

Recruitment and Selection

A | Recruitment

The process of finding people for particular jobs is **recruitment** or, especially in American English, **hiring**. Someone who has been recruited is a **recruit** or, in American English, a **hire**. The company **employs** or **hires** them; they join the company. A company may recruit employees directly or use outside **recruiters**, **recruitment agencies** or **employment agencies**. Outside specialists called **headhunters** may be called on to headhunt people for very important jobs, persuading them to leave the organizations they already work for. This process is called **headhunting**.

B | Applying for a job

Fred is a van driver, but he was fed up with long trips. He looked in the **situations vacant** pages of his local newspaper, where a local supermarket was advertising for van drivers for a new delivery service. He **applied for the job** by completing an **application form** and sending it in.

Harry is a building engineer. He saw a job in the **appointments** pages of one of the national papers. He made an application, sending in his CV (**curriculum vitae** - the 'story' of his working life) and a **covering letter** explaining why he wanted the job and why he was the right person for it.

Note: **Situation**, **post** and **position** are formal words often used in job advertisements and applications.

C | Selection procedures

Dagmar Schmidt is the head of recruitment at a German telecommunications company. She talks about the **selection process**, the methods that the company uses to recruit people:

'We advertise in national newspapers. We look at the **backgrounds of applicants**: their **experience** of different jobs and their educational **qualifications**. We don't ask for handwritten **letters of application** as people usually apply by email; handwriting analysis belongs to the 19th century.

We invite the most interesting **candidates** to a **group discussion**. Then we have individual **interviews** with each candidate. We also ask the candidates to do written **psychometric tests** to assess their intelligence and personality.

After this, we **shortlist** three or four candidates. We check their **references** by writing to their **referees**: previous employers or teachers that candidates have named in their applications. If the references are OK, we ask the candidates to come back for more interviews. Finally, we **offer** the job to someone, and if they **turn it down** we have to think again. If they **accept** it, we **hire** them. We only **appoint** someone if we find the right person.'

1. Fill the gaps in the sentences below. Use A, B, and C opposites.

- a) The process of finding people for particular jobs is _____ or, especially in American English, _____.
- b) A company may recruit employees directly or use outside _____, recruitment agencies or employment agencies.
- c) He _____ for the job by completing an _____ and sending it in.
- d) He made an application, sending in his _____ (curriculum vitae - the 'story' of his working life) and a covering _____ explaining why he wanted the job and why he was the right person for it.
- e) We look at the _____ of applicants: their _____ of different jobs and their educational _____.
- f) We invite the most interesting candidates to a group _____.
- g) We _____ the job to someone, and if they _____ down we have to think again. If they _____ it, we _____ them.

2. Complete the sentences with the words and word combinations below.

- 1) I phoned to check on my application, but they said they'd already ... someone.
a. recruited
b. offered
- 2) This job is so important, I think we need to ... someone.
a. headhunt
b. hired
- 3) The selection process has lasted three months, but we're going to ... someone next week.
a. appoint
b. accepts
- 4) I hope she ..., because if she ... the job, we'll have to start looking again.
a. turns down / accepts
b. accepts / turns down
- 5) That last applicant was very strong, but I understand he's had two other ... already.
a. offers
b. appoints
- 6) They've finally ... a new receptionist.
a. offered
b. hired
- 7) Computer programmers wanted. Only those with UNIX experience should ...
a. hired
b. apply

3. Choose the right words for each question.

1. What a company personnel department does?

- a. offer
- b. hire
- c. recruit
- d. appoint
- a. apply
- b. accept
- c. headhunt

2. What a person looking for work does?

- a. apply
- b. hire
- c. appoint
- d. turn down
- e. accept

• Replace the phrases in *italic* with correct forms of words and expressions from A, B and C opposite.

• Fred had already *refused* — [] — two job offers when he went for a *discussion to see if he was suitable for the job* — an []. They looked at his driving licence and contacted *previous employers Fred had mentioned in his application* — his []. A few days later, the supermarket *asked him if he would like the job* — [] — him the job and Fred *said yes* — []

Harry didn't hear anything for six weeks, so he phoned the company. They told him that they had received a lot of *requests for the job* — []. After looking at the *life stories* — [] — of the *people asking for the job* — [] — and looking at *what exams they had passed during their education* — their [], the company *had chosen six people to interview, done tests on their personality and intelligence* — had [] six people and given them [] tests — and they had then given someone the job.