

What is Recruitment and Selection?

Worksheet

Recruitment identifies and attracts candidates; selection evaluates them using application screening, tests, interviews and reference checks. Together they create a funnel: many apply qualified few pass screening top candidates interviewed best candidate selected new hire onboarded.

Questions

1. A common hiring mistake is
 - A) Hiring someone because they are overqualified
 - B) Using multiple selection methods
 - C) Asking structured questions in interviews
 - D) Checking references
2. Why post job openings on multiple channels (LinkedIn, job boards, referrals)?
 - A) Waste of time
 - B) Broader talent pool, access to passive candidates, different demographics apply
 - C) Only LinkedIn works
 - D) Referrals discourage external talent
3. A candidate aces the technical test but interviews poorly. Decision?
 - A) Hire (skills > personality)
 - B) Reject (poor communication, culture fit risk)
 - C) Depends on role
 - D) Give them another chance
4. High turnover (50% within 1 year). First diagnostic?
 - A) Reduce salary
 - B) Review onboarding and 30/60/90 check-ins; ask departing staff why they left
 - C) Hire less
 - D) Nothing to do
5. You are hiring a data analyst. Design a recruitment process.
6. You recruited 80 applicants but hired 1. Was the process too selective?
7. Three equally qualified candidates. One has lower salary expectation. Whom to hire?
8. Define: What is the difference between recruitment and selection?
9. Define: What is job analysis?
10. Define: Why use both interviews and tests in selection?

Answer Key

1. A) Hiring someone because they are overqualified - Overqualified hires often leave quickly (bored, seek bigger challenge) or become resentful. Fit for the role > credentials alone.
2. B) Broader talent pool, access to passive candidates, different demographics apply - Different candidates use different channels. Multiple channels increase quality and diversity of applicant pool.
3. C) Depends on role - Context matters. Tech-heavy, solo role? Skills paramount. Client-facing or team role? Communication and culture fit critical. Use both signals.
4. B) Review onboarding and 30/60/90 check-ins; ask departing staff why they left - High turnover signals fit or onboarding issue, not necessarily pay. Exit interviews reveal patterns (unclear expectations, no support, bad manager fit).
5. Job analysis: Responsibilities (SQL queries, dashboarding, reporting), skills (SQL, Tableau, Python, stats). Recruitment: Post on LinkedIn, Data Jobs, tech newsletters. Employee referral bonus. Screening: CV + cover letter. Screen for SQL + Tableau experience, bachelor's degree. Testing: SQL test (3 queries) + Tableau dashboard mini-project. Interview 1: Behavioral (tell me about a time you found an insight) + technical (walk me through your dashboard project). Interview 2: Culture & manager fit (values, work style). References: Check past 2 roles for analytics skills and collaboration. Offer: Competitive salary, benefits. Onboarding: Buddy system, 30-day check-in on tools/processes.
6. Calculate: 80 applications 10 pass screening (12.5%) 4 interviews (5%) 1 hired (1.25%). Context matters: Senior role + highly competitive market = high selectivity normal. Entry role with high churn? Might be too strict. Red flags: If top referrals (friends of staff) are rejected at screening, process may have blind spots. Improvement: Post-hire survey of rejected candidates; track who thrives (predictive validity).
7. Trap: Hiring on cost alone backfires - underpaid hire quits faster or resents role. Better approach: Evaluate motivation and fit. Why lower salary? New to city? Values mission over money? Career pivot? Interview: Dig into intrinsic motivation, long-term fit. If lowest-cost candidate is unmotivated, avoid. Offer: Pay fairly for the role and market. Retention > short-term savings.
8. Recruitment attracts candidates (sourcing, ads, referrals). Selection evaluates them (screening, tests, interviews) to choose the best.
9. Systematic study of a role: duties, required skills, education, experience, working conditions. Foundation for job description and recruitment.
10. Interviews assess communication, culture fit and intrinsic motivation. Tests measure technical skills objectively. Together, fuller picture.

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