

and seniority. Although many employers would like to retain the stronger (more meritorious) workers, workers tend to prefer use of seniority as a more objective and acceptable basis for rights to continue or resume employment. Considering the operational and employee relations impacts of layoff/recall policy is particularly important for employers with large or frequent seasonal swings in production activity.



To avoid over-reliance on chance or intuition, there are several steps to build into the selection process.

Steps in a Hiring Process

Employee selection evokes the concept of matching. Fitting people with jobs involves working with information, both about jobs and about people, and multiple sources are available for each (Figure 3.4).

Figure 3.4. Sources of information for selection decisions.

About the job	About applicants
<ul style="list-style-type: none"> • Guesswork • Own knowledge • Supervisor • Incumbents • Job description and specification 	<ul style="list-style-type: none"> • Biographical data forms (application, resume) • Tests • Interviews • References • Physical examinations

Employers may go through few or many steps, in various orders, to hire a person. To avoid over-reliance on chance or intuition, there are several steps to at least consider building into the selection process:

1. Define the objective and set a schedule to meet it.
2. Describe the job to be filled.
3. Decide who will conduct further steps.
4. Recruit potential applicants.
 - a. Advertise the opening.
 - b. Solicit referrals.
 - c. Conduct informal preliminary interviews.
5. Collect applications and other expressions of interest.
6. Screen applicants and inform those not to be considered.
7. Interview candidates.
8. Test candidates.
9. Check references of top candidates.
10. Decide on first and backup choice for job offer.
11. Extend provisional offer.
 - a. If accepted, confirm terms of employment and start date.

- b. If not accepted, extend backup offer or reconsider other candidates.
12. Confirm physical condition and eligibility for employment.
13. Orient new employee to the organization and job.

Family farm operators or other managers at an early stage of deciding whether, no less how, to hire a new employee, may see a range of possibilities for coping with an excessive workload. They could, for example, seek:

- A short-term employee to perform specific projects such as yard cleanup, a construction project, stone picking, or similar tasks
- A part-time employee to perform specific tasks on a regular basis, such as feeding animals in the morning
- A full-time seasonal employee to perform specific or a wide range of duties throughout the production season
- A permanent employee to perform an assortment of seasonal duties throughout the year

Reflecting on questions like the following should help clarify the recruitment goal:

1. For what type and timing of work do we need help?
2. What kind of payback could we expect from the addition of hired labor?
3. Do we have sufficient cash flow to pay the type of person needed?
4. Could any job(s) created keep the interest of an able, motivated employee?
5. Do we have sufficient skills and patience to train, supervise, and evaluate an employee?



Clarifying the Job Content

No matter how the information about a job is obtained, having or putting it into the form of a written job description lays a foundation for recruitment, selection, and management later on. What is a job description? It is simply a verbal sketch of a given job—its purpose, content, and attributes or characteristics of the people likely to perform it well. Some firms also use the job description to formally state such terms of employment as pay, benefits, and performance standards.

Fitting people with jobs involves working with information—about jobs and about people.