

MODULE 2

Recruitment and Selection

Week 2 · 4 lessons · ~40 min

Lessons in this module:

- **Lesson 2.1** — The Recruitment Process
- **Lesson 2.2** — Writing Effective Job Descriptions
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LESSON 2.1

The Recruitment Process

Recruitment is the process of identifying, attracting, and hiring the right candidate for a role. Done well, it is one of the highest-value activities in HR.

The end-to-end recruitment process:

1. Identify the need - confirm the vacancy exists and is approved to fill
2. Write the job description (JD) - define responsibilities, requirements, and reporting line
3. Choose sourcing channels - job boards, LinkedIn, referrals, agencies, internal postings
4. Screen applications - review CVs against the job criteria
5. Interview shortlisted candidates - structured or competency-based interviews
6. Select and make an offer - verbal offer, then written contract
7. Pre-employment checks - references, right to work, background checks
8. Onboard - hand over to the onboarding process

A clear, well-written job description is the foundation of a successful hire. If the JD is vague, you will attract the wrong candidates and waste time on both sides.

LESSON 2.2

Writing Effective Job Descriptions

A job description (JD) is one of the most important documents in HR. It defines the role clearly so candidates can self-assess fit and the hiring manager has a benchmark for evaluation.

A strong job description includes:

- Job title - clear, accurate, and searchable
- Department and reporting line - who does the role report to?
- Role summary - 2-3 sentences describing the purpose of the role
- Key responsibilities - 6-10 bullet points of main duties
- Essential requirements - qualifications, experience, and skills that are non-negotiable
- Desirable requirements - nice-to-have skills that are not deal-breakers
- What we offer - salary range, benefits, culture highlights

Tip: Avoid jargon, gender-coded language, and unnecessarily long lists of requirements. Research shows that women are less likely to apply if they do not meet 100% of the criteria - keep requirements focused and realistic.

LESSON 2.3

Interviewing and Selection

The interview is the most common selection tool - but it is also one of the least reliable if conducted poorly. Structured interviews significantly improve the quality of hiring decisions.

Types of interview questions:

- Competency-based - "Tell me about a time you resolved a conflict at work." Tests past behavior as a predictor of future performance.
- Situational - "What would you do if a colleague came to you with a complaint about their manager?" Tests judgment and values.
- Technical - tests specific knowledge or skills required for the role
- Motivational - "Why do you want to work here?" Tests cultural fit and commitment

The STAR method is used by candidates to structure answers - and by interviewers to evaluate them:

- S ituation - what was the context?
- T ask - what was the candidate responsible for?
- A ction - what specific steps did they take?
- R esult - what was the outcome?

EXAMPLE

Poor question: "Are you a team player?" (Yes/No answer, tells you nothing.) Strong question: "Tell me about a time you worked as part of a team to achieve a difficult goal. What was your specific contribution?"

LESSON 2.4

Fair Hiring and Equal Opportunity

HR professionals must ensure that every stage of recruitment is fair, consistent, and free from discrimination. This protects both candidates and the organization.

Protected characteristics (under most employment laws) include:

- Age, gender, race, ethnicity
- Religion or belief
- Disability
- Pregnancy and maternity
- Sexual orientation
- Marital or family status

Best practices for fair hiring:

- Use the same structured interview questions for every candidate
- Score candidates against objective criteria - not gut feeling
- Have more than one interviewer where possible
- Keep records of all hiring decisions and the reasons for them
- Never ask about protected characteristics (age, family plans, religion)

KNOWLEDGE CHECK

Which interview technique provides the most reliable prediction of future job performance?

- A) Asking candidates about their hobbies and personal interests
- B) Structured, competency-based interviews with consistent scoring
- C) Informal conversations over coffee
- D) Relying on the hiring manager's instinct

✓ **Answer: B - Structured, competency-based interviews are the most reliable predictor because they test past behavior consistently across all candidates.**