

# Senior HR Project in Recruitment and Selection

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The *Senior HR Project in Recruitment and Selection* is an assignment which is specific to a particular class, but which incorporates concepts and principles which they have learned in different classes they have taken related to human resources management.

**Development:** I first created a shortened version of this project nearly twenty years ago, but I have expanded its scope and depth greatly since that time. There are two primary goals of this project: to provide a realistic experience which will help prepare students for future careers in HR, and to act as a capstone of sorts, incorporating what they have learned about selection, compensation, job analysis, and diversity efforts within an organization.

**Implementation:** This was a group project for a number of years, but I have found that pairs work better in terms of general accountability and effort. I have six lists of jobs/cities, and I rotate them each semester so that there is no "passing down" of project materials to the next class. Once we have determined our pairs that will work together, we have a blind drawing in class to see who gets which assignment. The positions range from the mundane to the specialized, and I explain to students that recruiters have to recruit for all sorts of jobs, not just exciting ones.

**Value:** There are several aspects of the assignment which enhance student learning:

- Critical thinking in how the principles they have learned can be applied to a specific situation (in this case, a recruiting goal)
- Engagement with professional members of the community to gain a non-academic perspective of the field
- Presentations on their findings in a professional manner
- Reinforcement and application of inclusiveness
- Reflection on performance and learning

**Student Response:** Students respond very positively to this assignment and are often very creative in their presentations. Comments I receive in my evaluations express appreciation for the opportunity to apply what they learn in a practical and engaging manner. And I've heard from alums that the project is, indeed, good preparation for their careers - a couple of years ago, I received the following note from an alumna: "One of my current job responsibilities is to interview potential nursing and allied healthcare

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candidates. I laugh at this because my last project/presentation in your class was to recruit for nurses, which I am now doing!"

**Limitations:** Because I try to have a variety of job assignments, finding subject matter experts can be a little challenging; this is where being able to communicate virtually, rather than in person, can be important. I sometimes assist students in ways to find those subject matter experts. Finding recruiters is not as much of an issue. One of the advantages of being on an urban campus is the availability of the local business community, including many IUPUI alumni, and I find that availability to be a tremendous asset to our students.

## Senior HR Project in Recruitment and Selection

The class will be broken down into pairs of students, with each pair having the responsibility of developing and presenting a comprehensive and creative recruitment and selection program for a fictional company. Groups will be assigned a position and locale by the instructor (i.e., computer systems analyst in San Francisco, bank teller in Des Moines, etc.) on which to base its plan. Assume you have exhausted *internal* recruiting efforts and now must recruit *outside* your organization. Utilization of an outside agency will not be an option for your company.

There will be two phases: Phase I, your background preparation will be due mid-semester. Phase II will be the design and delivery of your recruitment plan.

### Phase I

Phase I must be physically turned in to the instructor at the start of class on the due date indicated on the course schedule. Phase I components should include:

- Create and describe the fictional company you will be recruiting for:
  - How many employees do they have?
  - How long have they been in business?
  - What are the company's strategic goals?
    - It may not make much sense to you to come up with these fictional "facts," but recruiting efforts should always reflect the strategic direction of an organization; if not, you may not find the right individual for the job.)
- Formal written job description and job specification for your assigned position.
  - You are required to write your own job description, but the websites listed below can provide you with some information to use. There are probably plenty of other sites out there with this type of information, but these are some of the most well-known and are very user-friendly:  
<http://online.onetcenter.org/>  
<http://stats.bls.gov/oco/>  
[http://www.acinet.org/acinet/occ\\_intro.asp?id=1,&nodeid=1](http://www.acinet.org/acinet/occ_intro.asp?id=1,&nodeid=1)  
Again, these sites are for reference only, and you must write your own formal job description.
- Salary range for the job, and any special factors that impact what you would pay for the job. Consider typical pay ranges for your job, as well as economic conditions in the area you will be recruiting.
- Results of two separate informational interviews – **one interview per student is a requirement** – you can choose who does which. Interviews must be conducted in person or via phone unless there are extenuating circumstances (which must be approved in advance by me.) *You must attach a business card or contact information to your Phase I submission and indicate which of you performed each interview.* NOTE: ***Interviews written in question-and-answer format will NOT be accepted and will result in a significant grade reduction.***
  - Subject matter expert: To further assist you in your analysis of the job, you will be required to locate an individual who currently holds a job similar to what you have been assigned and conduct a brief informational interview with that person, via phone or in person. You should compile a 1-2 page (single-spaced) summary of that interview, and you will use it to improve your job description and specification, as well. In general, you are simply trying to find out what it is like to perform that job on a day-to-day basis and, perhaps most importantly, what they feel it takes to attract someone to that job. Please do not wait to complete this requirement, or you may find it difficult to find someone. Items to address include:
    - the individual's duties
    - how most of that person's time is spent

- areas of decision-making
  - supervision exercised/received
  - challenges they face in their job
  - characteristics they feel are important of someone holding that position.
- **Recruiter:** In order to gain a realistic perspective of the recruiting field, you will be required to locate someone that recruits for a similar caliber of position that you are recruiting for (professional, entry-level, etc.) and conduct a brief informational interview in person, or via phone in person. That individual must be a professional recruiter, whether with a staffing firm or in a corporate environment. You should compile a 1-2 page (single-spaced) summary of that interview with the goal of finding out what it is like to perform that person's job. Specifically, you will want to find out about:
    - types of positions they recruit for
    - what their hiring process is – how people apply, interviews, testing, etc.
    - what recruiting sources they find to be most/least helpful
    - what types of advertising or social media/professional networking they use
    - have they ever had to come up with something really creative to recruit for a particular position?
    - what types of questions they ask
  - Information on your locale. This includes, but is not limited to:
    - economic conditions
    - demographic information and how that impacts your job opening
    - educational facilities nearby (appropriate to what you are recruiting for)
    - factors that impact the attractiveness of your geographic location to potential recruits.
    - Any local professional societies which would be relevant.
  - Source sheet for information compiled.
  - I realize that many of you have busy schedules and that meeting in person can be difficult for some. If you find that to be the case, you have a great resource to communicate online with each other through Zoom. It's available through Canvas.
  - Note: If you are having communication/cooperation problems with your partner, this is the time to tell me. Please do not wait until the end of the semester to do so, as I may not be able to help you at that point.

## **Phase II**

Phase II is NOT a presentation of your Phase I submission; it is an application of everything you learned and planned in Phase I.

In Phase II, you will be assuming the roles of corporate recruiters for the company you created in Phase I. You will be acting as guest speakers in our class, having been invited in to tell us how you would design a recruiting plan based on the information you compiled in Phase I. You will do so in a 15-20 minute PowerPoint presentation. Note that ALL deliverables for Phase II are due on the first presentation date.

Some of the information that will be covered in your Phase II presentation should include:

- Information from Phase I:
  - Information about your company.
  - Job description and specifications
  - Demographic and economic information about the geographic location you have been assigned that would impact your recruiting efforts. (Don't include information that is not meaningful to your position.)

- Recruiting methods (**be creative.**) You should research to find unique ways companies are reaching applicants – those seeking employment, as well as passive applicants.
  - Include proposed advertising methods, with samples of ads.
  - Consider developing your own web page or other social media.
  - Investigate any appropriate professional groups which might be a useful source.
  - Address how you will reach out to diverse groups considering the demographic information regarding your locale.
- Selection tools suggested (Applications? Reference checks? Ability, psychological, or performance tests?) Feel free to be creative and share examples. Explain why you chose your particular selection tools and how they are important for this particular position.
- Examples of specific interview questions that would be appropriate for this position. Please refrain from generic questions such as, “Tell me about a time when you had a problem with a team.” You must include one of each of the following types of questions: closed-end, hypothetical (situational), competency-based, probing, and a leading question that you would want to avoid.
- Predicted time required to fill the position (broken down by stages.)
- Estimated recruiting budget (i.e., any types of advertising, travel, etc.)

Phase II Deliverables: On the first night of presentations, you will turn in to your instructor a summary of Phase II, including all the details of your presentation. Suggested format:

- Summary of recruiting plan, including budget proposal and timeline (2-3 pages, single-spaced)
- Examples of advertisements, handouts, exhibits
- Screen shots of webpages/social media you might use
- Printout of your slides (3 per page)

Note that you may NOT change your slides after they have been turned in.

Phase II Evaluation: Phase II will be graded on the following considerations:

- Thoroughness of effort to fulfill project requirements, including presentation length
- Attention to detail and professionalism of presentation
- Appropriateness of recruiting methods selected
- Creativity of presentation

Peer and self-evaluation will also be an important component of this assignment; failure to submit this evaluation will result in a reduction of your grade. Your honesty and forthrightness are important, and confidentiality is assured. A copy of the peer evaluation is available in Canvas so that all students will understand what the expectations are from the start; after your presentation, please complete your peer/self-evaluation and upload it under the Assignments tab.

Your fellow students will also be evaluating you on this project based on creativity of the plan, thoroughness of effort, effective use of visual aids, and manner of presentation. The two most highly rated teams will be awarded an additional 5% on the assignment. (The instructor reserves the right to overrule group votes when deemed necessary or appropriate.)

If you find during the project that you are having trouble getting cooperation from a teammate, please let me know as soon as possible and I will help you in any way I can. If you wait too late, it will be impossible for me to assist you in resolving the problem.