

Extension Material 7.3

Recruitment checklist to reduce administration burden

- To avoid a situation in which an excessive number of applications are submitted, which can increase the administrative burden and costs of assessment and selection, the following actions are recommended:
 - Develop clear communications on the kind of person required and set realistically high standards. This will have the effect of limiting responses to advertising to fewer, but more suitably qualified, applicants.
 - Engage in the rigorous screening of applicants using criteria that have been validated against job performance measurements. For example, according to Lazear (1998: 48), the ability to perform well at school and the ability to perform well on the job are highly correlated, although this is more likely to be true in white-collar than in blue-collar jobs. The implication is that some measure of school performance—with an appropriate standard, such as aggregate qualification points—will help to screen the weaker from the stronger applicants.
 - Use validated assessment techniques after the shortlisting stage. This not only means that criteria validated against job performance will be used, which are likely to differ from those employed at an earlier stage, but that people with suitable experience and training in their use will be involved in making final selection decisions.
 - Employ contingent contracts. Under this type of contract, a successful applicant is offered an initial temporary or fixed-term contract, with the assumption of permanent status conditional on the outcomes of performance reviews.
 - Use probationary periods to allow initial employment decisions to be checked against behavioural and performance standards, with those newly employed applicants who fail to meet the set standards being dismissed.



REFERENCE

Lazear, E. P. (1998) *Personnel Economics for Managers*, Wiley.