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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

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Recruitment and Selection

Topics

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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!

