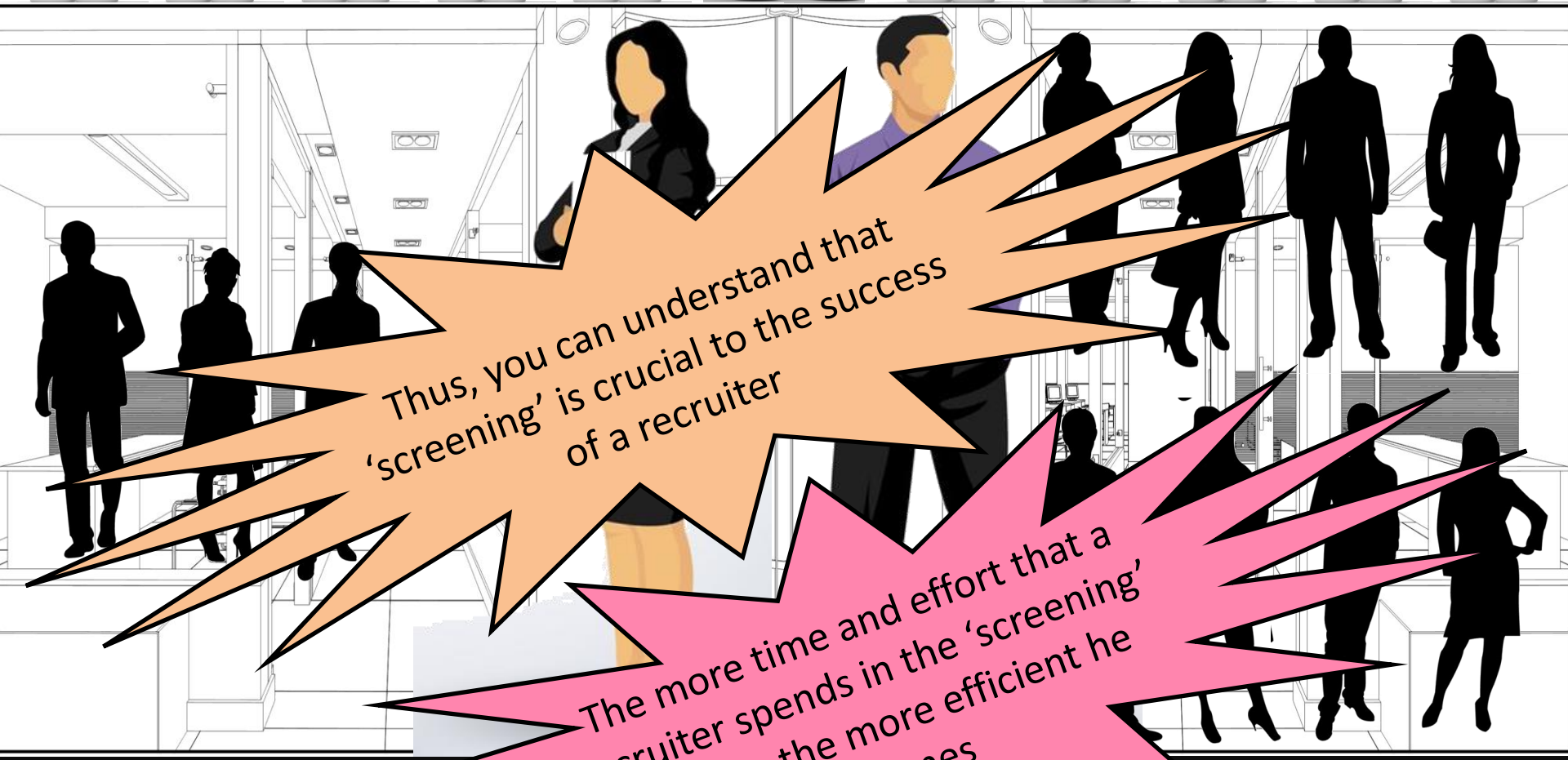
Real Life Example



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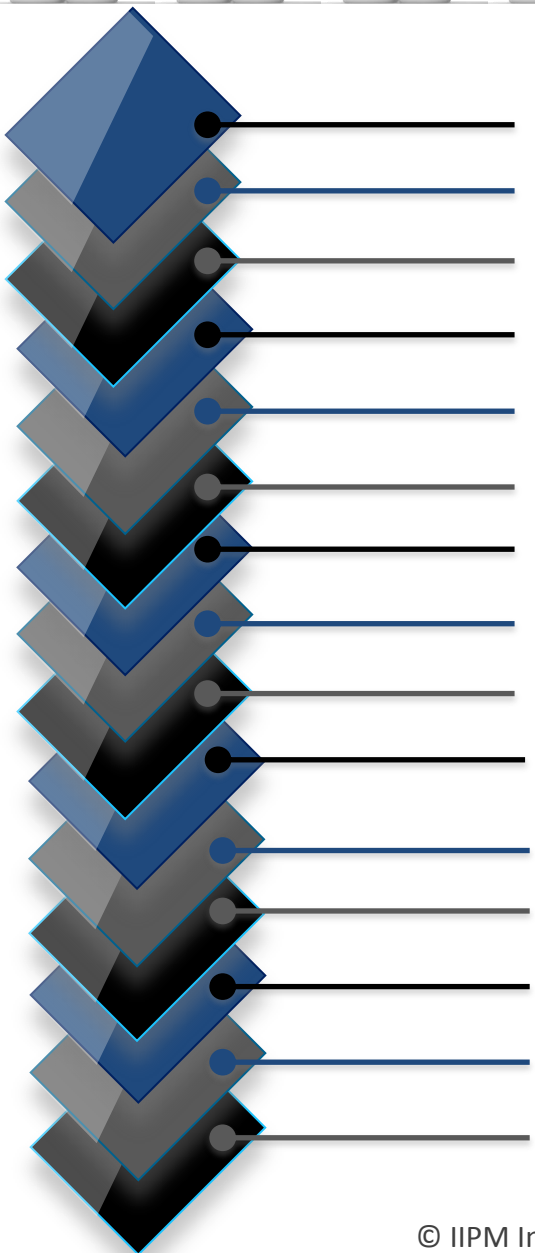
Objective



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- Explain the Stages of Recruitment
- **Explain the Selection Process**
- Explain the Various Selection Tests
- Explain the Types of Interview
- Explain How to Develop Good Interview Skills
- Explain Body Language Cues in Interviews
- List the Qualities of a Good Recruiter
- Explain Who is a ‘Talent Acquisition Specialist’

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Selection Process

- Preliminary Interview
- Selection Tests
- Employment Interview
- Reference & Background
- Selection Decision
- Medical Examination
- Job Offer
- Employment Contract
- Evaluation

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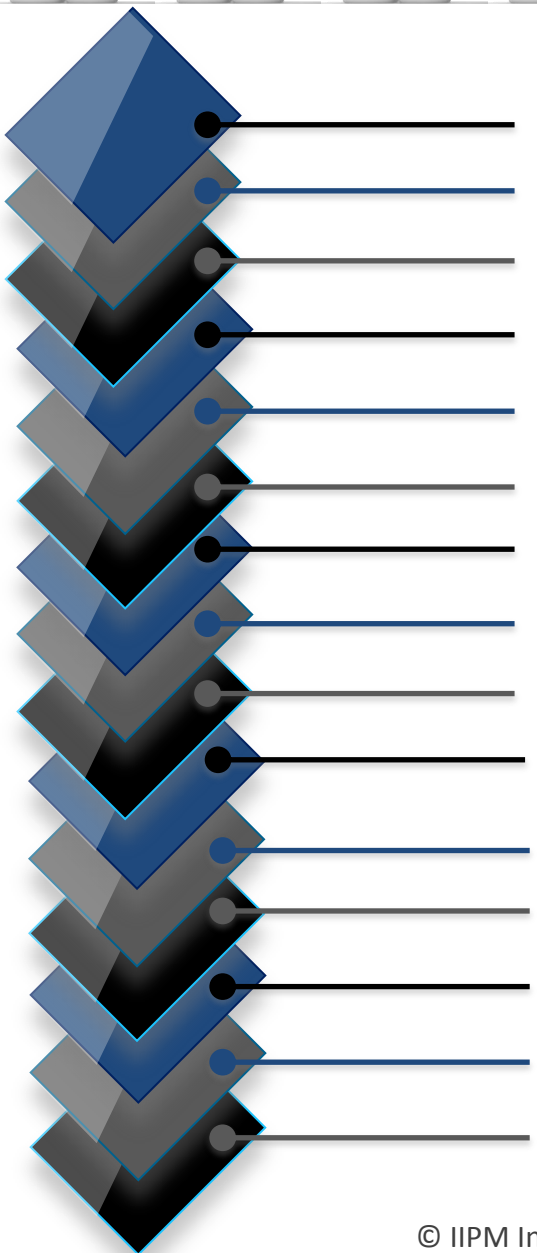
Objective



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Selection Tests

Tests	Description
Thomas Profiling	Identifying behavioural requirement for the job
MBTI	Understanding personality type
PAPI	Behaviour in work place
16 PF	Measuring personality factors
ASUFA	Locus of control

Roll your mouse over the icon, to learn more.

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Tip!

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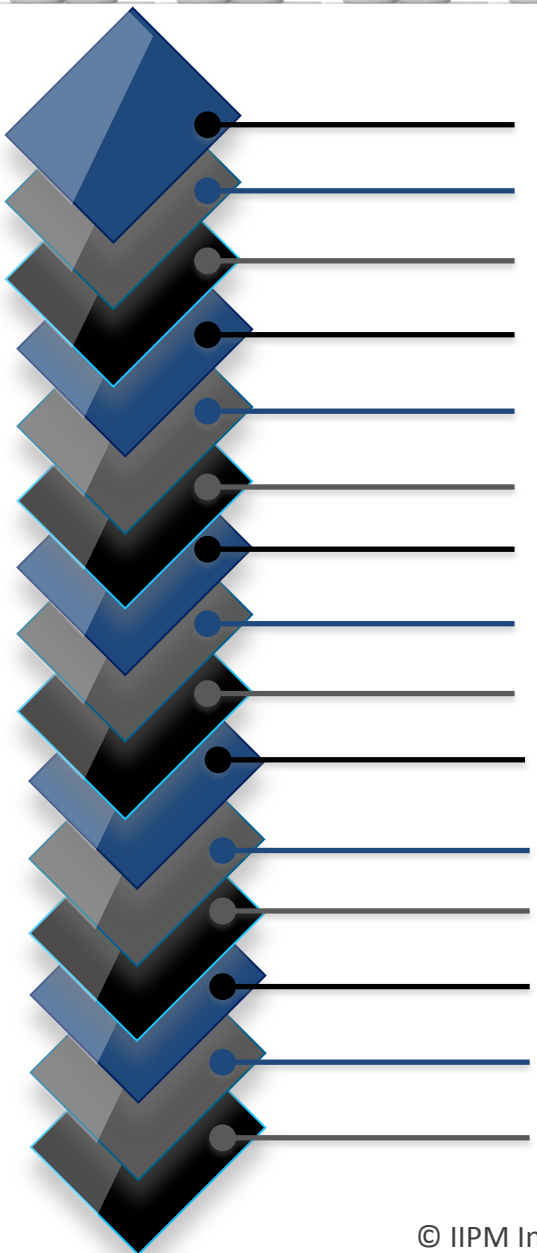
Objective



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Types of Interview

One to one Interview

- Only two participants – Interviewer and Candidate

Sequential Interview

- Involves series of interviews
- Candidate moves from room to room

Panel Interview

- Two or more interviewers
- Formal Interview

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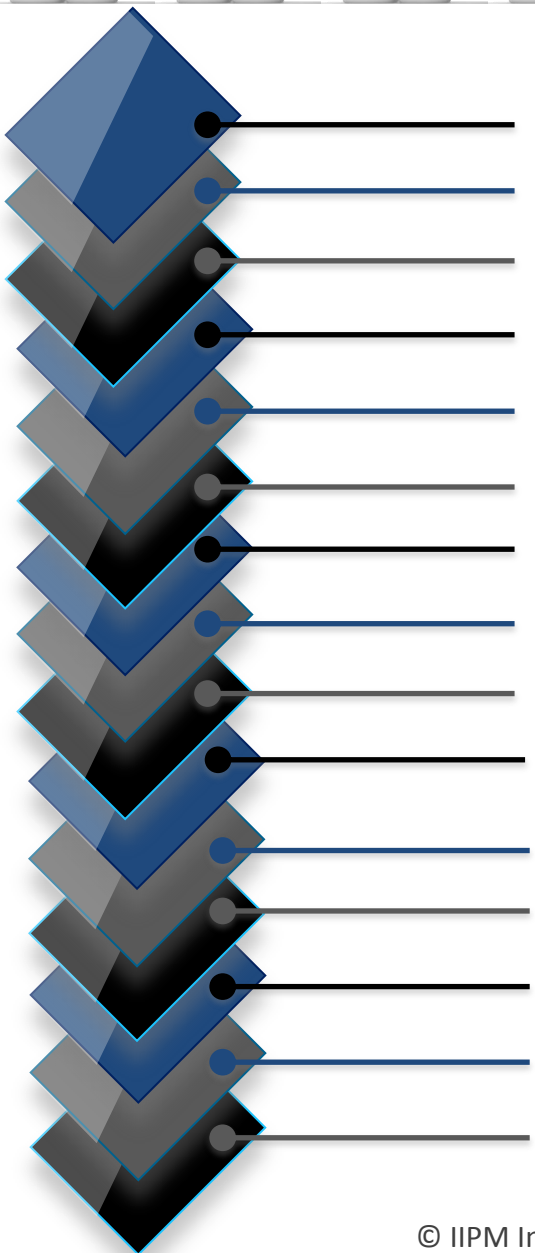
Objective



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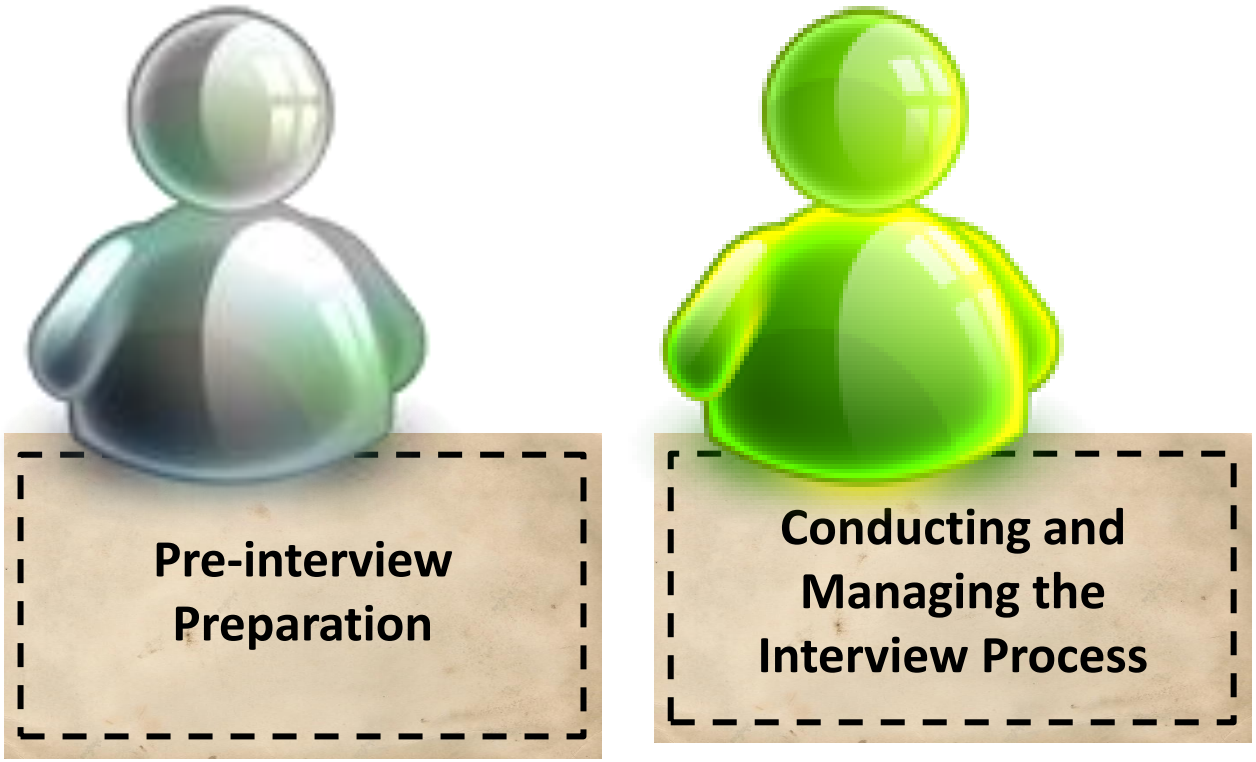
Develop Good Interview Skills

Conducting an interview is a core responsibility of every recruiter. It is important to bear in mind that a successful interview depends on characteristics of both the interviewer and the candidate.

There are two parts to conducting a successful interview:



Let us look at each in detail.

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Pre-interview Preparation

There are a few preparations that you need to make as a recruiter to make sure that the interview goes smoothly and successfully. The following are a few key points that you should bear in mind for pre-interview preparations:

- **Have clarity about the kind of skills sets, capabilities, attitude, behavioral characteristics required for the job.**
- **Keep a list of the core questions that need to be asked to every candidate.**
- **Keep a hard or soft copy of the candidate ready before the interview to be accessed easily during the interview process.**
- **Go through the interview candidate's resume carefully and make a note of questions, clarifications and doubts that need to be asked to the candidate.**

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Pre-interview Preparation

- **Select a peaceful ambience and room for conducting the interview.**
- **Make sure that the selected room is available to you during the time of the scheduled interview. Make sure to block and reserve the room in advance, if necessary.**
- **Confirm with the candidate whether he will be attending the interview as scheduled or not so that changes can be made to the schedule, if necessary.**
- **Give a reminder to the candidate, one day prior to the interview and reconfirm his attendance for the scheduled interview.**
- **Before each interview, quiet your mind and mentally prepare for an hour of concentration, observation, and alertness.**

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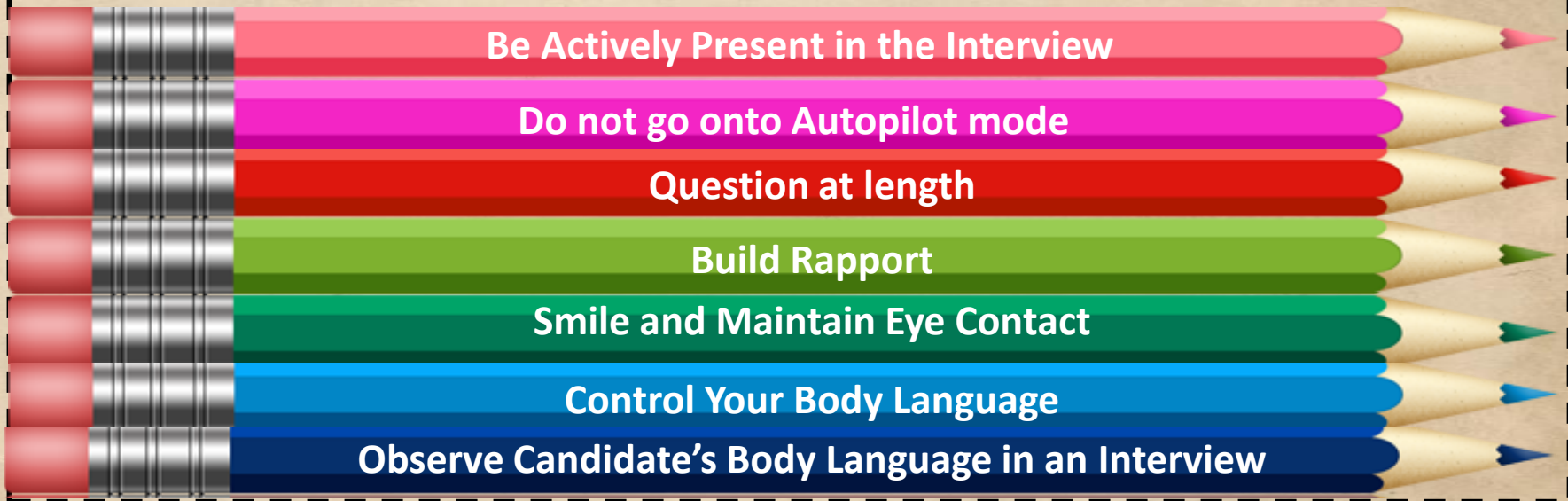
Conducting & Managing the Interview Process

This is one of the most important parts of the interview process. The success of an interview would ideally depend upon both the interviewer as well as the candidate. The following are a few key points that you should bear in mind for conducting and managing the interview process:



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Conducting & Managing the Interview Process

Be Actively Present in the Interview

Never have laid back attitudes while conducting an interview. You should always be alert and open as well. Such an open and active attitude will help you to observe and notice what is being said, its implied meaning as well read in between the lines. Hence, your openness will help you to judge the candidate without bias, purely on your interpretation of objective observation

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Conducting & Managing the Interview Process

Do not go onto Autopilot mode

When listening to the candidate's answers for some time, it may happen that you may form a judgment about the candidate's behavior, attitude, skill level, capabilities, strengths or weaknesses. As soon as you form a judgment before the interview has ended, you tend to go onto an autopilot mode. When this happens, you stop listening to what the candidate is saying; you stop concentrating diligently and do not make an effort to engage meaningfully with the candidate. Hence, you start assuming certain patterns in the candidate's responses and close yourself to the possibilities that may be offered by the remaining of the candidate's responses

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Conducting & Managing the Interview Process

Question at length

The best way to get to know more and more about the candidate is by asking questions. Look for more questions that you can ask by using the responses of the candidate. Probe further on any point discussed in the response given by the candidate. Remember that some of the candidates may not be very expressive themselves. So, your questioning skills will help to uncover hidden qualities, talents, skills, interests, strengths etc. of the candidate that may not be mentioned or highlighted by his resume or his voluntary description of himself

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Conducting & Managing the Interview Process

Build Rapport

It is very important to build rapport with the candidate during the interview. You can use the initial few moments to make the candidate comfortable and at ease and hence build a rapport with him. Building a rapport with the candidate would help him become comfortable, less nervous and make him open and frank in his responses

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Conducting & Managing the Interview Process

A few ways in which you can build rapport with the candidate is by:

- **Introduce yourself while giving the candidate a firm handshake.**
- **Welcome and thank the candidate for taking the time out to attend the interview in person**
- **Give him a brief overview about what you aim to achieve by conducting the interview.**
- **Ask the candidate if he has any doubts that he needs to clarify before the interview starts.**
- **Acknowledge candidate's potential nervousness and ask him to relax.**
- **Drive the fact that you are not essentially testing his skills but just trying to find whether his experience, skills, knowledge etc. are the right fit for the vacant job.**
- **Always exude warmth and confidence to start building trust**

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Conducting & Managing the Interview Process

Smile and Maintain Eye Contact

An important thing to remember while conducting an interview is to smile from time to time to the candidate. Also, always maintain eye contact with the candidate. Smiling would encourage the candidate to open up more and have a frank conversation with you. When you smile to the candidate, it shows him that you are friendly and approachable. He would be able to discuss at length about his capabilities as well as any apprehensions he may have with respect to the job that he has applied for. When you maintain eye contact, it shows that you are attentively listening to the candidate. It also shows that you are interested in what the candidate is saying

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Conducting & Managing the Interview Process

Control Your Body Language

It is crucial that you be conscious of the body language you're displaying through your face, arms, hands, torso, feet, and legs during the interview. You should also sense the candidate's communication style, vocabulary, and cultural and personality differences, then reflect these back and match the candidate's energy level. Always make sure to sit erect, with an open, alert posture, fully facing the candidate and leaning in slightly. You should always show welcoming facial expressions, nodding, and smiling. Maintain a solid eye contact with the candidate throughout the interview. Always make sure that you talk with an even tone that is consistent in volume and at a moderate pace. Do not whisper

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Conducting & Managing the Interview Process

Observe Candidate's Body Language in an Interview

One of the most crucial aspects to keep in mind while conducting an interview is to the 'read the candidate's non-verbal cues'. Such non-verbal or body language cues will help you to distinguish between what the candidate is portraying and the actual truth of facts

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Conducting & Managing the Interview Process

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Hence, in an interview, you should always notice the following about the candidate's body language:

- Loudness of speech
- Tone
- Animation
- Inflections
- Gestures
- Posture
- Facial expressions

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MCQ

Q. Which of the following types of interview involves a series of interviews?

- One-to-one Interview
- Telephonic Interview
- Sequential Interview
- Panel Interview

Click on the radio button to select the correct answer!

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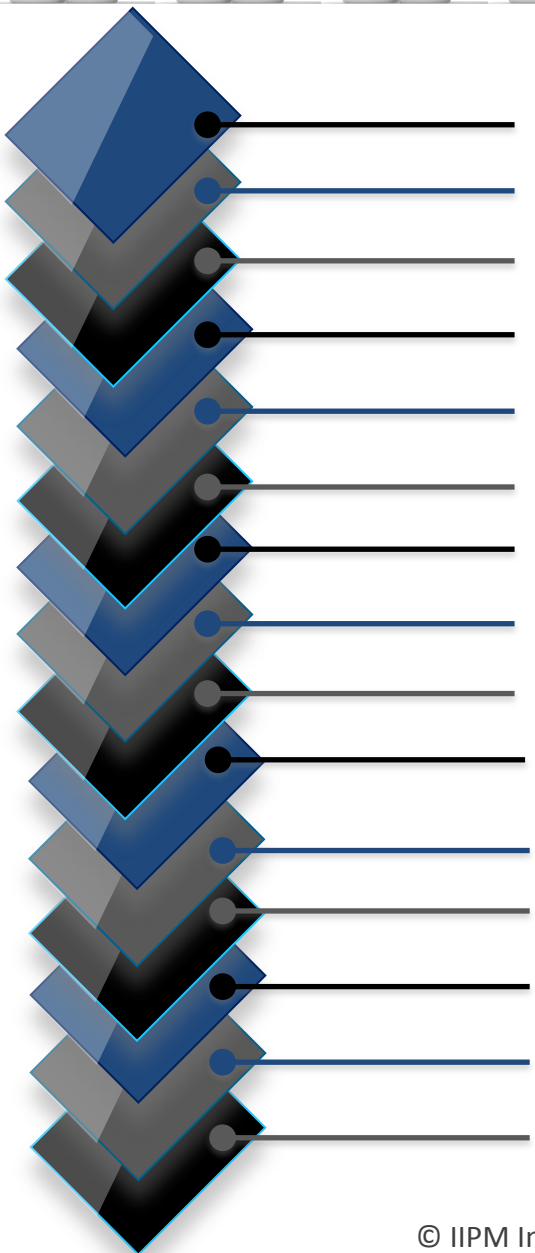
Objective



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Body Language Cues to Look Out For

Study has shown that a person conveys a lot more through his body language than through his actual words. So, when you interview someone, you could look out for the following non-verbal cues and interpret the meaning and mind-set of the candidate as opposed to what he is trying to convey through his words

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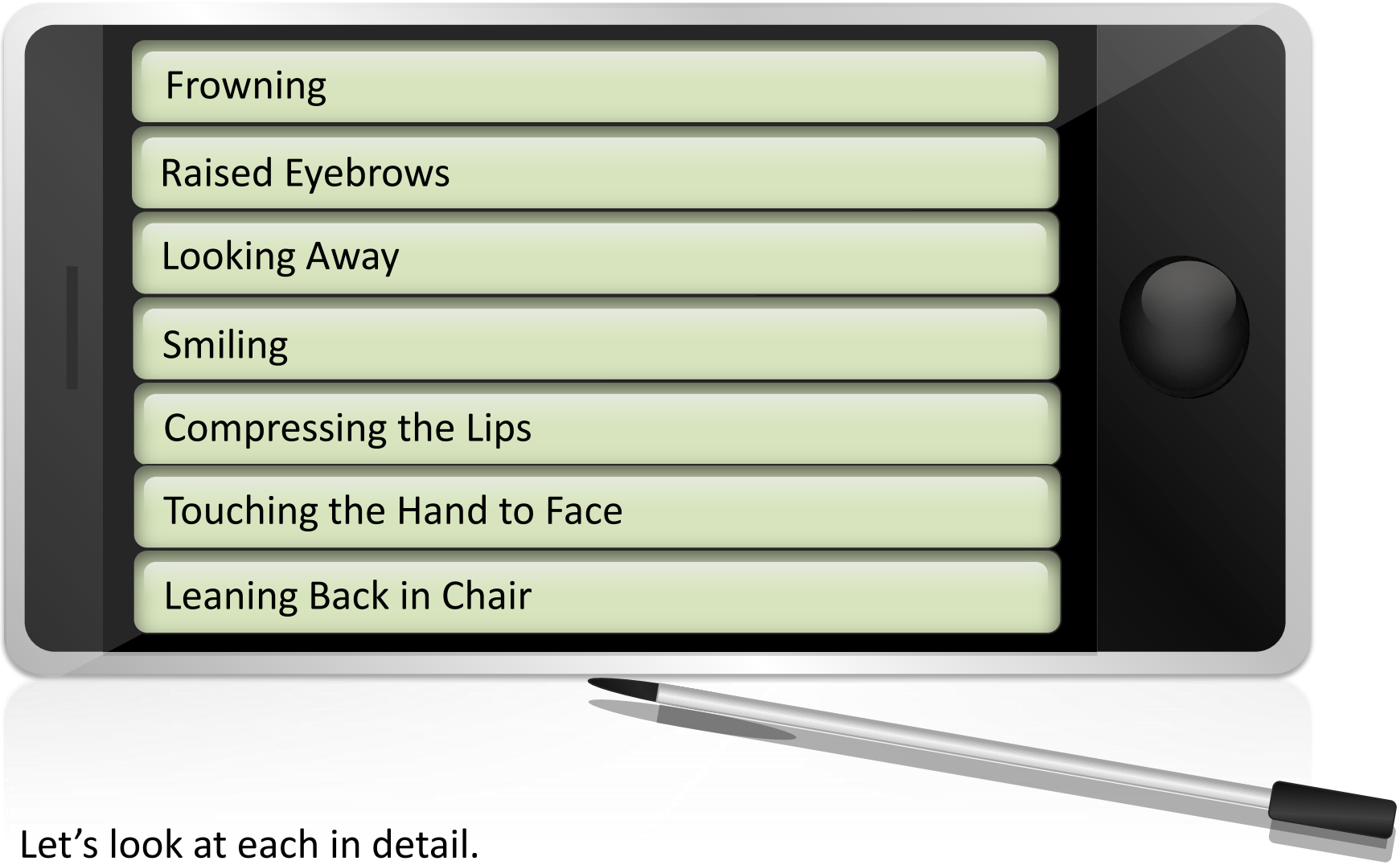
Body Language Cues to Look Out For



Let’s look at each in detail.

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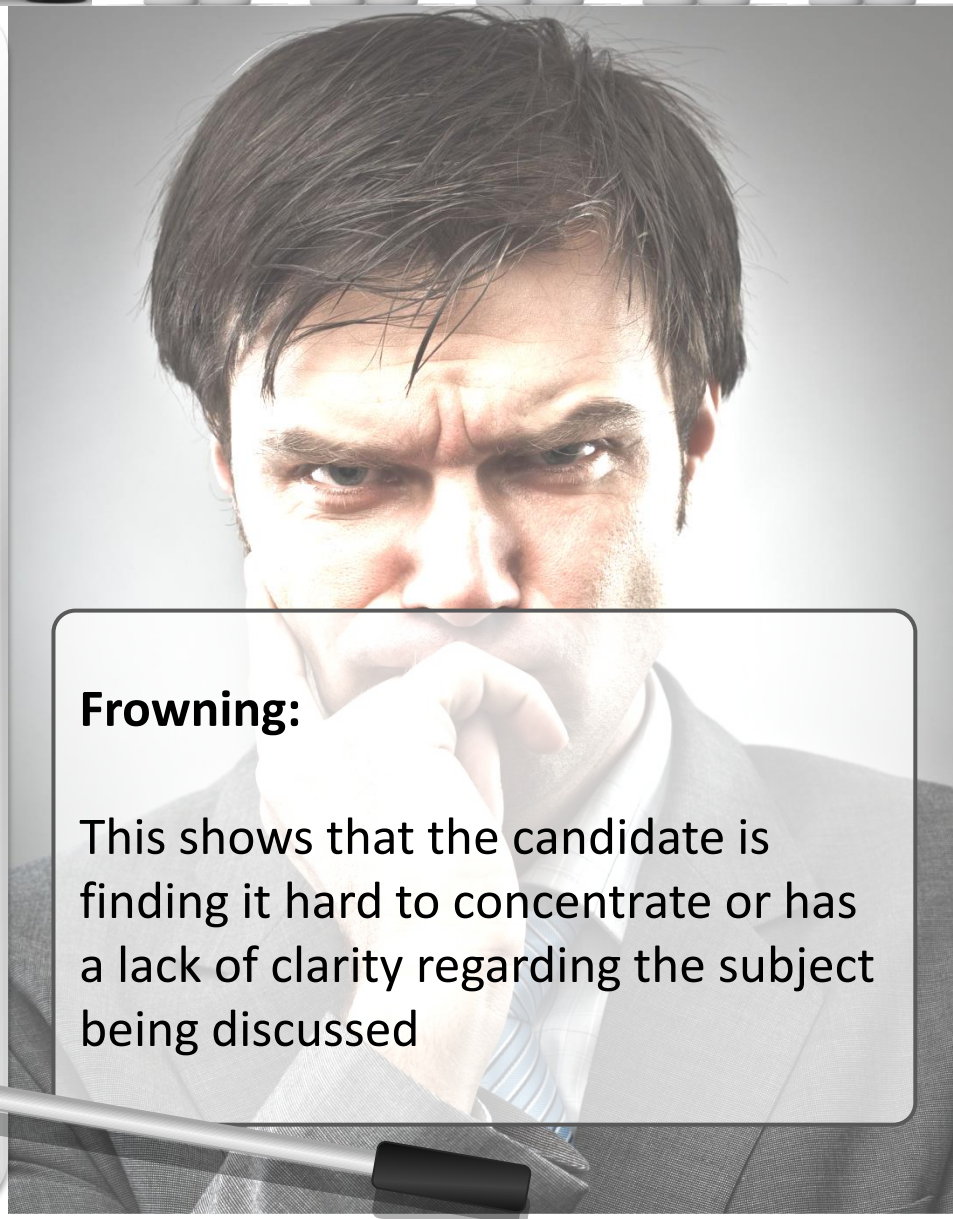
Body Language Cues to Look Out For

- Frowning
- Raised Eyebrows
- Looking Away
- Smiling
- Compressing the Lips
- Touching the Hand to Face
- Leaning Back in Chair



Frowning:

This shows that the candidate is finding it hard to concentrate or has a lack of clarity regarding the subject being discussed

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Body Language Cues to Look Out For

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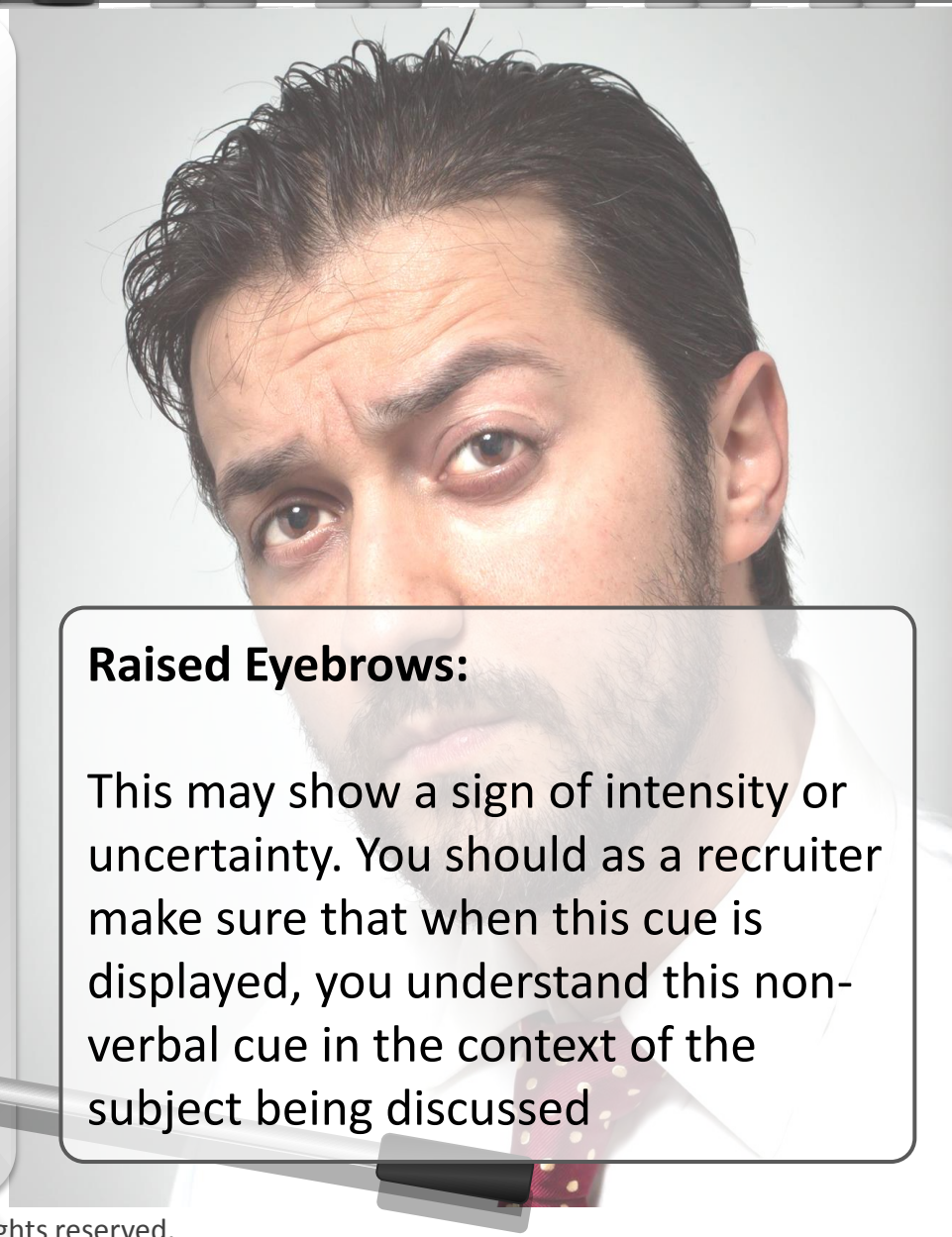

Raised Eyebrows:

This may show a sign of intensity or uncertainty. You should as a recruiter make sure that when this cue is displayed, you understand this non-verbal cue in the context of the subject being discussed

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Body Language Cues to Look Out For

- Frowning
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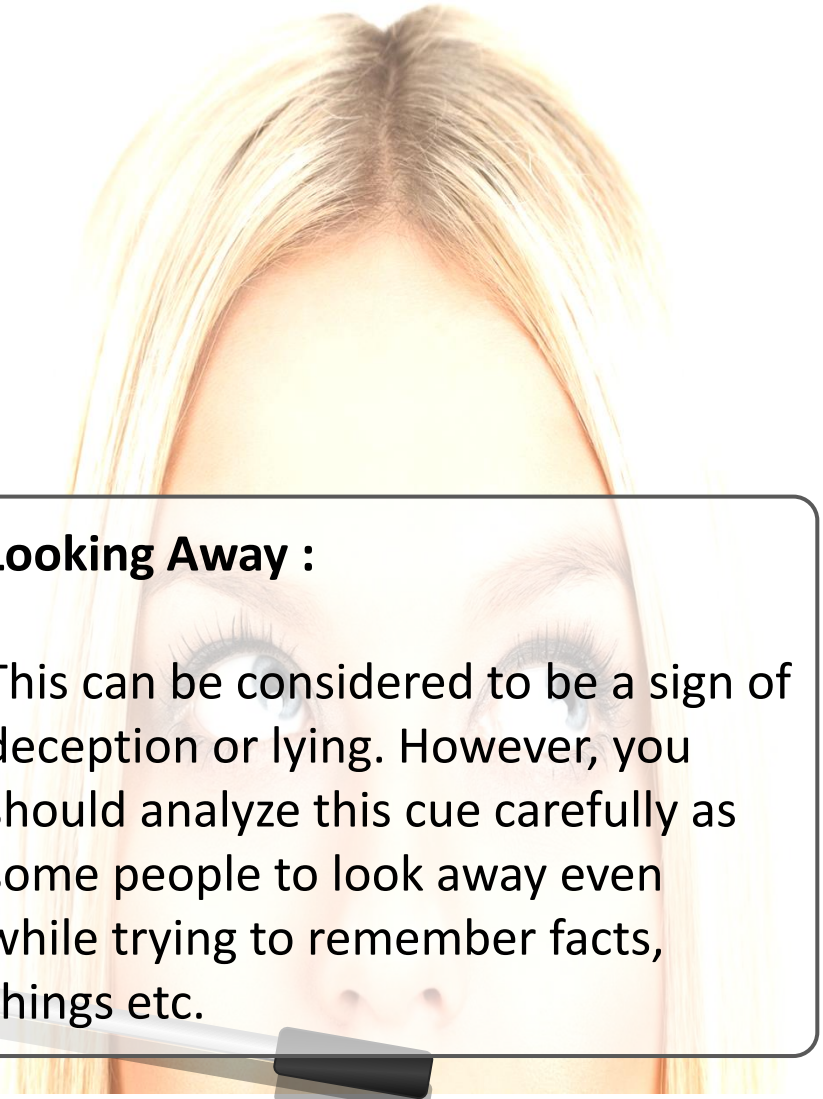

Looking Away :

This can be considered to be a sign of deception or lying. However, you should analyze this cue carefully as some people to look away even while trying to remember facts, things etc.

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Body Language Cues to Look Out For

- Frowning
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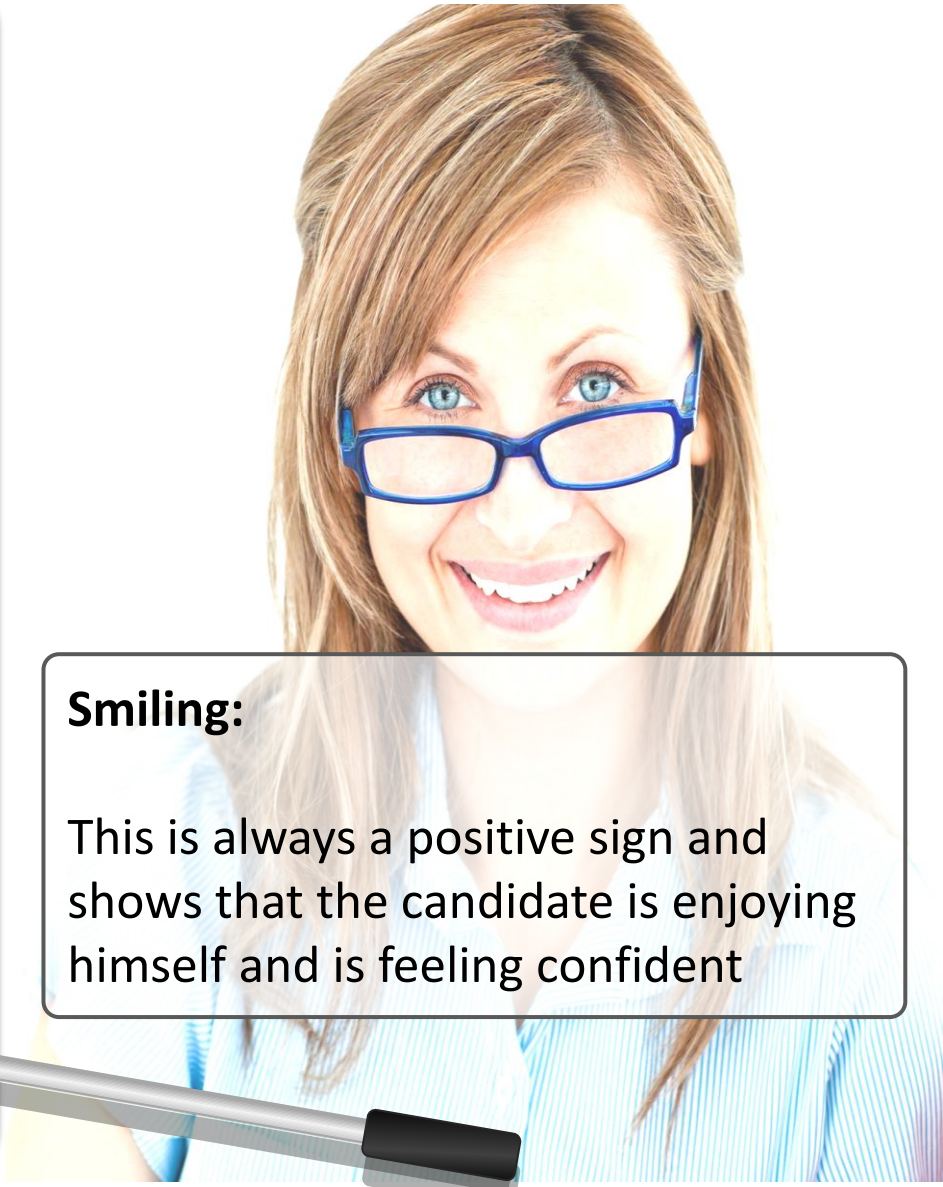

Smiling:

This is always a positive sign and shows that the candidate is enjoying himself and is feeling confident

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Body Language Cues to Look Out For

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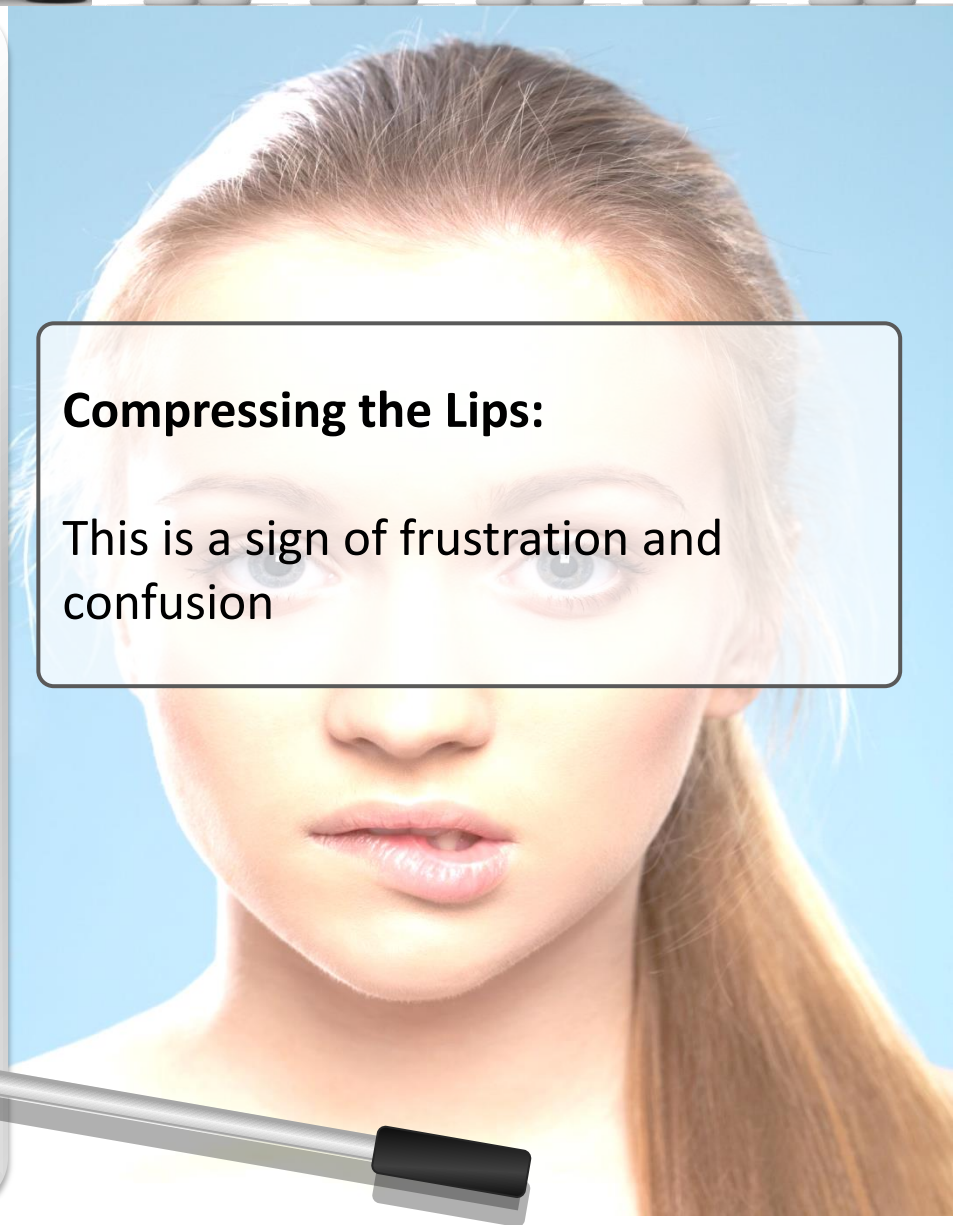

Compressing the Lips:

This is a sign of frustration and confusion

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Body Language Cues to Look Out For

- Frowning
- Raised Eyebrows
- Looking Away
- Smiling
- Compressing the Lips
- Touching the Hand to Face
- Leaning Back in Chair

Touching the Hand to Face:

This is a sign of confusion and uncertainty

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Body Language Cues to Look Out For

- Frowning
- Raised Eyebrows
- Looking Away
- Smiling
- Compressing the Lips
- Touching the Hand to Face
- Leaning Back in Chair

Leaning Back in Chair:

This is a sign of rejection and shows that the candidate is having negative feelings

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MCQ

Q. Which of the following is a sign of 'deception or lying'?

- Frowning
- Looking away
- Leaning back in chair
- Raised eyebrows

Click on the radio button to select the correct answer!

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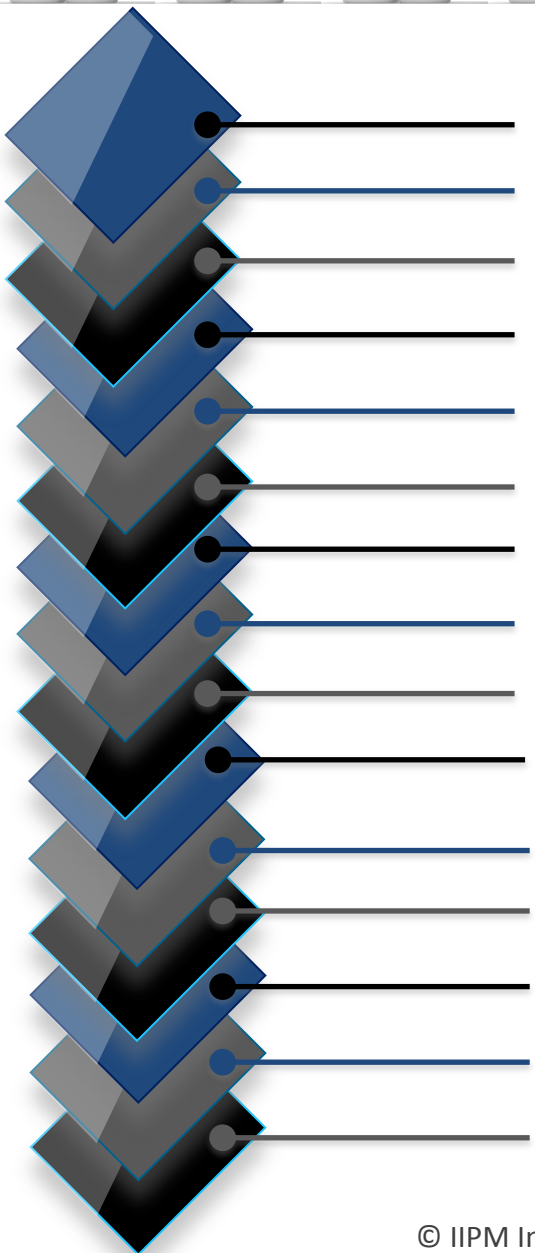
Objective



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Qualities of a Good Recruiter

The following are the qualities of a good recruiter:

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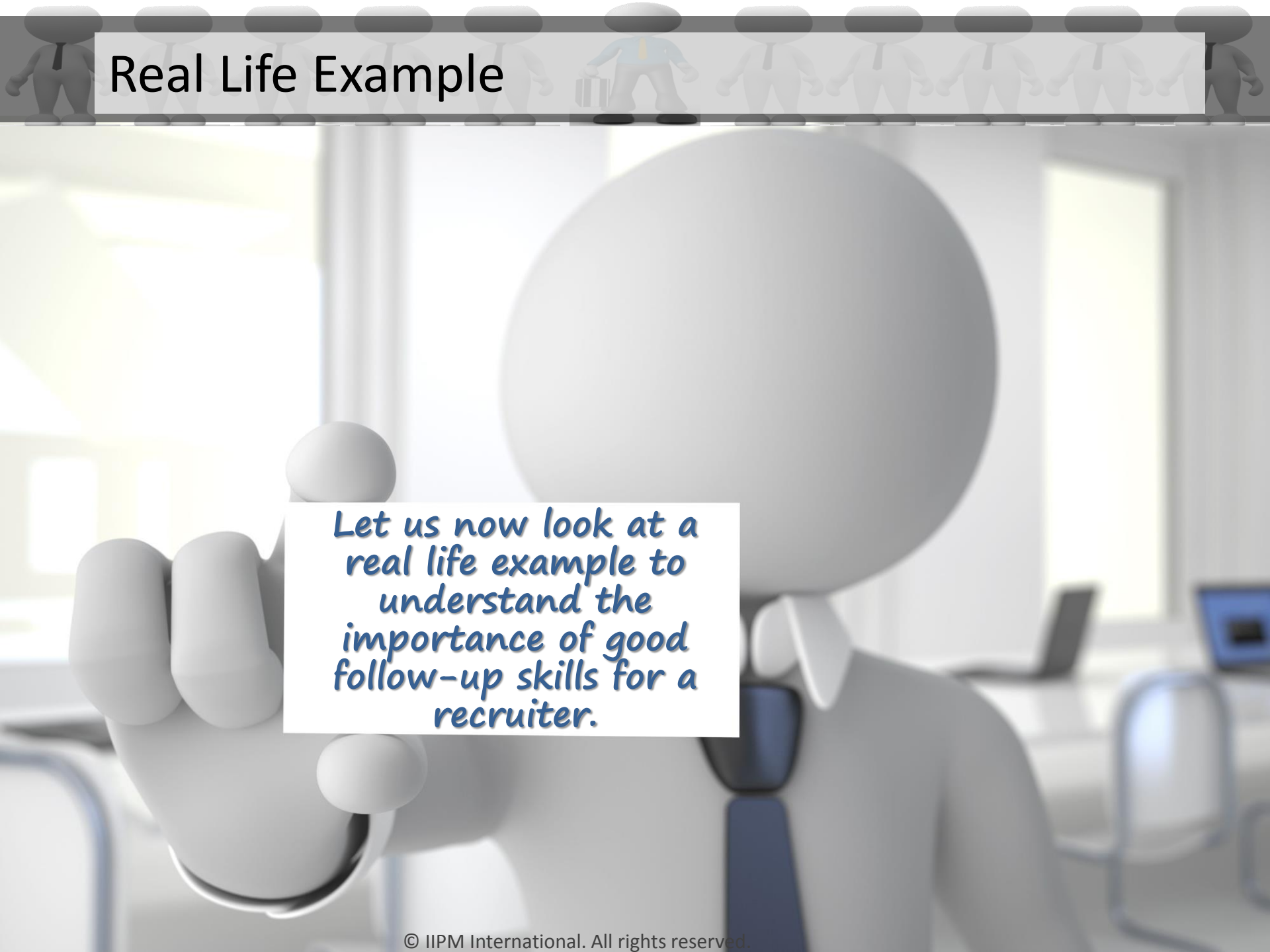
Real Life Example



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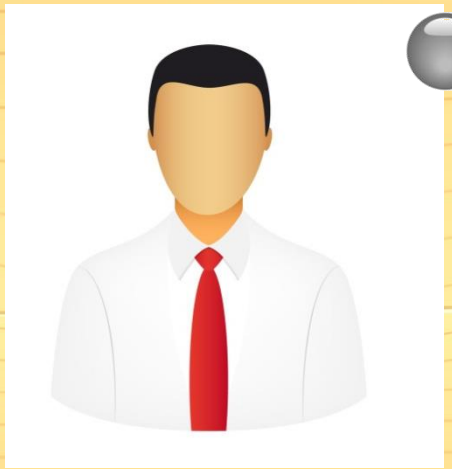

George Smith is an HR Executive in Globus Inc.

Recently, a vacancy opened up in the Quality team for a Senior Software Tester

George received a lot of resumes from applicants who were interested in applying for this position

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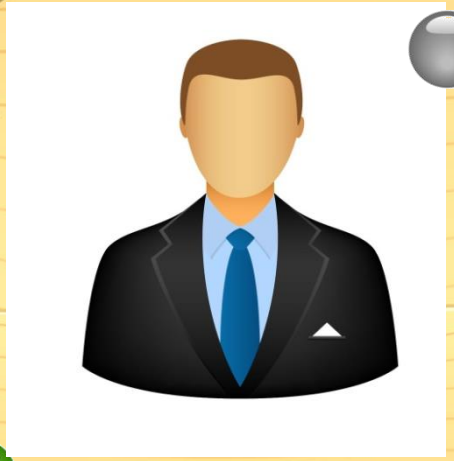
Real Life Example



George carefully screened each resume and short-listed five candidates to call for an interview

So, George informed the short-listed candidates that he would get back to them about the schedule of the interview

However, Brad Thorton, the Quality Manager who would be taking the first round of interviews was on a week-long vacation

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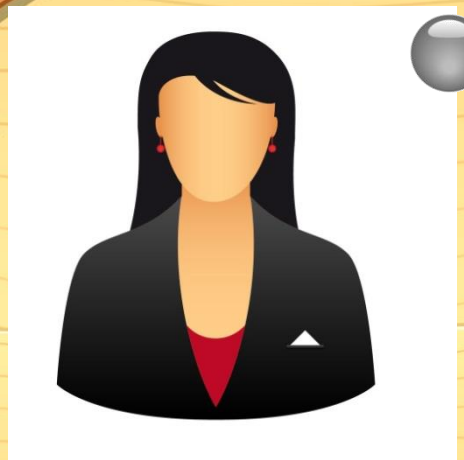
Real Life Example



Three weeks later, George received a call from Kate, one of the short-listed candidates

Kate was calling George to find out if the interview schedule had been fixed

George then realized with a start that in his busy day-to-day workload, he had completely forgotten that Brad had returned a week ago from his vacation

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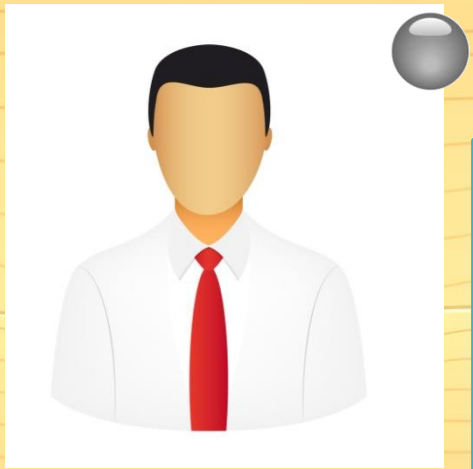
Real Life Example



George was supposed to schedule the first round of interviews for the Software Tester position, two weeks ago when Brad returned

George calls Brad immediately to fix the interview schedule

However, Brad informs George that he is going on a business trip for two weeks, so he would be able to conduct the interviews only after he returns

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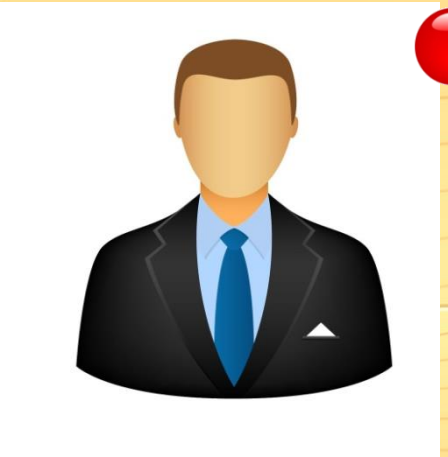
Real Life Example



Brad is disappointed that George didn't schedule the interviews in the earlier two weeks after he returned from his vacation and had some free time available

George then informs Kate about the delay due to the circumstances

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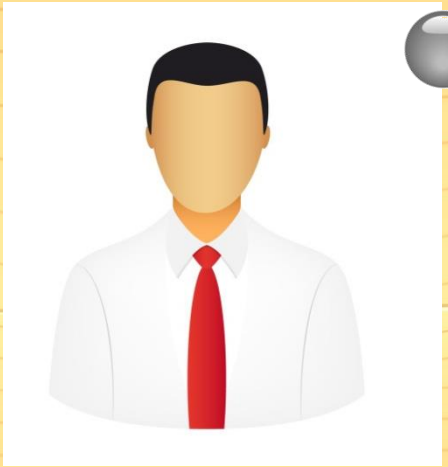
Real Life Example



In the given situation, you can see that George greatly lacks 'follow-up skills'

If George had 'followed-up' and kept a tab on Brad's return, he would have been able to schedule the interviews when Brad was free

Due to George's lack of following-up, the recruitment of the Senior Software Tester was postponed by almost a month

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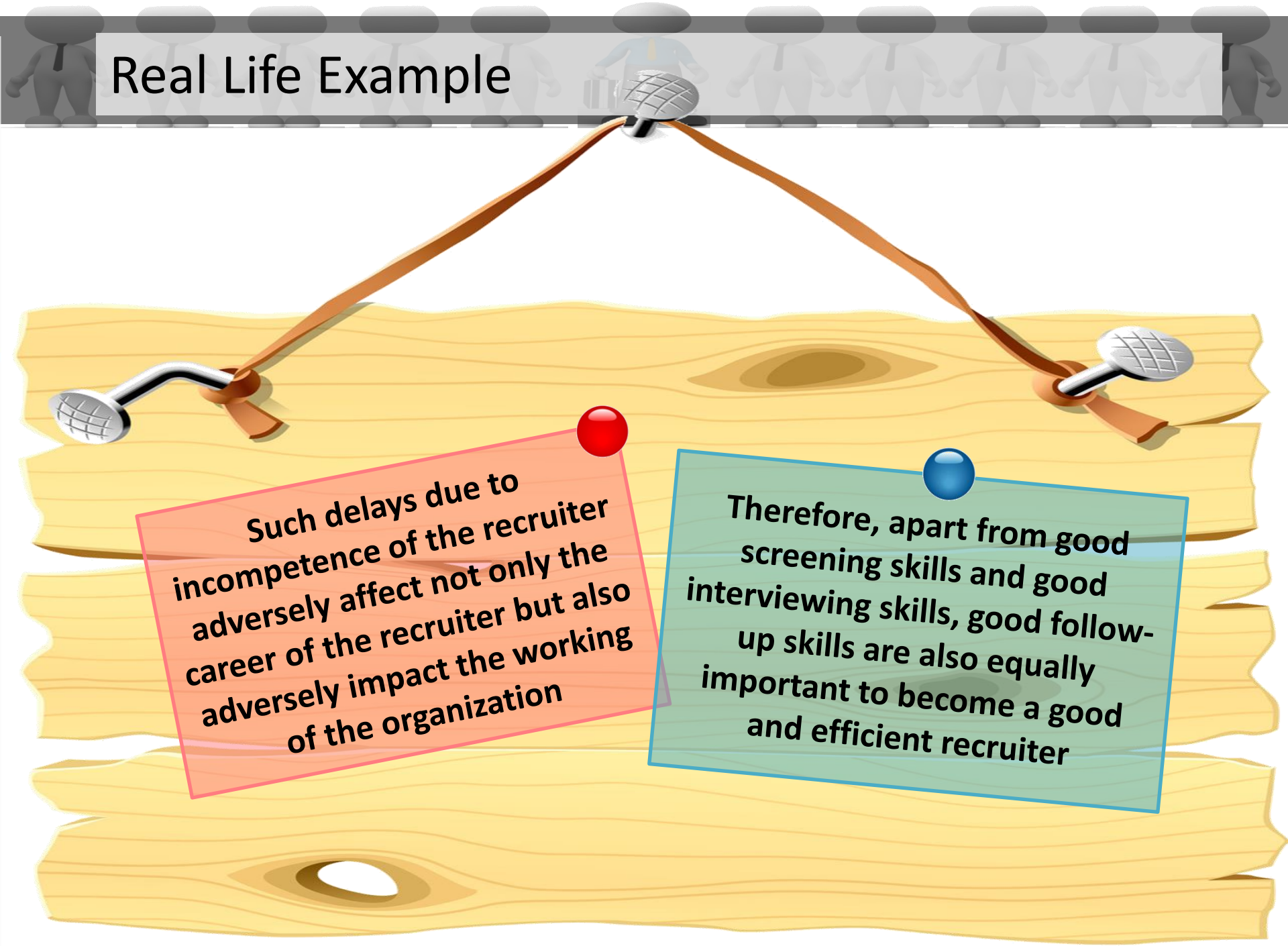
Real Life Example



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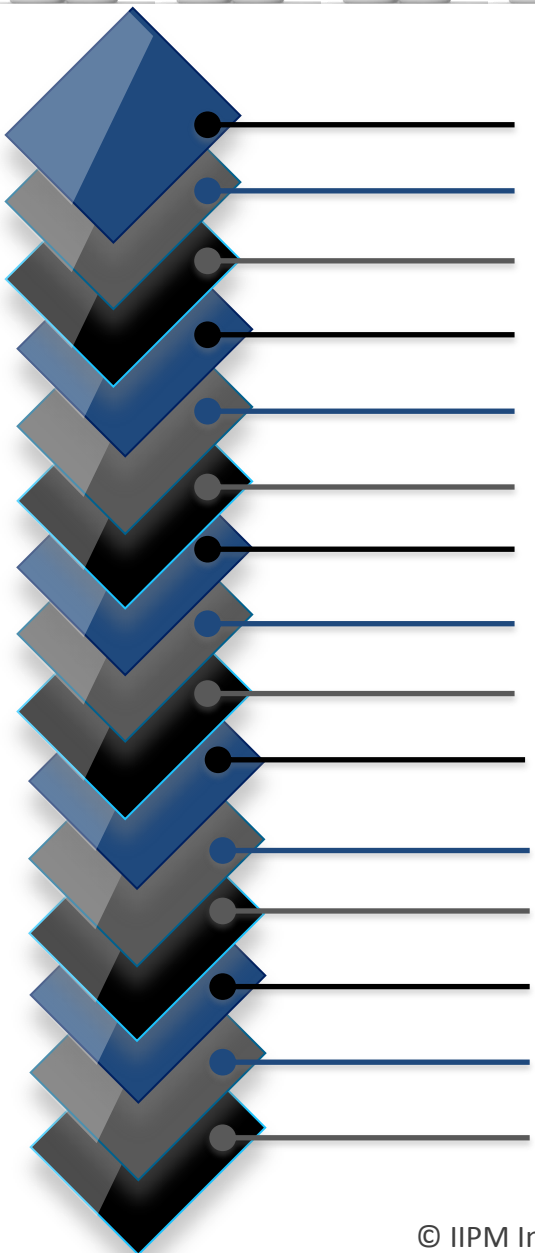
Objective



- Explain What is Recruitment
- Explain the Importance of Recruitment
- List the Sources of External Recruitment
- List the Sources of Internal Recruitment
- Explain the Various Approaches to Recruitment
- Explain the Recruitment Process
- List the Factors Affecting Recruitment Process
- Explain the Stages of Recruitment
- Explain the Selection Process
- Explain the Various Selection Tests
- Explain the Types of Interview
- Explain How to Develop Good Interview Skills
- Explain Body Language Cues in Interviews
- List the Qualities of a Good Recruiter
- **Explain Who is a 'Talent Acquisition Specialist'**

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Who is a ‘Talent Acquisition Specialist’?

The targeted recruitment/acquisition of high performing teams is known as ‘Talent Acquisition’. Hence, organizations usually hire a ‘Talent Acquisition Specialist’ who specializes in talent acquisition. Such a ‘Talent Acquisition Specialist’ specializes in identifying, approaching and recruiting top performing teams from the competitors of an organization

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Who is a ‘Talent Acquisition Specialist’?

The role of a ‘Talent Acquisition Specialist’ is similar to that of a traditional recruiter/head-hunter. However, the role of such a person is highly crucial and of strategic importance to a business. Generally, such a person works in close conjunction with a company's executive management. The major advantage of such a recruiter is that it helps to bring in high-performing people into an organization which leads to greater efficiency and effectiveness in the working of the team

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MCQ

Q. What does a 'Talent Acquisition Specialist' do?

- Acquires top performing teams
- Acquires newly formed teams
- Acquires high performing companies
- Acquires low maintenance teams

Click on the radio button to select the correct answer!

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Practice

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Practice

You have been given the responsibility of hiring a new Customer Service Executive with no prior experience for a reputed telecom service provider.

- What are the possible sources from which you could find suitable candidates?
- What are the key skills that are required for this job?
- What are the possible interview questions or tests that you can use for selecting a candidate?

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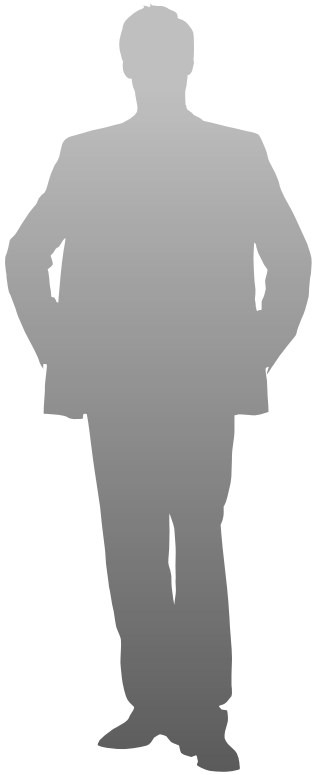
Case Study



Richard Bronson is an HR Executive who takes of recruitments in Helium Inc.

1. What are the possible sources from where Richard can find candidates for Helium?

2. What attributes should Richard develop to gain good interview skills?

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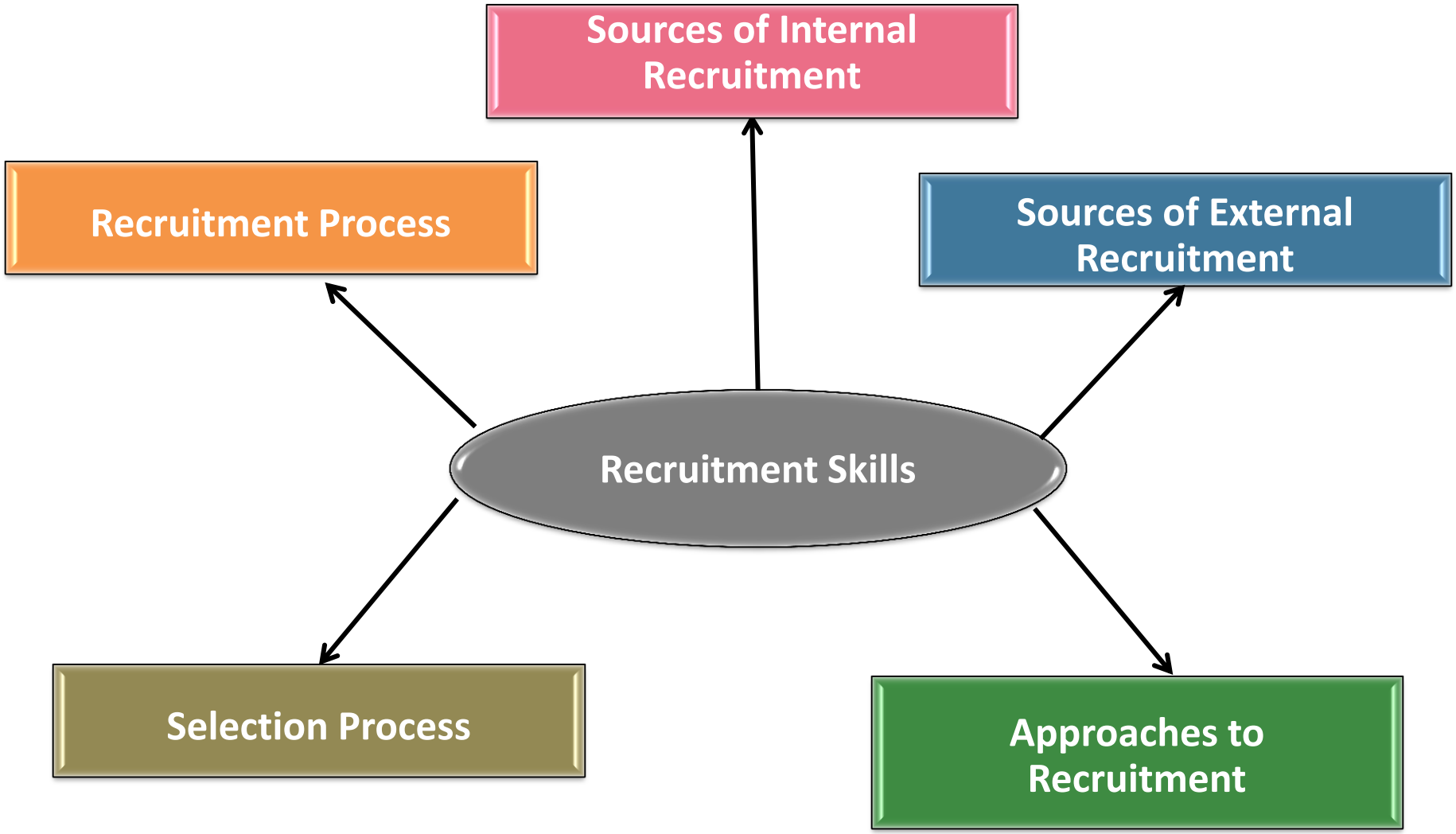
Summary



Let's look at each in detail.

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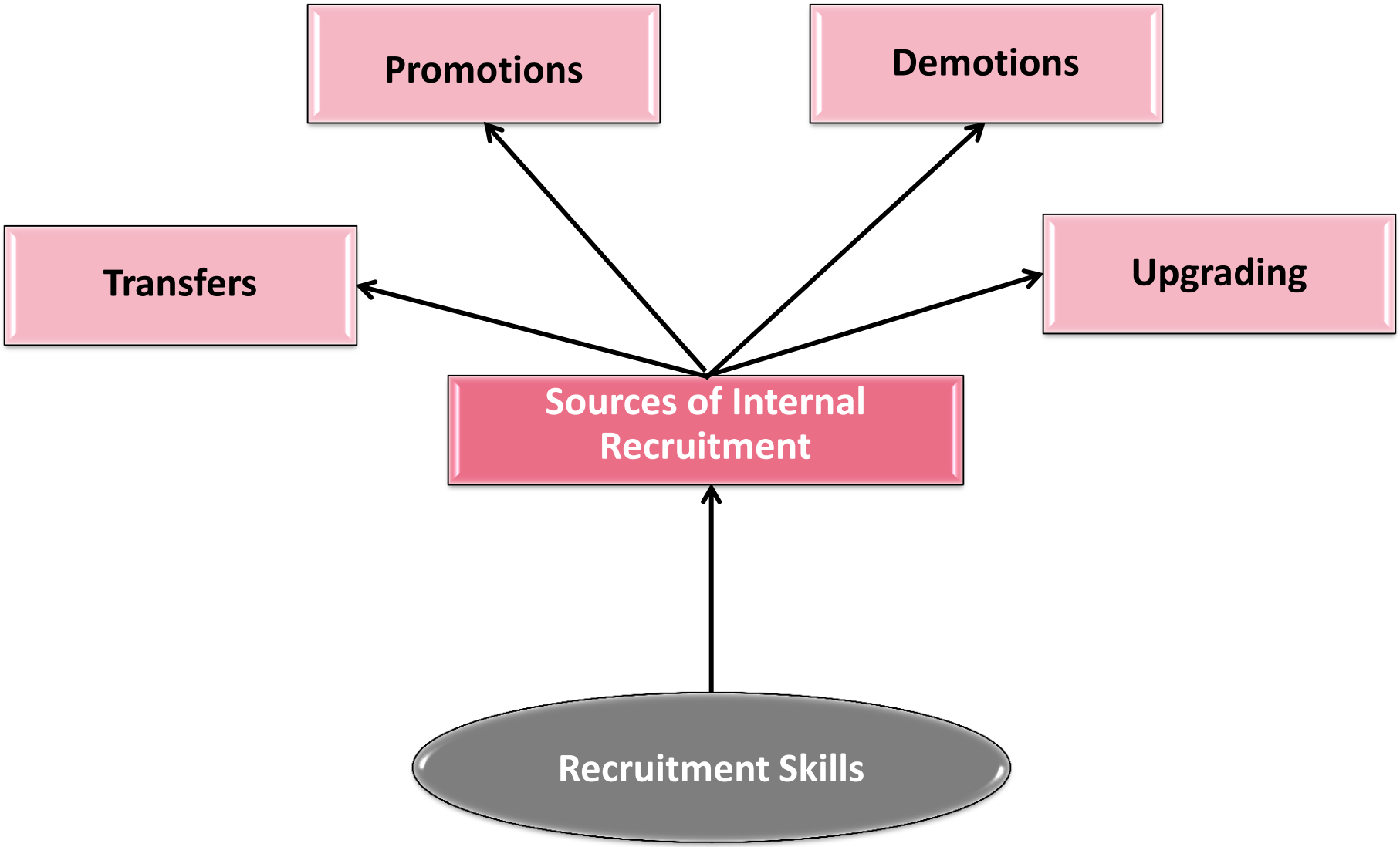
Summary



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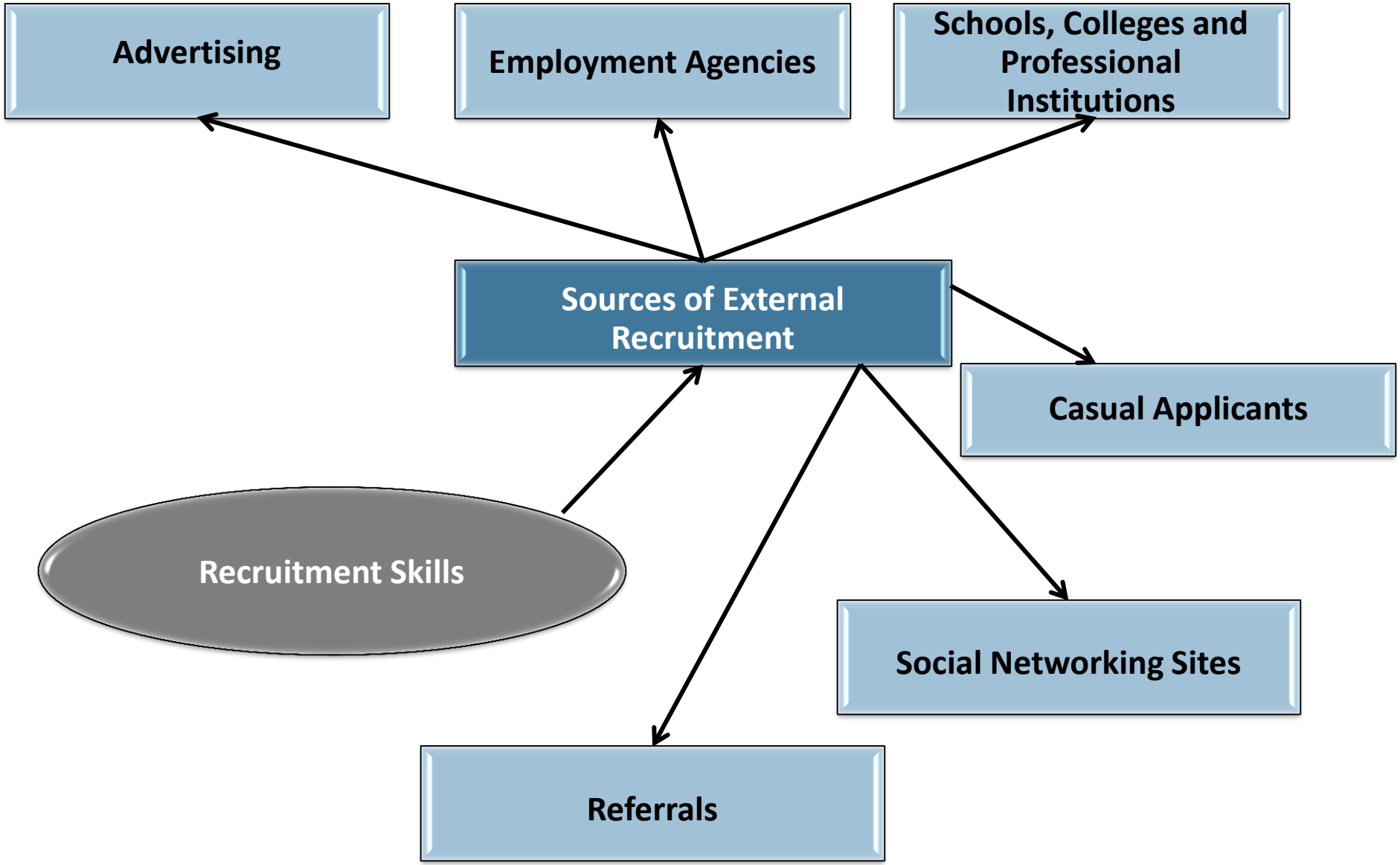

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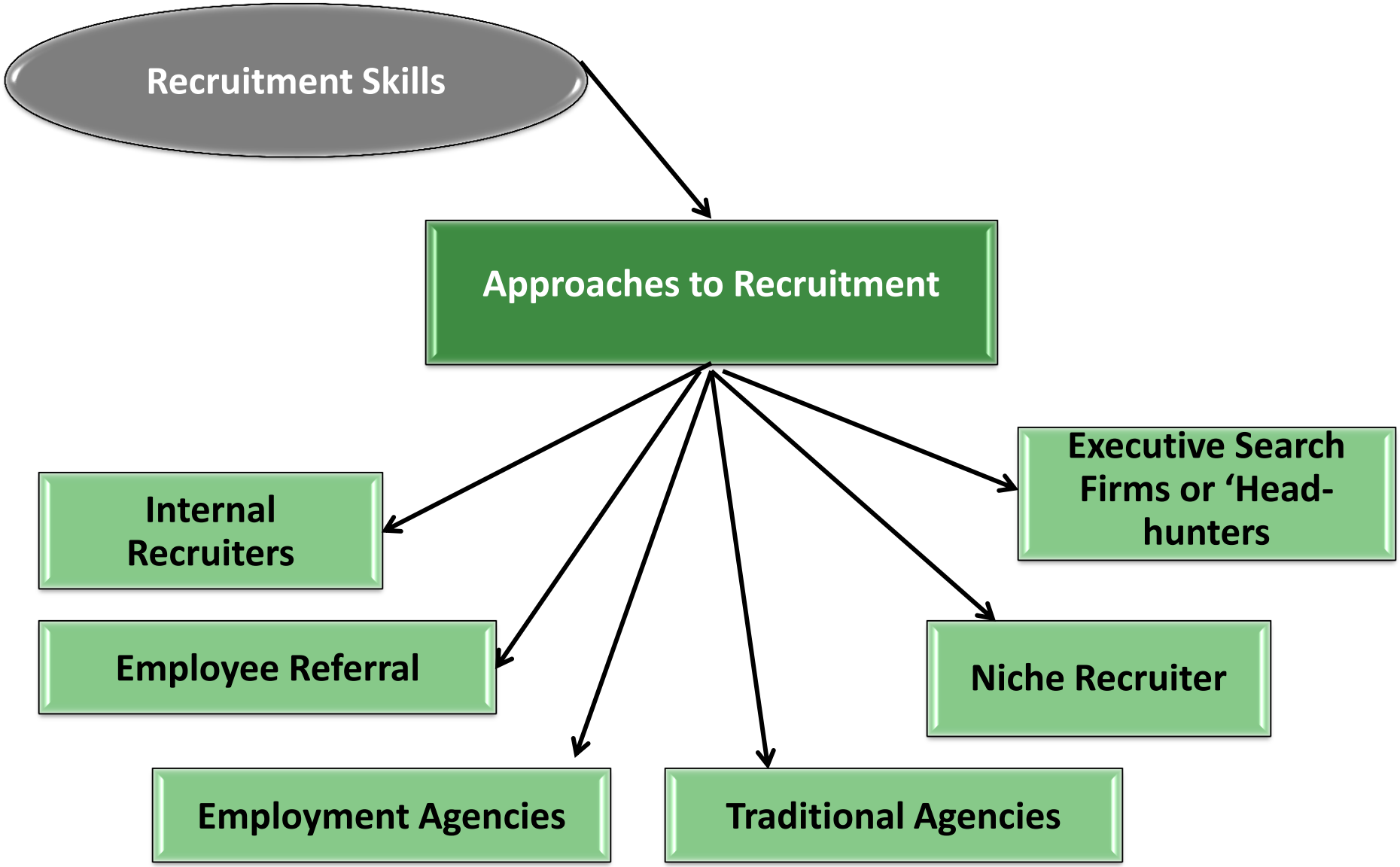

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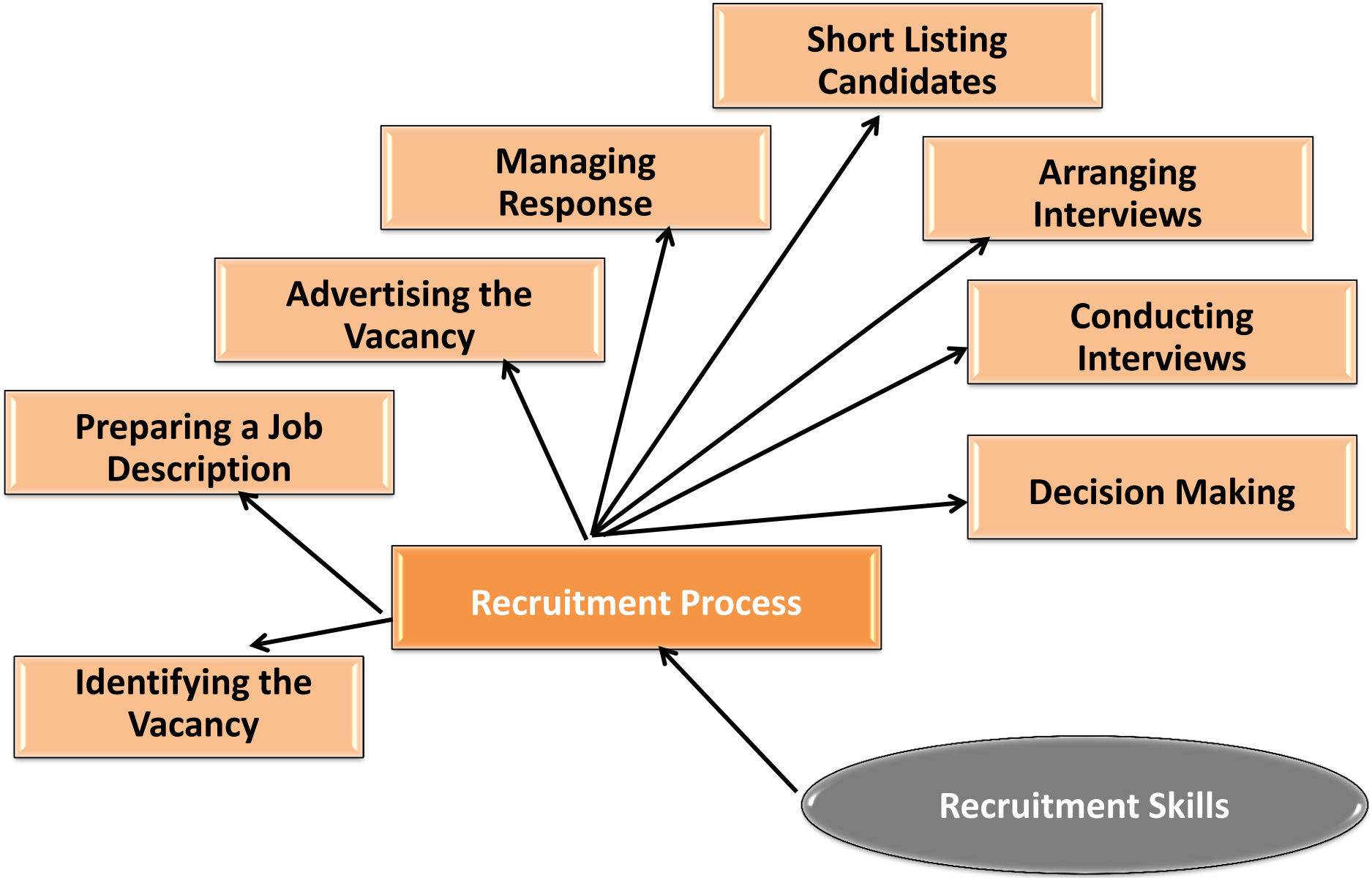
Summary



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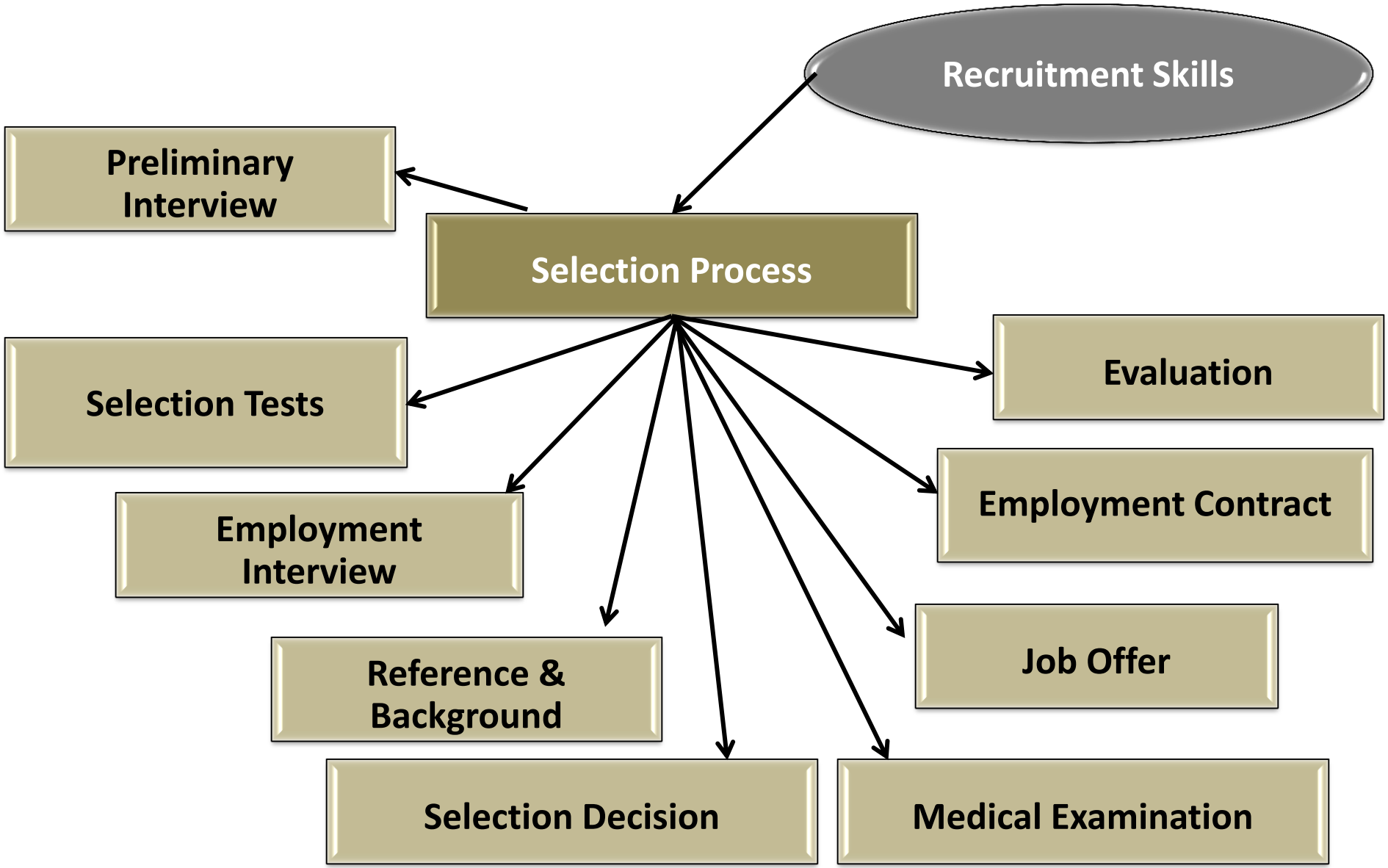
Summary



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Glossary

Click each alphabet to learn more.

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Glossary

Click each alphabet to learn more.

- **Advertising -** Advertising means a public promotion of some product or service or vacancy
- **Applicant -** Applicant is a person who requests or seeks something such as employment or admission

A

D

I

P

R

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Glossary

Click each alphabet to learn more.

- **Demotion -** Demotion is the act of lowering in rank or position
- **Department -** Department is a specialized division of a large organization

A

D

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P

R

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Glossary

Click each alphabet to learn more.

- **Internal -** Internal means occurring within an institution or community

- **Interview -** Interview is the questioning of a person or a formal conversation in which information is elicited for the purpose of an evaluation

A

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R

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Glossary

Click each alphabet to learn more.

- **Promotion -** Promotion is the act of raising in rank or position
- **Process -** Process is a particular course of action intended to achieve a result

A

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P

R

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Glossary

Click each alphabet to learn more.

- **Referrals -** Referrals is the act of referring which means forwarding an applicant for employment
- **Recruitment -** Recruitment is the act of getting recruits; enlisting people for the army or for a job or a cause etc.

A

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