

Chapter 1 An Introduction to Recruitment and Selection

MULTIPLE CHOICE

1. In the opening case entitled *Slugging Through the War for Talent*, what aspect of selection systems was rated high or very high by the majority of staffing directors and hiring managers?
- a. objectivity of the hiring process
 - b. fits organizational culture
 - c. legally defensible

ANS: C PTS: 1 REF: 3 OBJ: 1
BLM: Remember

2. Which of the following would NOT lead to an improvement in the hiring system of an organization?
- a. communicate to the hiring managers about their annoying interview habits
 - b. use scientific methods and efficient selection methods
 - c. determine the motivations of job seekers
 - d. know the going rates of pay and offer slightly more

ANS: D PTS: 1 REF: 4 OBJ: 1
BLM: Remember

3. What is the definition of recruitment?
- a. generating an applicant pool
 - b. choosing job candidates
 - c. finding and hiring the best person for the job
 - d. finding and screening job applicants

ANS: A PTS: 1 REF: 7 OBJ: 1
BLM: Remember

4. What is the definition of selection?
- a. generating an applicant pool
 - b. finding and screening job applicants
 - c. choosing job candidates
 - d. matching an applicant's competencies with a job position

ANS: C PTS: 1 REF: 7 OBJ: 1
BLM: Remember

5. In the Human Resources System model outlined in the textbook, what aspect does NOT fit the Work Environment?
- a. complaint resolution
 - b. leadership
 - c. health and safety
 - d. vision and mission

ANS: D PTS: 1 REF: 6 OBJ: 2
BLM: Remember

6. In the Human Resources System model outlined in the textbook, which of the following is NOT part of the social/economic environment?
- a. competition
 - b. globalization
 - c. marketplace
 - d. demographics

ANS: A PTS: 1 REF: 6 OBJ: 2
BLM: Remember

7. In the Human Resources System model outlined in the textbook, within which environment does human rights belong?
- a. social
 - b. economic
 - c. political
 - d. legislative

ANS: D PTS: 1 REF: 6 OBJ: 2
BLM: Remember

8. Given that best practices in recruitment and selection are applied to an organization, which of the following results has NOT been supported with empirical studies?
- a. establishing employee trust
 - b. Increasing the firm's market price
 - c. reducing employee turnover
 - d. encouraging poor performers to leave

ANS: B PTS: 1 REF: 7 OBJ: 2
BLM: Remember

9. According to the Work Foundation and Institute for Employment Studies in the United Kingdom, what percentage of investment in human resources will produce an approximate increase of \$2300 of profit per employee?
- a. 1 percent
 - b. 5 percent
 - c. 10 percent
 - d. 50 percent

ANS: C PTS: 1 REF: 7 OBJ: 1
BLM: Remember

10. What can effective recruitment and selection practices do for an organization?
- a. improve the knowledge, skills, and abilities of its employees
 - b. offer a limited impact on employee motivation
 - c. encourage expensive high performers to leave the organization
 - d. discourage poor performers from leaving an organization

ANS: A PTS: 1 REF: 7 OBJ: 1
BLM: Remember

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11. What elements are part of the socioeconomic external environment affecting recruitment and selection?
- a. national and international organization policies
 - b. human resources information systems and management
 - c. globalization and demographics
 - d. cost containment and marketplace

ANS: C PTS: 1 REF: 6 OBJ: 2
BLM: Remember

12. Given the application of progressive human resources practices, what might an organization expect from its employees?
- a. higher compensation costs
 - b. lower dysfunctional behaviours
 - c. higher operating costs
 - d. lower unionization

ANS: B PTS: 1 REF: 8 OBJ: 2
BLM: Remember

13. Why must Canadian organizations be cognizant of the influences of globalization when considering recruitment and selection?
- a. Globalization affects the pricing strategies for goods and services.
 - b. Globalization creates higher trade barriers for entry.
 - c. Globalization demonstrates that best practices for staffing are necessary.
 - d. Globalization threatens the survival of domestic retailers.

ANS: C PTS: 1 REF: 8 OBJ: 3
BLM: Higher Order

14. Which of the following is NOT a benefit of e-recruiting, according to the Government of Canada?
- a. higher tracking costs
 - b. lower recruiting costs
 - c. lower printing costs
 - d. larger pool of candidates

ANS: A PTS: 1 REF: 9 OBJ: 3
BLM: Remember

15. Which of the following organizations establishes national core standards for the HR profession in Canada?
- a. CSIOP
 - b. CCHRA
 - c. CPA
 - d. CHRP

ANS: B PTS: 1 REF: 15 OBJ: 4
BLM: Remember

16. Ethics can be defined in a variety of ways. According to the textbook, which of the following is NOT a definition of ethics?
- a. knowing what is good from what is bad
 - b. determining what is moral from what is immoral
 - c. identifying what may be done from what may not be done
 - d. distinguishing what is right from what is wrong

ANS: A PTS: 1 REF: 17 OBJ: 4
BLM: Remember

17. Why do growing numbers of employers require their human resources professionals to have CHRP designations?
- a. Certified human resources professionals must adhere to a code of ethics that dictates standards of performance.
 - b. Certified human resources professionals clearly understand all legislation.
 - c. Certified human resources professionals can enforce organizational conflict-of-interest policies and ethical codes of conduct.
 - d. Certified human resources professionals are certified in their HR field of expertise, which requires less post-secondary education.

ANS: A PTS: 1 REF: 17 OBJ: 4
BLM: Remember

18. Why might you consider acquiring your CHRP designation?
- a. Ethical standards are defined, which will allow you to easily resolve workplace ethical dilemmas.
 - b. It will certify you to provide advice concerning legal and ethical behaviour.
 - c. It will identify you as someone possessing HR knowledge, skills and abilities, and ethical behaviour.
 - d. It is recognition of achievement of all the HR competencies, meaning that you will require minimal post-secondary education.

ANS: C PTS: 1 REF: 17 OBJ: 4
BLM: Higher Order

19. The HRM of Northshore Industries has not developed a code of ethical conduct for its employees because senior management believes that feels it places unnecessary constraints and limited flexibility on management decisions such as recruitment and selection. With what might the HRM be most concerned?
- a. organizational culture
 - b. legal requirements and equitable practices
 - c. conflict of interest
 - d. poor leadership

ANS: B PTS: 1 REF: 17 OBJ: 4
BLM: Higher Order

20. What two important principles ensure the human resources system functions properly?
- Enhance communication between human resource functions and ensure ethical compliance.
 - Assess the impact of legislative requirements and scan the socioeconomic environment for trends.
 - Emphasize the roles of recruitment and selection and apply them to organizational strategy.
 - Think in systems terms and coordinate human resource activities with all organizational units and people.

ANS: D PTS: 1 REF: 13 OBJ: 2
BLM: Higher Order

21. The CEO of your company asks you to hire an older woman, to avoid the significant family-related challenges and high turnover rate that comes with hiring younger administration employees. What is this an example of?
- streamlining internal company staffing policies
 - recruitment and retention constraints
 - balancing the rights and interests of employees and management
 - the need for written codes and standards of conduct

ANS: D PTS: 1 REF: 17 OBJ: 2
BLM: Higher Order

22. Given the fact that technology reduces the need for labour, what is one strategy being applied by HR managers to cope with large numbers of employees approaching retirement?
- Employers have reduced their need to advertise with traditional media sources like newspapers.
 - Employers have focused their search on younger and tech-savvy applicants.
 - Employers have limited their early-retirement incentives to managers only.
 - Employers have implemented layoffs that are not age related.

ANS: D PTS: 1 REF: 12 OBJ: 2
BLM: Higher Order

Scenario 1-1

You are excited about your new position as the human resource manager for Scribe Engineering. The CEO of this medium-sized Canadian software development company has clearly stated that one of your first tasks is to deal with the difficulties the company is experiencing in recruiting and retaining several of its office administration positions. The CEO wants hard evidence to back up your staffing costs.

23. Refer to Scenario 1-1. Upon what would you initially want to concentrate your efforts?
- understanding the external organizational factors affecting recruitment and selection
 - ensuring that human resource planning is integrated with the strategic planning of the organization
 - determining which recruitment and retention processes are economically and technically feasible
 - ensuring that organizational information contained in the human resource information systems is current, secure, and confidential

ANS: B PTS: 1 REF: 7 OBJ: 2
BLM: Higher Order

24. Refer to Scenario 1-1. What is a current internal factor that may have an impact on Scribe Engineering's recruitment and selection practices?
- human rights legislation
 - organization values, mission, and strategic goals
 - knowledge, skills, and abilities available in the labour market
 - industry and organization type and size

ANS: B PTS: 1 REF: 7 OBJ: 2
BLM: Higher Order

25. Refer to Scenario 1-1. What is a current economic challenge that may have an impact on the recruitment and selection practices at Scribe Engineering?
- human rights and total compensation issues
 - global competition
 - rapid advances in information technology
 - changing work force demographics

ANS: B PTS: 1 REF: 7 OBJ: 2
BLM: Higher Order

Scenario 1-2

You have recently been hired as the human resources manager for a small Canadian aviation company. The president of TS Inc. has asked you to review the staffing function to determine how ready the organization is to use technology in its recruitment and selection process. She is excited about the potential of utilizing staffing social networking technologies but wants to ensure you take the steps required to ensure success.

26. Refer to Scenario 1-2. What would be a critical initial question you would want to ask to assess TS Inc.'s recruitment and selection practices?
- What are the personnel needs of TS Inc.?
 - What are the external factors affecting the human resource and organizational strategies?
 - What are the human resource information system needs of TS Inc.?
 - How ready and committed is TS Inc. to moving beyond traditional practices to a more technical approach?

ANS: B PTS: 1 REF: 17-18 OBJ: 1
BLM: Higher Order

27. Refer to Scenario 1-2. What does TS Inc. accomplish by using technology in its recruitment and selection process?
- It ensures that human resource planning is integrated with selection criteria.
 - It coordinates human resource activities with other parts of the organization using a systems thinking approach.
 - It determines which recruitment and retention processes are economically and technically feasible.
 - It guarantees that organizational information contained in human resource information systems is current, secure, and confidential.

ANS: B PTS: 1 REF: 9 OBJ: 3
BLM: Higher Order

28. Refer to Scenario 1-2. What current legislative requirement challenge may have an impact on TS Inc.'s recruitment and selection practices?
- a. human rights, privacy, and security issues
 - b. rapid advances in information technology
 - c. changing work force demographics
 - d. total compensation and reward strategy

ANS: A PTS: 1 REF: 6 OBJ: 1
BLM: Higher Order

29. Refer to Scenario 1-2. What is TS Inc.'s goal for recruitment?
- a. to find and screen job applicants
 - b. to hire job candidates
 - c. to generate an applicant pool
 - d. to find and hire the best aviation employees

ANS: C PTS: 1 REF: 9 OBJ: 2
BLM: Higher Order

30. Refer to Scenario 1-2. Why might TS Inc. state that a CHRP designation is required?
- a. The HRM professional association defines the competencies and ethical guidelines for human resources professionals.
 - b. HR professionals clearly understand and can oversee employment legislation.
 - c. The certification sets a high standard that requires less training and the costs associated with continuing education.
 - d. Professional ethical standards are defined, allowing HR professionals to easily resolve workplace ethical dilemmas.

ANS: A PTS: 1 REF: 16 OBJ: 4
BLM: Higher Order

31. Refer to Scenario 1-2. What two important principles should be followed if TS Inc.'s human resource system is to function properly?
- a. Build a sustainable staffing strategy and use Web-based technology.
 - b. Coordinate human resources activities with other parts of the organization and use a systems thinking approach.
 - c. Systematically integrate diversity and manage human resource information systems.
 - d. Build a strong culture and enhance communication systems.

ANS: B PTS: 1 REF: 13 OBJ: 2
BLM: Higher Order

32. Refer to Scenario 1-2. What is TS Inc.'s goal for selection?
- a. to choose aviation candidates from an applicant pool
 - b. to find the best possible aviation professionals to hire
 - c. to find and hire the best person for each aviation position
 - d. to generate and build a large aviation applicant pool

ANS: A PTS: 1 REF: 7 OBJ: 1
BLM: Higher Order

33. Refer to Scenario 1-2. What would indicate that the recruitment and selection process has been successful at TS Inc.?
- a valid and reliable process.
 - the continued use of effective but unproven practices
 - the use of technology to facilitate and improve recruitment and selection
 - a significantly large number of applications for job positions

ANS: A

PTS: 1

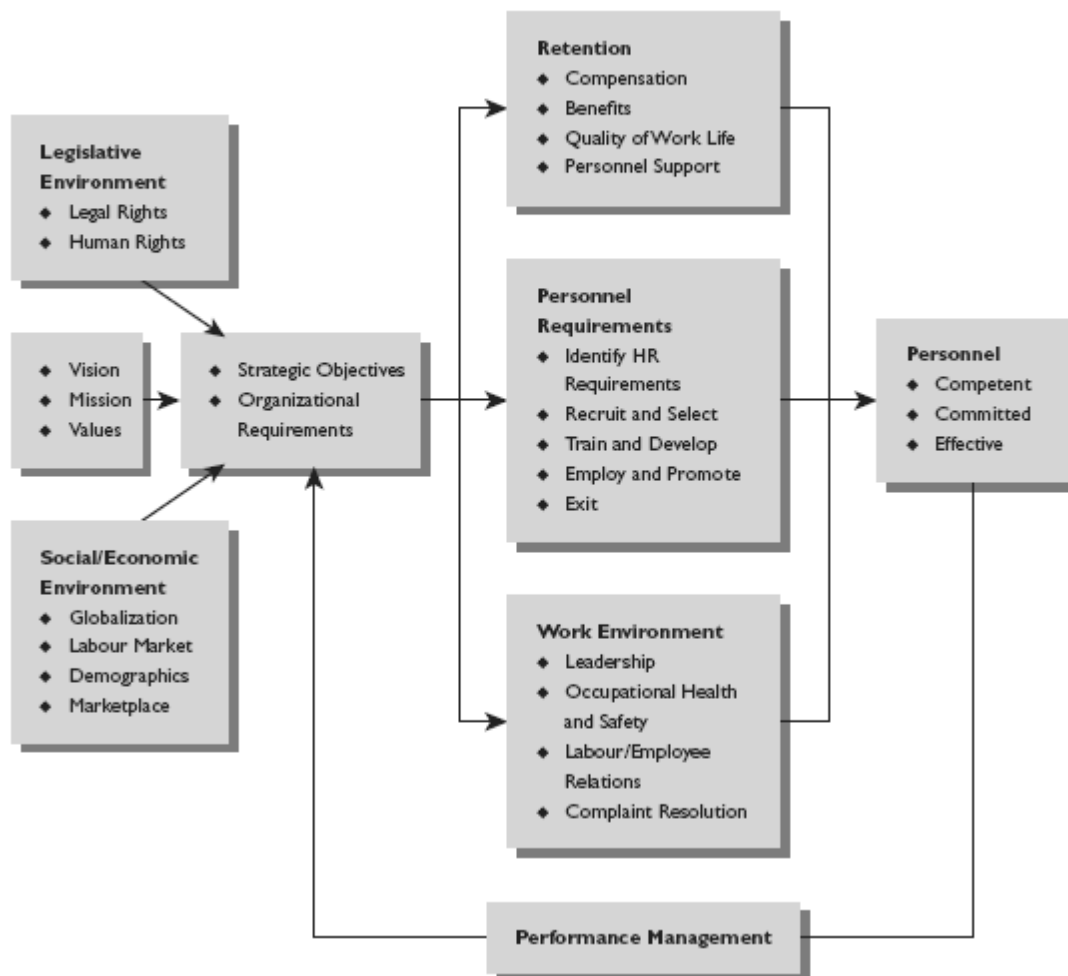
REF: 2

OBJ: 1

BLM: Higher Order

FIGURE 1.1

Example of a Human Resources System



34. Refer to Figure 1.1. What two external factors affect the HR system?
- legal and socioeconomic environments
 - vision/values and mission
 - strategic objectives and organizational requirements
 - personnel competence/commitment and effectiveness

ANS: A

PTS: 1

REF: 6

OBJ: 2

BLM: Higher Order

35. Refer to Figure 1.1. What two internal factors have an impact on the HR system and staffing procedures?
- a. legal and socioeconomic environments
 - b. labour market and economic climate
 - c. strategic goals and organizational requirements
 - d. systems view and principles

ANS: C PTS: 1 REF: 6 OBJ: 2
BLM: Higher Order

36. What important principles underlying Figure 1.1 are critical for the human resource system to function properly?
- a. two-way communication between human resource functions and business units
 - b. assessment of the strengths and weaknesses of the external and internal environment
 - c. thinking in systems terms and coordinating human resource activities with all organizational units and people
 - d. a focus on productivity and profitability through recruitment and selection processes

ANS: C PTS: 1 REF: 6-7 OBJ: 2
BLM: Higher Order

37. According to the textbook, what is the ratio of men to women in the Canadian workforce aged 18 to 65?
- a. 62.8 to 62.1
 - b. 63.9 to 62.6
 - c. 64.2 to 59.1
 - d. 65.7 to 61.5

ANS: A PTS: 1 REF: 10 OBJ: 3
BLM: Remember

38. What percentage of the workforce has achieved post-secondary educational credentials in Canada?
- a. 25.5 percent
 - b. 38.3 percent
 - c. 42.2 percent
 - d. 47.8 percent

ANS: C PTS: 1 REF: 10 OBJ: 3
BLM: Remember

39. Which of the following is NOT a principle for the Canadian Code of Ethics for Psychologists?
- a. support for diversity
 - b. responsibility to society
 - c. integrity in relationships
 - d. respect for dignity of persons

ANS: A PTS: 1 REF: 18 OBJ: 4
BLM: Remember

40. When were psychological tests first used in selection practices for U.S. Army personnel?
- late 1800s
 - early 1900s
 - mid-1900s
 - late 1900s

ANS: B PTS: 1 REF: 20 OBJ: 4
BLM: Remember

41. Which of the following is NOT a right of job applicants undergoing employment testing?
- Job applicants have the right to receive a copy of the test.
 - Job applicants have the right to not reveal information that is not job-related.
 - Job applicants have the right to be told why they are being tested.
 - Job applicants have the right be tested in a language in which they are fluent.

ANS: A PTS: 1 REF: 22-23 OBJ: 4
BLM: Remember

42. When can a disabling condition of an applicant be used to screen out the individual?
- when the job applicant cannot complete an employment test
 - when the job applicant would prefer to be accommodated in the job
 - when the job applicant does not have the bona fide occupational requirement
 - when the job applicant is not supported by employment equity programs

ANS: C PTS: 1 REF: 24 OBJ: 3
BLM: Higher Order

TRUE/FALSE

1. Recruitment is the choice of job candidates from a previously generated pool of candidates.

ANS: F PTS: 1 REF: 7 OBJ: 1

2. Effective recruitment and selection practices identify job applicants with the appropriate level of knowledge, skills, abilities, and other requirements needed for successful performance in a job and organization.

ANS: T PTS: 1 REF: 7 OBJ: 1

3. Empirical studies demonstrate that organizations using effective recruitment and selection practices gain a competitive advantage in the marketplace.

ANS: T PTS: 1 REF: 7 OBJ: 1

4. Two internal factors affecting an HR system are legislative requirements and the social/economic environment.

ANS: F PTS: 1 REF: 8 OBJ: 2

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5. Human resources management is an independent function within an organization and generally acts in isolation to meet the human resource needs of the organization.

ANS: F PTS: 1 REF: 8 OBJ: 2

6. Two external factors that affect the HR system are economic and legal context.

ANS: T PTS: 1 REF: 8 OBJ: 2

7. Recruitment and selection are but one component of the HR system.

ANS: T PTS: 1 REF: 8 OBJ: 2

8. HRM must coordinate human resource activities with all parts of the organization and people.

ANS: T PTS: 1 REF: 8 OBJ: 2

9. Recruitment and selection decisions must be coordinated with all parts of the organization although final decisions must remain with HRM.

ANS: F PTS: 1 REF: 8 OBJ: 2

10. Effective human resource managers are systems thinkers.

ANS: T PTS: 1 REF: 13 OBJ: 2

11. CSIOP supports the professional consensus on psychological testing and the appropriate construction, evaluation, and interpretation of the tests.

ANS: T PTS: 1 REF: 21 OBJ: 4

12. All provincial HR associations have endorsed the CCHRA's national standards for granting the Canadian Human Resource Practitioner designation.

ANS: F PTS: 1 REF: 15 OBJ: 3

13. Ethical decision making is always clear-cut.

ANS: F PTS: 1 REF: 17 OBJ: 5

14. Law is the means by which we distinguish what is right from wrong, what is moral from what is immoral, and what may be done and may not be done in a profession.

ANS: F PTS: 1 REF: 17 OBJ: 5

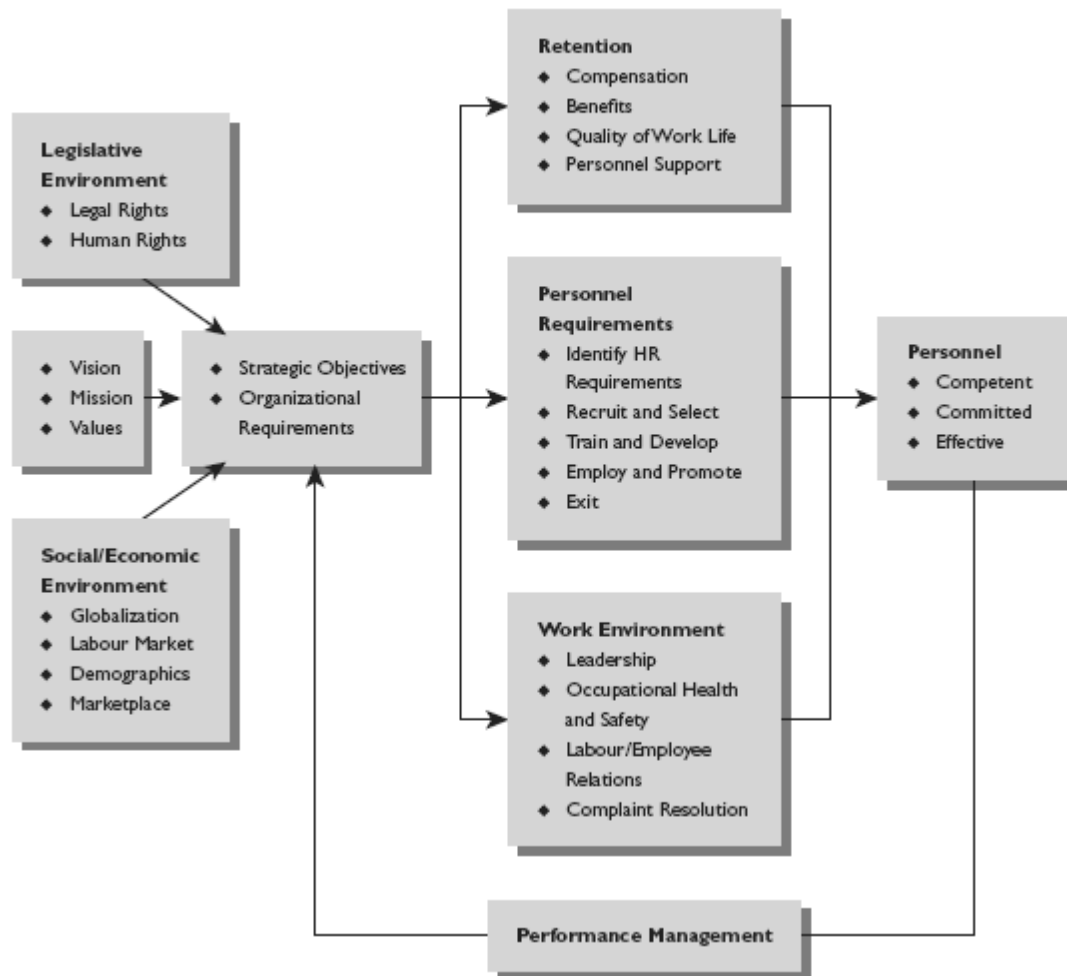
15. Ethical codes place constraints on what members may and may not do when practising human resources management, including recruitment and selection.

ANS: T PTS: 1 REF: 17 OBJ: 5

SHORT ANSWER

FIGURE 1.1

Example of a Human Resources System



1. Refer to Figure 1.1 and discuss how recruitment and selection interacts with the other major HRM functions and the organization as a whole.

ANS:

Refer to Figure 1.1: Example of a Human Resource System and the two principles that underlie a systems view of HR.

PTS: 1

REF: 5-8

OBJ: 2

2. Define and describe the differences between human resource planning, recruitment, selection, staffing, and retention. Do the processes of human resource planning and staffing happen simultaneously or in a more sequential, linear way?

ANS:

Human resource planning is the process of planning for the number and types of people that move into, within, and out of an organization. *Recruitment* is the generation of an applicant pool for a position or job in order to provide the required number and quality of candidates for a subsequent selection or promotion program. *Selection* is the choice of job candidates from a previously generated applicant pool in a way that will meet management goals and objectives as well as current legal requirements. *Staffing* is concerned with the acquisition, deployment, and retention of the accurate quantity and quality (i.e., employees with the skills, abilities, knowledge, and experience required to perform well) of employees to increase the organization's effectiveness. *Retention* is maintaining a competent work force by providing employees with satisfactory compensation, rewards, and working conditions.

PTS: 1

REF: 7

OBJ: 1

3. List several ways that recruitment and selection are important to organizations.

ANS:

- Hiring the right people with the right skills leads to positive economic outcomes for an organization.
- Effective recruitment and selection contributes to the competitive advantage of an organization.
- Best practices in recruitment and selection reduce employee turnover and increase productivity.
- Recruitment and selection contributes to profits.
- Productivity and profitability are affected by recruitment and selection.
- Employee trust is strengthened through effective recruitment and selection practices.
- The knowledge, skills, and abilities of an organization's current and future employees are improved.
- Motivation is increased.
- Retention is improved.

PTS: 1

REF: 7-8

OBJ: 1

4. Describe two examples of the current socioeconomic and demographic composition of the Canadian work force. Identify how these factors may have affect human resources recruitment and selection. (You may expand this question to incorporate "employer of choice.")

ANS:

- legislation (e.g., human rights, employment standards, privacy)
- global competition (e.g., repatriation, cultural diversity)
- rapid advances in information technology (e.g., HRIS and online recruitment)
- changing work force demographics (e.g., Gen X, higher expectations)
- knowledge, skills, and abilities available in the labour market (e.g., shortages in health-care professions)

PTS: 1

REF: 6

OBJ: 2

5. It is essential that human resource managers demonstrate the benefit, effectiveness, worth, and value of their staffing processes. This can be done by measuring specific criteria and/or analyzing the bottom-line costs and benefits. Describe three potential costs and benefits of an effective recruitment and selection process. Reflect on an organization you have worked for (or are familiar with) and explain how you might measure the value of recruitment and selection to the organization's bottom line.

ANS:

Some possible costs and benefits of effective recruitment and selection are listed below.

Costs

- hiring a consultant or training/using an internal recruiter
- job analysis or position description
- job performance criteria
- organizational analysis
- human resource planning
- legal and ethical considerations
- reviewing the labour market and understanding/locating the target audience
- temporary filling of position (if required)
- administration (e.g., employee requisitions, use of facilities, arranging time and travel to interviews, paper, computers, telephone, forms)
- company Web page/career site
- human resource information systems and technical support
- development of a recruitment strategy
- recruitment constraints (e.g., legal environment, costs, business plan, job level and type, international assignment)
- screening (e.g., application forms, résumés, work samples/simulations, testing)
- assessment tools that measure key competencies and behaviours in a simulated situation (e.g., job knowledge interview questions, case study/incidents, job/workplace walk-through, computer-based assessment, role-play, business games, demonstration of skill, oral or written presentation, graphic representation)
- job advertisements and recruitment methods (e.g., executive search firm, online recruiters, national newspaper, professional association, private employment agencies, succession planning, campus fairs)
- applicant reviews, short listing and reference checks
- communication and sharing of accurate organization and job information (e.g., annual reports, career profiles, organizational charts, news articles)
- realistic job previews and probationary reviews
- follow-up with all applicants
- establishment and utilization of selection committee
- interviewing
- orientation, socialization, mentoring, and training
- evaluation
- lost opportunity costs (e.g., lower productivity, lost profits, lost clients)
- negative effects on morale and decreased productivity due to poor staffing processes
- international assignments (expatriate cross-cultural and language training and relocation costs)
- developing a diverse work force (e.g., generational and cultural differences)
- wrong hire, turnover within the first year
- termination and severance costs, legal fees, financial and career transition consultants' fees
- legal expenses (e.g., contracts)
- employee referral bonuses

Benefits

- increased number of applicants attracted per method
- reduced time required to get applicants
- reduced costs per applicant attracted
- increased ratio of qualified to unqualified new employees
- reduced time from start to hiring of applicant
- increased yield ratio (the percentage of applicants from a staffing source who make it to the next stage of the staffing process)
- reduced turnover of hires
- improved performance of new hires (e.g., tracking the performance and behavioural outcomes of individuals hired)
- improved attitudes about the organization and position (e.g., measuring job satisfaction, engagement, and commitment)
- increased effectiveness of method
- improved outcome of hiring process (e.g., exit interviews and surveys)
- reduced combined costs of recruitment and selection (e.g., all costs divided by total hires)
- improved retention
- human resource planning goals achieved
- improved number and quality of applications received
- improved outcomes from various recruitment events
- improved skill and motivation among new employees
- increased productivity and profits
- reduced lead time or hiring cycle

For example, increased yield ratio, the percentage of applicants from a staffing source that make it to the next stage of the staffing process (e.g., of 300 applicant résumés, 6 offered onsite interviews = 6/300 yield ratio)

PTS: 1 REF: 6-8 OBJ: 1

6. What are two basic principles to ensure that human resource systems function properly?

ANS:

Principle 1: Human resources management must carefully coordinate its activities with the other organizational units and people if the larger system is to function properly.

Principle 2: Human resource managers must think in systems terms and have the welfare of the entire organization in mind.

PTS: 1 REF: 13 OBJ: 1

7. What are the advantages of obtaining a professional designation such as the CHRP?

ANS:

A CHRP identifies you as possessing the required knowledge and skills to practise human resources management. It also indicates a professional who will act ethically. Recent research by HRPAAO indicates that those with the CHRP have an advantage over those who do not when seeking and maintaining employment, and in terms of compensation levels and stakeholders' perception of their achievement. Increasingly, employers are requiring the CHRP for employment of all HR professionals.

PTS: 1 REF: 16 OBJ: 4

8. What are ethics and how do they relate to recruitment and selection?

ANS:

Ethics is defined as the determination of right and wrong, the standards of appropriate conduct or behaviour for members of a profession, or what those members may or may not do.

All professionals must adhere to a code of ethics that dictates standards of performance. In all codes, members are required to obey the laws of the country, avoid conflicts of interest, and remain current in their fields of expertise. Ethical codes outline other obligations that their members have to clients, management, and workers, as well as to the larger society. HR ethical codes place constraints on what their members may and may not do when practising human resource management, including recruitment and selection.

There are many ethical issues that HR professionals will face when involved in recruitment and selection (e.g., equity, confidentiality).

PTS: 1 REF: 17-19 OBJ: 5

9. How can HR professionals demonstrate that they add value to a company's bottom line?

ANS:

There are numerous measures that can be assessed in order to measure the impact of effective human resources management practices. According to your text,

- Recruitment and selection can lead to an organization's success or failure.
- Differences in skills among job candidates translate into performance differences on the job.
- Hiring the right people with the right skills leads to positive economic outcomes for an organization.
- Effective recruitment and selection contributes to the competitive advantage of an organization.
- Best practices in recruitment and selection reduce employee turnover and increase productivity.
- Recruitment and selection contributes to profits.
- Productivity and profitability are affected by recruitment and selection.
- Employee trust is strengthened through effective recruitment and selection practices.
- The knowledge, skills, and abilities of an organization's current and future employees are improved.
- Motivation is increased.
- Retention is improved.

Research now exists that provides data on how effective recruitment and selection practices can improve an organization's bottom line in these areas.

PTS: 1 REF: 7 OBJ: 1

10. Describe five socioeconomic factors that influence Canada and explain how they influence recruitment and selection in the country.

ANS:

1. Globalization
 - Half of Canadian exports come from foreign markets so the country is vulnerable.
 - Globalization increases the level of competition for customers as well as employees.
2. Technology
 - Advances in technology reduce the need for labour in some industries.
 - Technology has changed the application process for applicants with less traditional means using hard copy applications and traditional media sources.
 - Technology also changes the recruitment and selection of individuals via search engines, employment testing, résumé matching, tracking applicants and employees, etc.
3. Demographics
 - The ratio of men to women in the workforce is almost at par, which gives more visibility to women, although their wages are still approximately at 70 percent of men's.
 - Baby boomers are increasing and heading for retirement, leaving a large gap that is not being met with younger employees; families are also having fewer children.
 - Visible minorities are increasing their proportion in the population with South Asian, Chinese, Black, and Filipino making up the largest groups.

Approximately 16 percent of the population is disabled but only a fraction of that are able to work—employers need to be cognizant of the disability legislation like the AODA legislation that has been instituted to protect disabled individuals and to give them a fair chance of being hired; of course, this is in addition to employment equity legislation that protects the four disadvantaged groups (women, Aboriginals, visible minorities, and the disabled)

4. Unionization
 - Although unionization as a percentage is falling with less than 30 percent of the workforce belonging to unions, professional unions are showing increasing numbers.
 - Public service employees are highly unionized at about 70 percent.
 - Unions have artificially increased wages beyond what is acceptable and there are many instances where companies close their doors only to relocate elsewhere in a non-unionized environment.
5. Economic context
 - The global recession of 2008 has had serious consequences around the world, leading to lost jobs, reduced salaries and benefits, hiring freezes, downsizing, etc.
 - Employers are finding that with labour oversupply situations, they must focus more on the selection of applicants as opposed to the recruitment of them.
 - Also best practices need to be developed to survive in the new economy where the rules have changed.

PTS: 1

REF: 8-13

OBJ: 1 | 2 | 3