LISTENING SKILLS



HR Selection and Recruitment. Mp3

A: Listen to the interview and circle the correct option

Laura: So, what would you say are the most important stages of the selection and recruitment process?

Tom: I think the starting point has to be attracting the right *applicants / candidates*. When I first started twenty years ago, it was very simple. Each time a job *vacancy / position* came up, the company used to place an advertisement – in newspapers mainly, but also in specialist professional journals. Nowadays things are different in lots of ways.

Laura: For example ?

Tom: Well, as you know, there's been a huge growth in e-recruitment. More and *more businesses/ companies* only advertise jobs on websites and only accept job applications online. Big companies have the *resources / means* to do this for themselves on their own company websites. But there are also lots of recruitment *managers / agents* who do the job of recruiting on the company's behalf. Sometimes these agents function like a newspaper's jobs page and just provide a job board and other advice to job applicants. But other recruitment agents offer to manage the entire recruitment process online, in collaboration with their *client / customer* company's HR department.

B: Choose the correct question for each answer, drag it and then listen and check.

...companies have stopped using traditional job descriptions? / What's the difference... /

...are there any other changes since you started out?

Laura: Apart from e-recruitment, _____?

Tom: Yes, there are. The way in which companies advertise has changed. Whereas they used to just describe a particular job, where it was based, what it involved, what the salary was, and so on, now the bigger companies also place more general adverts which aim to make candidates aware of the company: what it does and what its image and values are. These ads are sometimes called 'low-involvement' advertisements. By doing this, companies hope to draw the best candidates away from their competitors.

Laura: Does that mean that _____?

Tom: No, job descriptions are still a key aspect of the process. In fact, there are actually two key documents that most companies use: the job description and the personnel specification.

Laura: _____ between the two?

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C: Listen to the dialogue and complete the notes using the words in the box.

abilities application department interview
motivation objectives qualifications reference
reports responsibilities standards title

Tom: As you would expect, the job description describes the job and the _____ of performance needed to do it. Typically it includes the job _____ , the _____ the job holder works in and who he or she _____ to. It also sets out the overall purpose and _____ of the job and the jobholder's specific duties and _____ .

Laura: And the personnel specification?

Tom: That focuses more on the 'ideal' person to do the job. It might include categories such as _____ and experience, skills and _____, why the person wants to do the job – in other words their _____ and personality. It's useful as a way of deciding between candidates.

Laura: Ok, so those are the earlier stages. What about the point at which the company selects the successful candidate?

Tom: Well again, looking back to when I started out, the key elements of selection were the _____ form, the letters of _____ and – most important of all- the job _____ .

D: Look at the chart and complete the dialogue with the correct form of the words, then listen and check.

NOUN	NOUN (PERSON)	VERB	ADJECTIVE
interview	Interviewer / interviewee	To interview	interviewed
ability	_____	Be able to	able
expression	_____	express	expressed
performance	performer	perform	performed
requirement	_____	require	required
interest	_____	Be interested in	Interested / interesting
(dis)organization	(dis)organizer	(dis)organize	(dis)organized

Tom: Job _____ used to be a bit like a general conversation. Nowadays, interviews tend to be much more structured and standardized than they were in the past. Also, job interviews used to focus quite a lot on the candidate's past experience: what they did and the things they were responsible for. Past experience is also significant now, of course, but these days we concentrate much more on finding out about the candidates' _____ and their personality – not just what they are able to do but also how well they are likely to perform in the job. This is what we mean by 'competencies', which is an _____ you might have heard. And there are various techniques for finding out about this.

Laura: You mean things like psychometric testing?

Tom: Yes, psychometric testing can be a useful way of finding out how people will _____ once they are actually doing a job. In fact there are really two kinds of tests. First, there are ability or aptitude tests that look at skills such as numeracy, verbal reasoning and other mental and physical abilities, depending on what the job _____. And secondly, there are personality tests or inventories, which are designed to find out about candidates' personalities: what their values and _____ are; how intelligent they are; what sort of things they're interested in, and so on.

Laura: How do you ask people about their personalities?

Tom: Well, people usually are given a self-report questionnaire, where they have to agree or disagree with a list of statements. For example, a typical statement in a questionnaire might be: "I can work well, even when things are _____ ." People can give a range of responses to the statement, for example 'strongly agree', 'strongly disagree' and 'neither agree nor disagree'. Again, a lot of this kind of testing is done online nowadays. Online testing has good and bad consequences, in my opinion.

Laura: What do you mean?

Tom: Well, on the plus side, it allows companies to save money and to process candidates more quickly. But on the minus side, it means that they might end up rejecting good candidates as well as bad ones. In the end, it's all a question of ...

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