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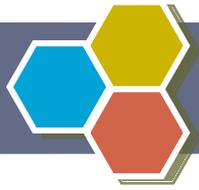
## ACCA F1 知识课程

Accountant in Business (AB)

商业中的会计师 第十三讲

ACCA Lecturer: Tom Liu

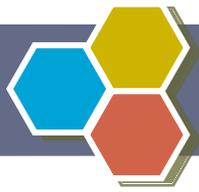




# Recruitment and Selection

## *Topics*

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- 2 Responsibility for recruitment and selection
- 3 The recruitment process
- 4 Advertising vacancies
- 5 A systematic approach to selection
- 6 Selection methods in outline
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- ~~10 Evaluating recruitment and selection practices~~



# Recruitment and selection

**Recruitment** is the part of the process concerned with **finding applicants**: it is a **positive action** by management, going into the labour market (internal and external), communicating opportunities and information, and generating interest.

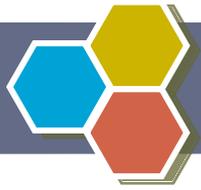
招聘是个主动的过程，为的是在劳动力市场上找到候选人。

**Selection** is the part of the employee resourcing process which involves choosing between applicants for jobs: it is largely a 'negative' process, eliminating unsuitable applicants.

遴选是应聘人资源化流程的一部分。

Positive action 这个人可以用吗？（直选法）

Negative process 这个人不能用吗？（排除法）



# Responsibility for recruitment and selection

## Senior managers

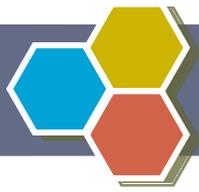
经理人是劳动力的直接需求者，他们决定了要什么样的人，要多少。

## The human resources department

人力资源负责招聘，内容包括发招聘广告、遴选等。

## Recruitment consultants

外部的人力资源顾问，一般用来帮助企业招聘专业技术人员（高管、技术工人）



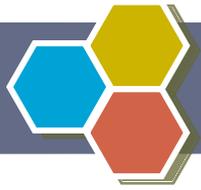
# The recruitment process

## *A systematic approach*

- Detailed human resource planning 详细的人力资源计划
- Job analysis produces
  1. A job description ( 描述了每个岗位的职责、目标和任务 )
  2. A person specification ( 描述了每个岗位需要什么样的人 )

以上是常规的工作，下面是真的要招聘时做的事情：

- Identification of vacancies ( 确定职位空缺 )
- Recruitment advertising ( 发布招聘广告 )
- Selection ( 遴选 )
- Notifying applicants ( 告知候选人 )



# Advertising vacancies

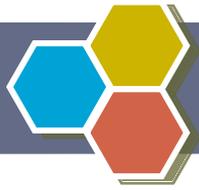
## Qualities of a good job advertisement

Job advertisements should be:

- Concise ( 简洁明了 )
- Attractive ( 吸引人 )
- Positive and honest ( 积极但又诚实 )
- Relevant and appropriate to the job and the applicant ( 内容与工作及候选人相关 )

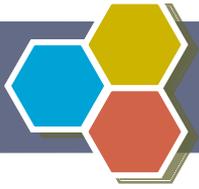
## Contents of a job advertisement

## Advertising media



# A systematic approach to selection

- Step 1 Sending application forms to candidates.
- Step 2 Assess each application
- Step 3 Sort applications into 'possible', 'unsuitable' and 'marginal'.
- Step 4 Invite candidates for interview
- Step 5 Selection testing
- Step 6 Review uninterviewed 'possibles', and 'marginals'
- Step 7 Send standard letters to unsuccessful applicants
- Step 8 Make a provisional offer to the successful candidate.



# Selection methods in outline

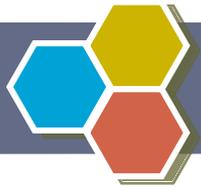
Interviewing

Selection tests

Reference checking ( 推荐人 )

Work sampling ( 试用 )

Group selection methods



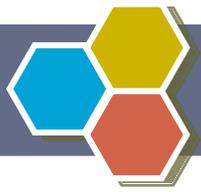
# Interviews

## Type of question

- Open questions ( 如何评价、如何看待、.....是怎样的一种感受 )
- Probing questions ( 试探性的追问 )
- Closed questions ( 你坐过牢吗？你抽烟吗？ )
- Problem solving questions ( 给你个情景让你解决一个问题 )
- Leading questions ( 引导性问题，提问者对回答者的回答有预设，“你难道不觉得加班是一件很爽的事情吗？” )

## Types of interview

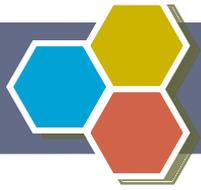
- Individual interviews 一对一面试
- Panel interviews 两三个人面试同一个人
- Selection boards 更多的人面试同一个人



# Selection testing

## Type of tests

- Proficiency, attainment or competence tests ( 技能测试 , 比如打字速度 )
- Intelligence tests ( 智能测试 , IQ )
- Aptitude tests ( 学习能力测试 , 才能测试 )
- Personality tests ( 人格测试 )



## Other selection methods

Group selection methods (assessment centres)

一群候选人聚在一起，解决一个问题，做一个模拟项目。

Reference checking

推荐人检查。推荐信、推荐人电话采访都属于这种类型。

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# Thank You!

