

## Application of Human Resource Selection and Training Tools Still a Valid Need of Modern Human Resource Management

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### Abstract

*The job of Human Resources today is to make people and organizations grow, yet it has only marginally evolved since its inception around the end of the nineteenth century. Starting as "Personnel," to protect women and girls in industrial environments, it gradually morphed into other realms including employee hiring, firing, attendance, and compensation. As the world of work – and the world in general – becomes faster, more complicated, and more competitive, attracting, retaining and motivating human resources becomes more and more critical to organizational success. Although countless "gurus" and other management experts have spouted it for years, good people really are the most valuable resource in almost every organization. Knowing how to find them, how to handle them, and how to win their loyalty is particularly important in the cultural sector where first-class employees with a passion for culture are at a premium. Hopefully it will help you to create an environment where people gravitate to and thrive in your organization. Thus, this paper makes analysis of Human Resource selection and training tools and their need in the modern Human Resource Management.*

**Key words:** Foster worker engagement, Endorsement, Feedback, Employer branding, Skill Assessment, Social media programme platform, massive open online, Business Intelligence

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## **1. INTRODUCTION**

### **H.R. Business Partner Role Failings**

It is not uncommon for business leaders to describe their H.R. departments as reactive, uncreative and lacking basic business understanding. This stems from H.R. teams measuring and focusing on things that don't add true value to their organization, like:

- speed of hiring the human resource;
- percentage of completed performance reviews;
- number of managers trained.

These are all good things to know, but none of them – on their own – help an organization grow or increase profits. Despite this, some H.R. departments are relentless in the pursuit of such metric data to report on at leadership meetings.

The introduction of the H.R. Business Partner title hoped to reinforce H.R. as more than just a cost center. Despite best intentions, H.R. has not instilled trust from numbers-driven business leaders. It suffers from a lack of hands-on business experience and the ongoing stigma that “H.R. doesn't do numbers.” Compounding the problem, some H.R. departments are plagued by inaccurate reporting of data like head count numbers – the single largest expense line for most businesses and their most critical decision data point. All of this leads to a sideways rather than a forward progression.

## **2. TRUE BUSINESS PARTNERS**

H.R. professionals who want to be recognized as true Business Partners must see themselves first as business people who specialize in H.R., not as H.R. people who advise a business. In an ideal world, this would require H.R. professionals emerge from within a business or shift out of H.R. to work temporarily in a business unit to gain perspective and training.

As an H.R. Business Partner you must grasp how business works (from reading financials to managing people) and be able to comfortably speak the language of business leaders. Once this is accomplished, your measured and proven impact on business results will earn you a real seat at the table. Further you will get respect and trust from your organization and its leaders.

## **3. FIVE WAYS OF HR TECHNOLOGY CAN IMPROVE THE PERFORMANCE REVIEWS**

**3.1. Focus more on collaboration.** HR technology lets managers and employees collaborate during the performance-review process. According to the Society for Human Resource Management, 90 percent of HR professionals believe that a combination of feedback from an employee's manager as well as others in an organization creates a more accurate picture of employees performance.

**3.2. Improve organization.** Performance reviews will be messy when employers do not have a system for organization of their HR processes.

**3.3. Turn negative feedback into constructive ideas.** According to the study published in the Journal of Personnel Psychology, people who are concerned with how others view their performance reported being unhappy upon receiving critical feedback. The study also showed people who care the most about learning do not take negative feedback well from others.

HR technology helps employers find ways to turn their negative feedback into constructive feedback. This allows employers to coach their employees and give them the feedback they need to succeed.

**3.4. Build open communication.** For employers to improve performance reviews, transparent communication should take place between the employer and employee.

By using HR software, employers can easily communicate their goals with employees and make expectations for employees more visible. This helps employees learn how their performance goals fit into the objectives of the organization.

**3.5. Improve real-time feedback.** Timely feedback is extremely important because it ensures employees receive feedback when they need it and can make changes accordingly. But, according to the Society for Human Resource Management, only 2 percent of employers perform ongoing performance reviews. For employees to reach their highest potential, they need to receive timely feedback.

HR tools can help to ensure employee reviews completion at the proper intervals and help to foster worker's engagement.

#### **4. FOUR WAYS TO DEVELOP EMPLOYEES YEAR-ROUND SUCCESSFULLY**

- (i) Set quarterly goals.
- (ii) Offer opportunities for Individual growth.
- (iii) Hold frequent review meetings.
- (iv) Automate the review process.

#### **5. NEED OF HR TRAINING**

**5.1. Getting Stakeholder Endorsement.** Most businesses have limited resources to spend on training and development. If HR professionals do not qualify requests, they are doing costly mistakes. Gathering requirements from clients, managers, employees or customers, set expectations, and when stakeholders endorse the approach from the beginning, the scope of the project typically remains clear throughout the life of project.

**5.2. Validating Assumptions.** Frequently, instructional designers receive requests to design training programs without any background information. Although it might be tempting to rush in and solve a training problem based on past experiences, better results can occur when an analysis of the current situation is ensured. A robust training needs assessment which takes time but typically provides crucial details that influence training design.

**5.3. Directing Activities.** Career development programs typically focus on broad areas, such as project management, business acumen or strategic planning. Employees have different skill levels, and conducting a thorough needs assessment allows the instructional designer to target the performance gaps specific to the audience. For example, new employees usually need to learn how financial and operational decisions affect the bottom line. They also require the ability to read basic financial statements and use financial tools and models to make decisions. More experienced staff members already have some knowledge and experience of the subject matter and need to complete more complex tasks, such as calculating a return on investment.

**5.4. Verifying Topics.** Conducting an assessment helps an instructional designer to define the learning objectives and create the content outline. This instrument typically poses questions to participants, and instructional designers interpret the results, validate what information to cover and decide how to present course content. A needs assessment may reveal new concerns, too. In these cases, running follow-up interviews or focus groups can help to clarify what topics and level of detail should be included to obtain the maximum benefit and impact.

**5.5. Determining Demand.** Conducting a formal needs assessment enables the HR function to determine the demand for the training programs. With this information, HR can schedule classes, workshops and other events to suit the population. Instruments such as questionnaires, focus groups, interviews, exams and observation generate data. Careful analysis reveals the cause of problems and helps to determine who needs help. Assessments reveal organizational, occupational and personal needs.

## **6. HR SELECTION TOOLS**

Human resources selection tools are a series of steps in the hiring process, from the preliminary screening of employment applications to vetting the final job candidate through background check and drug testing. Hiring processes usually differ, based on the organization's resources and the type of job. A company without a dedicated HR department might conduct requirement by applying fewer steps or the company president might be the only hiring manager. Regardless of the company structure, the minimum selection tools should include an application and interview. Human resources selection tools are a series of set steps in the hiring process, from the preliminary screening of employment applications to vetting the final job candidate through background check and drug testing. Hiring processes differ, based on the organization's resources and the type of job.

The following tools can be used in HR selection:

**6.1. Screening.** Preliminary screening of candidate's applications and resumes is the first selection tool to determine whether an applicant meets the requisite qualifications for a job or not. A cursory review of application materials reveals whether applicants meet the basic criteria or if they have adhered to the application instructions. For example, if applicants were instructed to include salary history in a cover letter, applications without the required information would be eliminated during the first round of screening.

**6.2. Telephone Interview.** Many recruiters conduct telephonic interviews as a second-round selection tool. Telephonic interviews are a cost-effective, productive use of a recruiter's time in deciding which applicants will become viable candidates. This is a two-part selection tool. The first question a recruiter asks is whether the applicant is still interested in the position. If the answer is "no," that's the final selection tool and the recruiter eliminates him/her from the applicant pool. The second part of this selection tool is the actual interview wherein the recruiter asks basic questions about work history and experience.

**6.3. Hiring Manager Interview.** Applicants who perform well during a telephonic interview move to the next selection tool, a face-to-face interview with the hiring manager. Technically speaking, the applicant becomes a candidate at this stage in the process because the recruiter has narrowed the field down to applicants who possess the job knowledge, experience and qualifications. The point of an interview with the hiring manager is to determine which

candidate is best suited for the job based on qualifications and how he fits into the workplace culture.

- 6.4. Background Check.** Background checks generally are conducted after the hiring manager selects a final candidate. When the company extends the initial job offer, the recruiter explains that the offer is conditioned upon successful results from the background investigation. The depth to which a background investigation probes a candidate's history depends on the job. For example, for jobs that require handling large sums of cash, the background investigation might focus on a candidate's criminal history and previous employment to rule out questionable charges involving theft, misappropriation of funds or convictions for fraud or embezzlement. Using background checks as a selection tool can provide employers with the satisfaction of knowing that the hiring manager has made a wise decision.
- 6.5. Drug Testing.** Screening candidates for illegal drugs is a selection tool that most employers use to ensure they would not have problems with substance abuse or workplace safety. Pre-employment drug testing can mitigate potential liability for employee safety and fulfill requirements for certain workers compensation insurance programs. In addition, companies that employ workers with commercial driver licenses are required to conduct pre-employment and random drug testing.
- 6.6. Skills Assessment.** For jobs that require technical skills or expertise in certain fields, employers may consider skills assessment in the collection of hiring tools. The tests could range from computer proficiency in one specific area to a battery of tests to measure overall administrative skills. Executive employees also may be subject to tests that gauge their judgment and personality. In fact, executive assessments may be among the fastest-growing type of assessment with nearly 75 percent of 516 employers surveyed in 2010 reported that they used evaluations for executive hires [Joann Lublin's (May 2011) article, "Employers Put Executive Job Candidates to the Test, The Wall Street Journal."]

## **7. APPROACHES AND TOOLS OF HR MANAGERS**

- 7.1. Big Data and Analytics.** Many organizations are now using holistic approaches with integrated workforce planning and tech-enabled initiatives. These approaches forecast supply and demand and reach out to new networks of talent. Xerox used big data and predictive analytics provided by Evolve to identify the best predictors of attrition and performance in customer service jobs, and other employers are also becoming savvier about using such information technology for recruiting and talent depth analysis. Robust analytics are now enabling employers to identify the top sources for candidates, relative yields, time to hire, and other quality of hire metrics.
- 7.2. Social Media.** Social media is now a dominant component of recruiting. Social media recruitment platforms provides analytics that can enable employers to identify the most productive source(s) of top candidates. Employee referral programs are also being fueled by the growth of social media, and referral hire targets are at their highest levels in history. Organizations are also leveraging social media platforms to screen potential candidates. Although concerns have been raised about the legal risks for employers, best practices are shaping internal policy to address when social media screenings are appropriate, what content to consider (public profiles), and guidelines for performing these checks on a

consistent basis. Employers are also able to view work samples offered by candidates online, use mobile platforms, conduct video interviews, and open conversations with a particular emphasis on targeting networks of high potential candidates.

**7.3. Employee Development.** Leadership development programs and coaching (individual, team, and peer) have taken off in spite of economic and budgetary constraints. With organizations realizing significant ROI from these initiatives, employers are building development programs, internal learning cohorts, and formal mentoring programs, not only to close skill gaps and support retention and rewards, but also as an investment in their employer brand, which supports recruitment.

In addition, organizations are experimenting with blended learning and MOOCs (massive open online courses), again leveraging the web and technology to drive the programs. There is a new emphasis on workers taking charge of their own development and creating leadership development networks across organizations. This development is focused less on competency models and more on collaboration, adaptability, self-awareness, and boundary spanning. Employers are also creating recognition programs linked to development which helps to build a learning culture and increase engagement with executive management, promoting participation of employees at all levels.

**7.4. Employer Branding.** Employer branding remains the proven long-term recruitment strategy. Employers have learned that there must be a social media strategy that reinforces the brand not only through advertisements and postings, but also by fostering engagement and creating new channels to disseminate information.

Not only does the social media universe include the big three (LinkedIn, Twitter, and Facebook), which command the lion's share of the users on the internet, but there are also many other sites including YouTube, Vine, Pinterest, and Instagram that provide employers platforms to reach a larger audience and present varied content. This wider range of content enables potentially interested candidates to gain a deeper understanding of the employer's organization, goals, and culture. Further, tapping the plethora of niche platforms can prove invaluable depending on the functions, geographies, industry sectors, and qualifications sought. The HR recruiting goals should be part of the organization's broader social media strategy, and should communicate the practices that nurture and sustain the organization with the use of following:

- Flex-time, flex schedules, telecommuting, and teleworker agreements
- Phased retirement and on-call reserves, allowing retirees to return on a part-time on-call basis to share their knowledge and expertise
- Apprenticeship models for college recruitment
- Enterprise-wide campaigns communicating and reinforcing the brand messaging and employer value proposition

In this time of constant, multidimensional change, new technologies, processes and practices are evolving to address the challenges that confront us in this new war for talent. There are conversations happening now that hint at far more complex variables being introduced into the recruiting equation involving data warehousing, business intelligence, and there will no doubt be

new algorithms and program environments. Employers recognize that recruiting top talent to accomplish strategic objectives is the most important metric.

## **8. CONCLUSION**

As the world of work – and the world in general – becomes faster, more complicated, and more competitive, attracting, retaining and motivating human resources becomes more and more critical to organizational success. Although countless “gurus” and other management experts have spouted it for years, good people really are the most valuable resource in almost every organization. Knowing how to find them, how to handle them, and how to win their loyalty is particularly important in the cultural sector where first-class employees with a passion for culture are at a premium. Hopefully it will help to create an environment where people gravitate to and thrive in organization.

The most effective HR functions do not neglect basic administration and compliance with rules, laws and regulations. Having quality professional practices and services is a must. But the best HR leaders do not let this work dominate their activities. They are able to combine their attention to basic administration with making important strategic inputs that have a positive impact on the future of the organization. This is obviously not an easy balance to maintain.

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