

# 3

## 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 AmE, a **hire**. The company **employs** or **hires** them and 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 used to find people for very important jobs and to persuade them to leave the organizations they already work for. Key people recruited like this are **headhunted** in a process of **headhunting**.

### B

#### Applying for a job

Fred is an accountant, but he was fed up with his old job. He looked in the **situations vacant** pages of his local newspaper, where a local supermarket was advertising for a new accountant's position. He **applied for** the job by completing an **application form** and sending it in.

Harry is a building engineer. He'd been working for the same company for ten years, but he wanted a change. He looked at jobs with different engineering companies on a **jobs website**. He **made an application**, sending in his **CV (curriculum vitae** – a document describing your education, qualifications and previous jobs, that you send to a prospective employer) and a **covering letter** explaining why he wanted the job and why he was the right person for it.



An application form

#### Note

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

BrE: **CV**; AmE: **résumé** or **resume**

BrE: **covering letter**; AmE: **cover letter**

### 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 and on the internet. We look at the **backgrounds** of **applicants** – their **experience** of different jobs and their educational **qualifications**.

#### Note

**Internet** is sometimes written with a capital letter when it is a noun.

**internet** (noun): mostly BrE

**Internet** (noun): mostly AmE



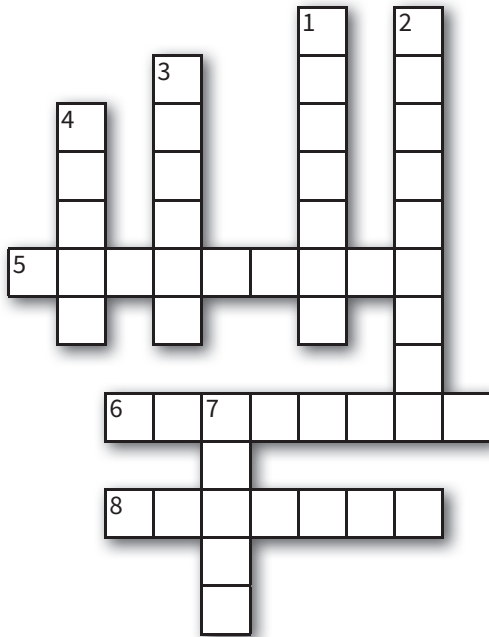
A job interview

'We invite the most interesting **candidates** to a **group discussion**. Then we have individual **interviews** with each candidate. The head of the department is also present. We also give the candidates 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, teachers, and so on 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. (Some applicants may get other **job offers** at the same time as ours.) If they **accept** it, we hire them. We **appoint** someone only if we find the right person.'

## Exercises

**3.1** Complete the crossword with the correct form of words from A, B and C opposite.



### Across

- 5 I phoned to check on my application, but they said they'd already ..... someone. (9)  
 6 This job is so important; I think we need to ..... someone. (8)  
 8 The selection procedure has lasted three months, but we're going to ..... someone next week. (7)

### Down

- 1 and 2 I hope she ..... the job, because if she ..... it ....., we'll have to start looking again. (7, 5, 4)  
 3 The last applicant was very strong, but I understand he'd had two other job ..... already. (6)  
 4 They've finally ..... a new receptionist. She starts work next week. (5)  
 7 Computer programmers wanted. Only those with UNIX experience should ..... . (5)

**3.2** Now divide the words in 3.1 into two groups.

- 1 what a company personnel department does
- 2 what a person looking for work does

**3.3** Replace the underlined phrases with correct forms of words and expressions from A, B and C opposite.

Fred had already **(1)** refused two job offers when he went for **(2)** a discussion to see if he was suitable for the job. They looked at his accountancy degree and contacted **(3)** previous employers Fred had mentioned in his application. A few days later, the supermarket **(4)** asked him if he would like the job and Fred **(5)** 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 **(6)** requests for the job. After looking at the **(7)** document describing his education, qualifications and previous jobs of the **(8)** people asking for the job and looking at **(9)** what exams they had passed during their education, the company had **(10)** chosen six people to interview and then given them **(11)** tests on their personality and intelligence. They had then given someone the job.

### Over to you

If you work, answer these questions.

- Where did you see the jobs advertised?
- What did you send to apply for the job?
- What was the selection procedure?

If you're a student, answer these questions.

- When you applied for your course did you use an online application form or send an application in?
- Did you need to provide referees?
- Did you have an interview?

# ANSWERS

- 3.1**
- | Across      | Down         |
|-------------|--------------|
| 5 recruited | 1 accepts    |
| 6 headhunt  | 2 turns down |
| 8 appoint   | 3 offers     |
|             | 4 hired      |
|             | 7 apply      |

- 3.2**
- 1 recruit, headhunt, appoint, offer, hire
  - 2 accept, turn down, apply

- 3.3**
- 1 turned down
  - 2 an interview
  - 3 his referees
  - 4 offered him
  - 5 accepted
  - 6 applications
  - 7 CVs
  - 8 applicants
  - 9 their qualifications
  - 10 shortlisted six people
  - 11 psychometric tests

## Over to you (sample answers)

If you work:

I work as a laboratory technician, and the recruitment process was quite long. I replied to an advertisement on a jobs website – I sent them my CV with references and a covering letter. I was interviewed twice, first by the head of the laboratory and then by some of the people who worked with her. They checked my references, offered me the job, and I accepted it.

If you're a student:

Dear Sir/Madam

I saw the advertisement for gardeners on the Bristol City Council jobs website, and I would like to apply. I'm currently finishing a degree in garden design at University College Falmouth, and I would like to start a career in this area. I attach a CV, and I can provide references from my lecturers at University College.

I can travel at any time to Bristol for an interview.

Looking forward to hearing from you,

Yours sincerely,