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## RECRUITMENT PROCEDURES

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University of Business and Technology  
Department for management, business and economics

**RECRUITMENT PROCEDURES**  
Bachelor Degree

Fjolla Uka

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Fjolla Uka

## **RECRUITMENT PROCEDURES**

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## Abstract

The purpose of this study was to review the process of recruitment in the organization of Kosovo Credit Information Service. This organization provides appropriate information for the borrower of all Banks and Microfinance Institutions in Kosovo. The intention was to find out how effective is the process of recruitment in this organization. My survey has gone through an important job position that was required, which was for the administration position that requires a high capacity of knowledge, skills, flexibility and concentration to fulfill the required criteria's in the best way.

The results of the questionnaire revealed a high level of dedication that the Human Resources Department of KCIS spends throughout the selecting process in order to hire the best applicants. The process goes through examination of candidates, half structured test, interviews and half structured interviews till receiving the short list of the most successful candidates. The principal conclusion is looking for the best candidate, the one that gives the best on his/her own work while increasing benefits and the status of organization.

## Acknowledgments

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## **Terms Vocabulary:**

**KCIS** – Kosovo Credit Information Service

**HR** – Human Resources

**Recruitment** – the act or process of recruiting

**Coach** – to train a person or a group

**Hire** – to obtain employment/ take a job



## I. Introduction

Depending on the size of the organization, HR operations may have overlapping responsibilities. In larger organizations, the Human Resources department including the manager and the director has clearly defined separated roles in HR management with progressively more authority and responsibility in the hands of the manager, the director and ultimately the Vice President who may lead several departments including administration. HR directors and occasionally HR managers may head several different departments that are led by functional or specialized HR staff such as training manager, compensation manager or the recruiting manager. Human Resources staff members are advocates for both the company and the people who work inside the company. Consequently, a good HR professional performs a constant balancing act to meet both needs successfully.

### 1.1. The changing role of Human Resources

The role of professional HR is changing day by day. In the past, HR managers were often viewed as the systematizing, policing arm of executive management. Their role was more closely aligned with personnel and administration functions that were viewed by the organization as paperwork. In the '90s the role of HR was primarily accepted to be that of a support and an administrative one. The HR professionals focused on activities and deliverables. The decision makers of companies also thought it to be sufficient to have them at line manager levels, and not have them involved in strategic business activities.

Globalization has forced companies to grow at a faster pace, grow business across the globe, look at optimizing all the business processes, and has even forced companies to look at strategic mergers and acquisitions. These changes have had varying effects on all resources, most so on the "human" type. Some studies have shown that mergers and acquisitions which have failed have been primarily because of the failure in managing the human resources; either having key employees separating, or teams not able to integrate and work together as planned. Hence, the twenty-first century has brought about the thought of seeking the involvement of HR professionals at the strategic planning level. Further, in this era of "optimization" it was only natural to also seek optimization of the HR activities. The use of technology has brought about a revolution in the routine activities of HR. Additionally; HR outsourcing has become increasingly popular. The role of the "old style of HR" can thus be seen as on its way to becoming extinct. If HR has to prevail, its role with external and internal stake-holders of the business has to find a way of adding value to them. HR needs to force its way into the heart of strategic planning, and organizations have to look into HR as an investment.

## 1.2. New Human Resources role

These days, if you are interested in a career in the human resources field, you are going to be involved in the word strategy and its variations. It is no longer enough to advise employees about benefits programs or post jobs vacancies. HR departments have to become strategic partners and practice strategic HR. Human Resources involves stepping outside the traditional duties of a corporate HR department and developing broad understanding of what the larger company is trying to achieve, and how HR functions such as recruiting and talent development can be harnessed to help meet those larger goals.

Depending on the size of the organization, the HR manager has responsibility for all the functions that deal with the needs and activities within the organization. Below are some steps for hiring procedures.

- Recruiting
- Hiring
- Training
- Organization development
- Communication
- Management performance
- Coaching
- Policy recommendation
- Salary and benefits
- Team building
- Employee relations
- Leadership

## 1.3. HR Role: Business and strategic partner

In today's organizations, to guarantee their viability and ability to contribute, HR managers need to think of themselves as strategic partners. In this role, the HR person contributes to the development and the accomplishment of the wide-organization business plan and objectives. The HR business objectives are established to support the attainment of the overall strategic business plan and objectives. The tactical HR representative is deeply knowledgeable about the design of work systems in which people succeed and contribute.

This strategic partnership impacts HR services such as the design of work positions, hiring, reward, recognition and strategic pay, performance development and appraisal systems, career and succession planning and employee development.

To be successful business partners, the HR staff members have to think like business people, know finance and accounting and be accountable and responsible for cost reductions and the measurement of all HR programs and processes. It's not enough to ask for a seat at the executive table; HR people will have to prove the business confidently to sit there.

#### **1.4.HR Role: Employee Advocate**

As an employee sponsor or advocate, the HR manager plays an integral role in organizational success via his knowledge about and advocacy of people. This advocacy includes expertise in how to create a work environment in which people will choose to be motivated, contributing, and happy. Fostering effective methods of goal setting, communication and empowerment through responsibility, builds employee ownership of the organization. The HR professional helps establish the organizational culture and climate in which people have the competency, concern and commitment to serve customers well. In this role, the HR manager provides overall talent management strategies, employee development opportunities, employee assistance programs, gain sharing and profit-sharing strategies, organization development interventions, suitable process approaches to employee complaints and problem solving, and regularly scheduled communication opportunities.

#### **1.5. Change Champion**

The constant evaluation of the effectiveness of the organization results in the need for the HR professional to frequently champion change. Both knowledge about and the ability to execute successful change strategies make the HR professional exceptionally valued. Knowing how to link change to the strategic needs of the organization will minimize employee dissatisfaction and resistance to change.

Organization development, the overarching discipline for change management strategies, gives the HR professional additional challenges. Consciously helping to create the right organization culture, monitoring employee satisfaction, and measuring the results of organization initiatives fall here as well as in the role of employee advocacy.

The HR professional contributes to the organization by constantly assessing the effectiveness of the HR function. He/she also sponsors change in other departments and in work practices. Finally, the HR professional helps determine the measures that will tell the organization how well they will succeed.

## **II. Human Resources in Kosovo Credit Information Service (KCIS)**

Management shows the process of setting and realizing goals in the organization. Any organization or business tends to reach its goals through the process of management, i.e. management functions such as planning, organizing, commanding, coordinating and controlling.

For the realization of its objectives the organization must provide the financial and human resources, since they are the people that constitute the main pillar of the organization. So, Human Resources represent vital importance for the success of activities in any organization.

Human Resources Management is a management function which is centered on human relationships and ensuring their welfare, so that they give their maximum contribution at work. Human Resources management includes: planning, recruitment, selection, motivation, performance evaluation, compensation and maintaining effective working relationships, etc.

On my diploma thesis I examined the recruitment process and selection of candidates in the Credit Information Service in Kosovo. Credit Information Service is an organization that provides appropriate information for the borrower of all Banks and Microfinance Institutions in Kosovo. According to the data of this organization, I provide on my dissertation some key information on the selection process and everything that follows after it.

### **2.1. Background on the recruitment process**

The recruitment process and selection of candidates for employment is a key function of human resources department. This process is the first and foremost step that is good at creating a strong and advanced team in the organization. This includes a systematic procedure to find the origin and the help you can offer candidates, answering the subjected interview questions for the position. Some companies work with the recruiter to find applicants, especially for higher level jobs. Other companies will use social networking sites to recruit, in addition to using traditional means of recruiting like posting help wanted ads in newspapers and listing.

The 10 points below include all important steps that are applied during the recruitment process

## **Competition for job vacancy:**

1. Formation of selection committee
2. Description of the position
3. Public note
4. Acceptance of applications, the outcome of the candidates, short-listing
5. Registration and arrangement of interviews
6. Preparing interview questions
7. Leadership of the interview
8. Selection
9. Reference checking
10. Formal notification

### **2.2. Formation of selection committee**

The committee for interviewing candidates consist not more than four people, including the chairman of the committee. Members that are responsible for selecting new candidates must be professional and be able to select the adequate candidate. We must recognize that impartiality is necessary in the selection process; otherwise lack of impartiality would affect the selection process and lose the right candidate. Members of the committee should be responsible for:

- Determining the appropriate method to asses the applicant in an impartial and transparent way
- Managing the interview/screening process
- Ensuring the candidates are selected based on their merits
- Ensuring that the selected documents remain confident

### **2.3. Description of position**

Before publishing the competition results, the selection panel member should review the duties of the required position. If the description is not available yet, they should take care to complete it before the selection process begins. The purpose of reviewing the position description is to make sure that the committee members are informed and familiar with:

- Goals and work
- The selection criteria, whether or not sustainable for position description
- The nature of work, and ensuring the applicants are informed
- The employee's conditions (salary, hours during the week, end of the schedule, etc

### **III. Public notice**

#### **3.1. Job vacancy publication:**

Job vacancy should be published in various ways including:

- Advertisements in newspapers
- Selection notifications of agencies
- WebPages for competitions
- Own organizations newsletter
- Personal website of the organization
- Informing all institutions for vocational education and training
- Placing advertisements in shop windows
- Announcements on radio

#### **3.2. Acceptance of applications:**

Applicants for the new position should be treated with respect and caution. A failure to achieve proper selection of a candidate threatens the power of an organization or business even risking in bankruptcy, in case of a small business.

Applicants should be notified as soon as possible, that they be in place prior to the time and to ensure that no one is missing.

Chairman of the committee should try reviewing all accepted applications and to define the short list. If the number of applicants is very high, then it is necessary for the chairman of the committee and the whole committee to take a bigger number of staff for reviewing applications. In determining the short list, chairman of the commission and the commission should eliminate all candidates who have not fulfilled the criteria for the position. This elimination can be processed more quickly and reasonably.

The remaining applicants are obliged to succeeding test where they are assessed according to the criteria. Applicants with the highest number of scores will get in the list of brief interviews, depending on free time and energy to be interviewed.

### **3.3. Arrangement of the interview**

Research has shown that past performance is the best predictor of future performance. Whenever possible, candidates should be asked open-ended questions leading to answers that will demonstrate instances of past activities/incidents relevant to the selection criteria.

So that all candidates are treated equally, similar areas should be tested with each candidate. Different questions may be asked of each candidate and issues which are ambiguous, or arise in the interview or from the application, should be explored. Questions should be directly related to the selection criteria and the experience of the person.

The selection interview is a two-way process. While the Selection Committee is selecting the successful applicant, the candidates are also selecting the company. The interview is an opportunity for the Selection Committee to evaluate the specific job and employment related characteristics of each applicant and for the candidate to gain a realistic appreciation of the requirements of the position.

To accomplish this, the interview must be well designed, well structured, and well conducted to accomplish its intended purpose.

### **3.4. Preparation of interview questions**

Interview questions should be based on key selection criteria. They should be interrogated with an open end and well spoken. In this case the applicant can describe his/her work from the earliest or even the portrait of his/ her wisdom.

Usually it is less necessary to formulate a key question for the selection criteria. However interviewers should be ready to have additional questions in the case a candidate doesn't understand a question, or simply does not have much knowledge about the purpose of the question. One supplementary question gives the candidate another chance to give more information. The Right Questions are relevant to the published selection criteria and to the performance of inherent requirements of the position.

In the table below, are classified questions that are wrong and right to be asked in the interviews.

The Wrong Question	The Right Question
What are your childcare arrangements?	The job requires international travel. How flexible are you with regard to this activity? Are you able to spend time away from home?
What would you do if your partner got a job overseas?	It is important to us, that the office gives a long term commitment to this position, are you in a position to do that?
Have you ever been treated for any serious disease/ workplace injury?	Is there anything in your personal circumstances that may affect your ability to carry out the requirements of the position?
The position demands a high degree of management responsibility. Do you think you are old enough to handle it?	You will work under a lot of pressure and deal with responsibility. Can you indicate times when you have acted with authority and dealt with pressure?



Figure 1: Interview Questions



## **IV. Overview of the interview process**

### **Before the Interview**

Check if the interviewees have any special requirements with regards to accessing the venue and room arrangements.

Organize someone to show applicants around at the end of the interview if.

Organize tea/coffee/water.

Check room/organize seating in a non-threatening arrangement.

### **Prepare for the Interview**

Selection panel should convene 15 minutes early to discuss the meeting process.

Review the selection criteria and the required technical skills and performance skills.

Ensure that the list of questions to be asked relate directly to the selection criteria, and seek behavioral examples of past performance.

Decide which questions each panel member will ask and the roles they will take.

Nominate someone to stay in touch with the applicants during the selection process.

### **Opening the Interview**

Greet the applicant and ensure that they are comfortable and if possible relaxed.

Introduce the panel members.

Explain the overall process to be used in the interview.

### **Initial stages**

Ask them if they are familiar with the position description and whether they have any questions about the position.

Tell the applicant a bit about the organization, work place etc., (especially if the person is an external applicant).

Explain that the panel will be taking notes.

Ask a background question which relates to the applicants past work experience. The purpose of this question is to get the person talking and determine, to some degree, the extent to which previous roles related to this position.

## **Body of the Interview**

Use rapport-building questions.

Ask open ended questions.

Allow silence.

Seek contrary evidence.

Retain control of the interview by tactfully asking the next question if it becomes necessary to refocus the candidate or move on to a new topic.

Gain behavioral examples.

Follow with probing questions to get the candidate to describe the Situation, Task, Action they took and the Result (STAR).

Follow up on issues in the résumé which require clarification and/or verification.

## **Follow Up**

Ask a question relating to whether the applicant feels they have had an opportunity to fully describe their capabilities for the position.

Ask the applicant if they have any questions which they would like to ask.

Check whether the panel members have any other questions.

Check information you have asked them to bring along certificates for.

## **Interview Close**

Explain what will happen after the interview including how they will be notified of the outcome, and the expected timeframe involved with decision making.

Check context and availability of referees.

### **4.1. Selection**

Selection can be conceptualized in terms of either choosing the fit candidates, or rejecting the unfit candidates, or a combination of both. So, selection process assumes rightly that, there is higher number of candidates than the number of candidates actually selected, where the candidates are made available through recruitment process.

Therefore, in simple terms selection is a process in employment function which starts immediately upon receipt of resumes and application letters, the major concern being reviewing resumes for basic qualifications. A job seeker who does not meet the required qualifications is not an applicant and should not be considered.

It is a process which should be based on-job related qualifications including but not limited to: required or preferred education; experience; and knowledge, skill and abilities as identified in the job description. An applicant who is hired must meet the required qualifications of applicants with the job requirements; it is a process of weeding out unsuitable candidates and finally identifies the most suitable candidate.

## **4.2. Reference checking**

The earlier or previous behavior of candidates is the best forecast for performing as a reference in the future. Checking is one of the most effective ways to assess the structural past. Checking references should be considered as part of the selection of any reference. If the reference is suspicious, before you turn to the reference you must obtain the approval of the candidate himself.

## **4.3. Structured reference checking**

Checking references is divided into several structured forms. If you require for a specific candidate, such as strength or weakness, there should be designed questions that can easily find out the needed question. The purpose of the Structured Reference Checking Guide is to provide an overview of a methodology for the development and administration of structured reference checks. This Guide is intended for anyone involved in developing, implementing or evaluating structured reference checks in the federal public service. This may include human resource (HR) staff, managers, internal and external consultants, applicants and others who are interested in learning more about the structured reference checking process. The Guide is based on a review of academic and professional literature, best practices research from the private and public sectors as well as consultations with experts in designing and conducting reference check interviews.

#### 4.4. Written references vs. verbal references

Usually in universities, students are strongly encouraged to take verbal references, but written references are those that are needed during the recruitment process. Anyhow it is up to interviewers if they want them to be written or verbal.

##### **Written References**

Letters are less time and effort for a potential employer to skim through; Letters look professional with polished grammar and spelling; You have a hard copy to keep on file

Letters make it easy to fabricate or embellish information; Letters are not always timely; Letters are usually generic with “To Whom it May Concern”

##### **Verbal References**

A potential employer can probe more over the phone, asking about strengths and weaknesses; A potential employer can focus questions to a specific position or industry; It's less time and effort for a reference to take a call

A reference may be a poor speaker with mediocre responses and awkward silences; A reference may have a different personality than a former employee, offering a less-than realistic character review

## V. The formal announcement

After the decision making of a candidate for employment, many interviewers contact the other part of candidates that were not accepted. It's better not to inform those who are rejected until the selected candidate has accepted the final candidate to work on the required position. If the former has lost interest or found another job, one of the candidates that had been short listed and is able to fill the required skills for the position, should be contacted.

Notice on the work schedule and duties should be written in paper. This should be done after the verbal contract has been completed and accepted. Paper works is usually sent by Human Resources Department, with special copies for the rest of the department. The letter of position description contains the following elements:

- Title of the position
- Department and sector
- Schedule of work
- Time to report for the work
- Location
- Arrangement of meetings
- Instructions for identification or completion of any task
- Who should be contacted in case of any problem

## 5.1. Human Resources planning in KCIS

Different organizations have their own human resources management departments, the goals of which may vary from firm to firm. But there are some basic key goals which remain the same irrespective of the industry or the size of the company. The human resources section of a company should be thoroughly linked with the strategic aims of the company and its activities should contribute its part for achieving the goals.

The first aim of every human resources department is to increase the productivity of the company, similar to how color graphics increase the sales of a magazine. The companies that are centered on increasing their productivity will ensure that their human resources department takes part in all the decisions that will have a direct effect on the implementation of strategies which in turn will bring in more effective productiveness.

Before I describe the process of selecting candidates for administration position, I will give an overview of KCIS organizational structure and Human Resources plan.

KCIS totally counts 59 professional workers who have the task of providing data into the system of loans disbursed to the banks and microfinance institutions in Kosovo. Such confidential information for loans disbursed stored in the system help banks and microfinance institutions make decisions on disbursement, or no credit for a particular person or company. Organ-gram of KCIS is shown in Fig 1.

The board consists of three members who are re-elected every 2 years. Board chairman is elected by the votes of all KCIS members. Management Director of this organization is a bridge between the board and the director, while the Human Resources Department deals with planning, strategy, recruitment, selection, etc. Finance department deals with planning and coordination of material resources. Information technology department provides all organizational work in the hardware and software system, while the operating department provides course data involved in KCIS system

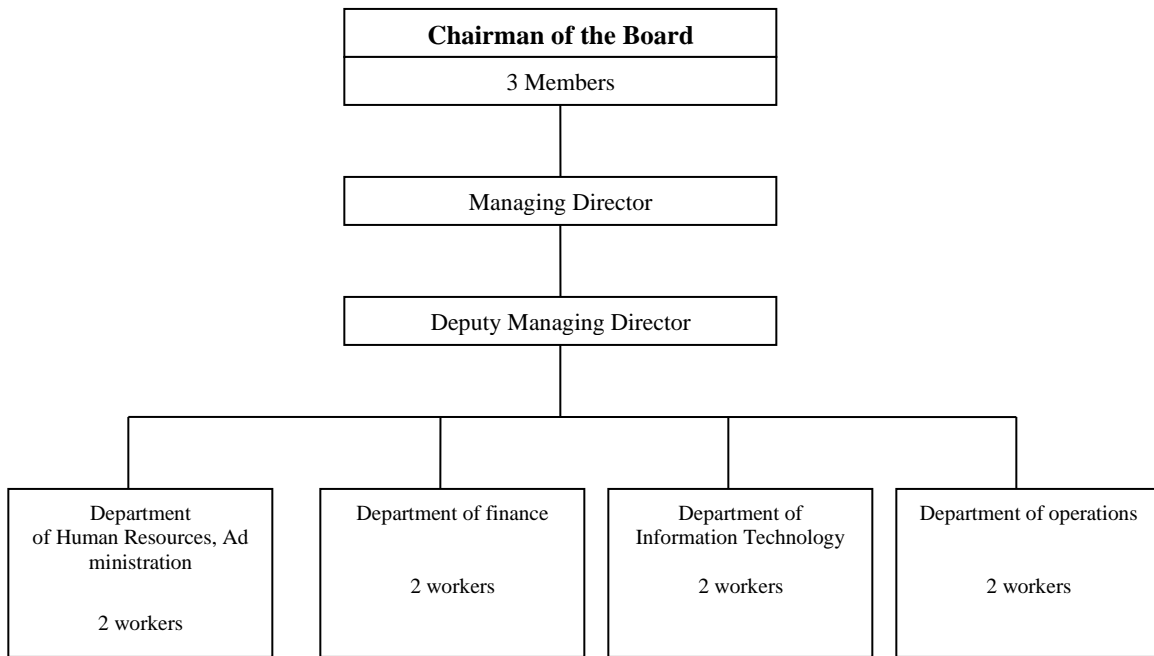


Figure 2: Board Organogram

## 5.2. The recruitment process and database in KCIS

With the increasing number of banks and microfinance institutions, KCIS members have enlarged the database stored information. With the application of new software and job analysis is also raised the employment demand. A highly skilled person who will perform the duty of the administration of the database in KCIS is required. Application for opening the employment position is listed as the primary task of human resources department.

The job importance and the need of a talented person in the field of administration of the database are placed on external sources of recruitment. Selecting candidates for the position of administration, in consultation with the deputy managing director has come to a decision to use the popular method of recruitment and announcements in the newspaper. The aim of the competition is to attract many candidates, at the same time to be informed about the opening of the employment position, the conditions required, income benefits, etc. The Human Resources Department decides the days that announcement will be published in the daily newspaper. Considering that the development of information technology has led to almost every organization having its own website, it's a great opportunity to publish the announcement.

Publishing the KCIS administrator position in Medias and websites contains this information:

- Opening of the free position
- Job description
- Duties and responsibilities
- Requirements/professional qualifications
- Duration of contract
- Payments/benefits for a certain position
- Qualification that the candidate should have for the required position
- Work experience for the required position
- Terms and conditions
- How to contact the candidate
- The document to be completed
- Dates from and to when document can be sent
- Document form, applications



## VI. Selection

One of the most important functions of human resources management is the selection of candidates. Selection means “filtering” of applications and finding the right candidate for the position of administrator. Selection goes in these two steps:

- Primary Selection
- The final Selection

The selection process is important because of the production and performance value companies get by making good hires and the high costs of replacing employees following bad hires. These considerations are especially heightened for small businesses. HR has taken on a more strategic role in many early 21st century companies, with hiring and selection integral to that role. The HR selection process is the strategically planned procedural approach developed by human resources professionals and implemented by organizations when recruiting, evaluating and hiring new employees. The process typically begins when jobs are posted internally and externally. Sometimes recruiting tools are used to draw top-qualified candidates for certain jobs. HR and hiring managers develop screening tools, such as applications, interviews, tests, background checks and reference checks and begin accepting applications. One area of the selection process that is significant and sometimes under-valued is the development of screening tools. The ultimate goal of selection is to hire the candidate who is the best possible match for the job duties and the culture of the company. This makes using the right selection tools and developing them effectively vital. Careful job analysis helps HR professionals better align selection tools with the job. Only tools, criteria and interview questions that help yield the best hire should make it into the selection process. Poor selection procedures and processes lead to various unnecessary costs in the organization. In the recruitment process, an organization hires the most suitable and qualified candidate -- whether he is internal or external to the organization -- to fill a job vacancy. Orientation deals with new employees assimilating into the organization.

## **Reduce Applicant Numbers**

Recruitment attracts many applicants to a particular job, which may prove difficult to manage, but selection reduces applicants to a manageable number. Candidates who have applied for a job during the recruitment stage are screened in the selection stage. Those who prove suitable for the job are selected, and unsuitable ones are rejected.

## **Assess Behavior**

Selection gives managers an opportunity to assess potential employees' character and personality. This ensures that only an employee with the most suitable personalities and skills is given the job. The organization takes particular notice of the personal flexibility and adaptability of a candidate, which assures that such an individual can adjust rapidly to the tough demands of the job.

## **Low Employee Turnover**

Appropriate selection procedures applied in the recruitment process ensure that only the most qualified individual is chosen to fill a vacancy. Recruited employees who are satisfied with their jobs lead to a low employee turnover rate. Employee retention is important to an organization, as the costs of hiring and training new employees are very high.

## **The Time Dimension**

A good selection procedure saves time in the recruitment and orientation processes because the applicant is expected to have been introduced to some aspects of the organizational culture, such as the dress code. No time is wasted trying to repeat the new recruit with various aspects of the organization's culture and norms. The employee is given an adequate picture of what the new job entails, thus eliminating wasting time doing unnecessary chores that are not part of his job description.

## **6.1. Process for Proper Effective, Efficient Recruitment & Selection of Staff**

If you have a human resources department, an employment specialist will handle the recruitment and selection process for your organization. A highly qualified specialist can conduct full-cycle recruiting, handling every step of the hiring process from initial notice of the vacancy to processing a newly hired employee's paperwork. Best practices pertaining to recruitment and selection include a collection of techniques proved successful in the human resources professional community. If you do not have a human resources department, consider engaging the services of a staffing agency qualified to conduct full-cycle recruiting.

### **Sourcing Candidates**

Sourcing candidates means your employment specialist utilizes her professional contacts, creativity and comprehensive knowledge of the vacant position to identify qualified applicants for your company. The employment specialist or the staffing agency to which you outsource this function narrows down applicants to a select number of candidates and send that list to your company. Sourcing occurs at trade shows, seminars and conventions and via posting online to career or social networking sites. Many job announcements are made through word-of-mouth. This is a very effective method for sourcing applicants.

### **Screening & Reviewing Applications**

The introduction of Applicant Tracking Systems (ATS) has changed the way recruiters and employment specialists do business. Hard copy applications are almost obsolete, now replaced with online application processes that software developers fine-tuned for the human resources field. Employment specialists review applicant qualifications, often searching for keywords identical or similar to those in the job vacancy announcement. This minimizes the time spent thumbing through paper applications and enables recruiters to narrow the list of candidates to a manageable number of people whose resumes suggest they are qualified for the job.

## **Preliminary Phone Interview**

Employment specialists conduct preliminary phone interviews with applicants. The purpose of a telephone interview is to obtain more information about the applicant, ask questions related to work history and verify the accuracy of information on his resume. Some employment specialists with a substantial amount of experience also might ask industry-specific questions. The applicant has an opportunity to ask questions, too. If the preliminary interview is fruitful, the recruiter forwards the application to the hiring manager. This step in the process saves time in face-to-face interviews--the recruiter can discern whether the applicant has requisite skills and qualification before inviting him to the office for a face-to-face interview. Gaining a significant amount of information about the applicant's work history is quite possible in a 30-minute telephone interview.

## **Pre-Employment Processes**

After the hiring manager conducts a face-to-face interview, there may be another round of interviews with the same hiring manager, a panel of her colleagues or a higher-level colleague. Multiple interviews allow you to gather another set of perspectives about candidates. Once the hiring decision is final and negotiations about the position are complete, the employment specialist prepares an employment offer letter, which contains salary information, length or conditions of employment and hires date. The candidate then produces documentation that verifies his work eligibility, completes any licensing applications or authorizations for background investigation. The division of labor among the human resources department, the hiring manager and others involved in the hiring process results in an efficient recruitment model.

## **Considerations**

Development Dimensions International produced a study that describes this human resources function: "Recruitment is the process of identifying and attracting potential candidates from within and outside an organization to begin evaluating them for future employment.

## **6.2. Method of professional testing**

The department of Human Resources in KCIS, together with managing director have though that the success in professional testing is one that shows the practical way if the candidate fulfills the required skills for the position. That's why validity test is really important and credible. With Microsoft programs IT departments have managed to form professional tests for information technology in a way that they could even be compared with those of West. Tests compiled are by the IT department along with the human resources and managing director, taking into account the trend of information technology in compliance with purchased software. Test questions should be compiled and be clearly understood by the candidates. Each question must have written its own scores. Professional test for the selection of new candidates is recently held in English language, especially for the selection of candidates to information technology department.

## **6.3. Interviews**

Interviewing is often just as stressful for the interviewer as it is for the job seeker. Knowing the different types of interviews, and why and when they are successful, can help make your interviews more comfortable for both parties. Organizations frequently try to come up with their own style for interviews. They have a perception about what interviewing can accomplish. Because of this practice, people who are looking for a job find the inconsistency in interviews, from organization to organization, hard and extremely stressful.

### **Screening Interviews**

Interviews divide into two categories: the screening interview and the hiring or selection interview. Screening interviews are used to qualify a candidate before he or she meets with a hiring authority for possible selection. The hiring or selection interview can take on many different forms. Screening interviews are the normal process for companies to weed out candidates for a single job opportunity. These interviews are usually quick, efficient and low cost strategies that result in a short list of qualified candidates. These interviews save time and money by eliminating unqualified candidates.

If invited to a face to face screening interview, it will usually be with a third party recruiter or someone from the Human Resources department. These are considered the gatekeepers for a company. They are typically experienced and professional interviewers who are skilled at interviewing and screening candidates. These interviewers should be effective at judging character, intelligence, and if the candidate is a good fit for the company culture. They also should be good at identifying potential red flags or problem areas in the candidate's work background and general qualifications. Some examples of screening interviews include the telephone interview, the computer interview, the videoconference interview and the structured interview.

## **Telephone Interviews**

The telephone interview is the most common way to perform an initial screening interview. This helps the interviewer and the candidate get a general sense if they are mutually interested in pursuing discussion beyond the first interview. This type of interviewing also saves time and money. They may be tape recorded for the review of other interviewers. The goal, for the candidate during the phone interview, is to arrange a face to face meeting.

## **Computer Interviews**

The computer interview involves answering a series of multiple-choice questions for a potential job interview or simply for the submission of a resume. Some of these interviews are done through the telephone or by accessing a web site. One type is done with pushing the appropriate buttons on the telephone for the answer you are submitting. Wal-Mart uses this method for screening cashiers, stockers, and customer service representatives.

Another type of computer interview is provided by accessing a website while using a computer keyboard and a mouse. Lows Home Improvement uses this type of screening. Some of the questions on both of these types of interviews are related to ethics.

## **Video Interviews**

Videophone and Video Conferencing interviews provide the transfer of audio and video between remote sites. More than half of the largest U.S. companies already utilize videoconferencing. It is a convenient communication method and an alternative to the more costly face-to-face meetings. Anyone, anywhere in the world can perform videoconferencing with the use of a microphone, camera and compatible software. Videoconferencing is available on the Internet. Its continual drop in cost is making it a popular resource for businesses as well as for home use.

#### **6.4. List of the selected candidates in KCIS**

In the table below are listed the points obtained in testing and interviewing the first order of candidates, on the total number of candidates who have applied. Selection and number 10 belong to the candidates who have joined the short list. First step selection includes professional test and half- structured interview. In the professional test, candidates with number: 1,3,5,10 and 15 have achieved the highest scores from all the other candidates, while in the half-structured interview, the most distinguishing one is the candidate with number 10, who has reached 5 points from the interview. With total 100 points the selected candidate for the administrator position is the candidate listed with number 10.

Candidates	Selection	Primary Selection		Total
		Professional test	Semi-structured interview	
Candidate1	10	55	2	67
Candidate2	10	40	0	50
Candidate 3	10	59	3	72
Candidate 4	10	22	0	32
Candidate 5	10	62	3	75
Candidate 6	10	39	0	49
Candidate 7	10	43	0	53
Candidate 8	10	35	0	45
Candidate 9	10	48	0	58
Candidate 10	10	85	5	100
Candidate 11	10	33	0	43
Candidate 12	10	13	0	23
Candidate 13	10	0	0	10
Candidate 14	10	10	0	20
Candidate 15	10	70	4	84
Candidate 16				
-	0	0	0	0
Candidate 55				



Figure 3: List of the selected candidates



### **Process after selection**

The successful candidate selected to work in KCIS administration, Candidate\_10 has signed a contract with the organization .In the case of helping the new employee by introducing him/her more with things that he/she should perform while working is managing director, human resources department and whole IT colleagues that will be found close to this person to be felt respectively part of KCIS organization. Usually the orientation and adaptation to work lasts 3 to 6 months, depending on the nature of work and the size of organization. After a short time Human Resources Department should evaluate the performance of the new employee. In this case the organization will find out if the selected candidate was the appropriate one for the organization requirements. Furthermore, evaluation of work performance is carried out to all workers for a specified period.

## **VII. Training and development of new employees**

The orientation of young workers is initially done by informing them about the background, social environment of the organization, and information on what they must perform to do a satisfactory job. The new worker should be welcomed by the rest of the organization, to understand work, the work which takes place within the organization in general, be aware of what the organization expects in terms of work and behavior, and the beginning of process association with other workers in the organization.

The challenges associated with the changing nature of work and the workplace environment is as real for the job as elsewhere. Rapid change requires a skilled, knowledgeable workforce with employees who are adaptive, flexible, and focused on the future. As a manager, one of your key responsibilities is to develop your staff. The Philosophy of Human Resources Management states that you can encourage growth and career development of employees by coaching and by helping employees achieve their personal goals by providing adequate training, encouragement of staff development, and opportunities for growth.

### **7.1. Content of some key points for the training of young workers:**

The method of training is a method that gives the opportunity to new employees to gain a good knowledge for the behavior that they should perform in the organization

- Explanation of basic training process
- Discussion on at least two main techniques used for training needs
- Explain what is the development of management and why is important
- Explanations on the root development techniques

### **The employee**

Takes initiative to assess skills and interests and seek development activities that match needs; works with you to identify training and development objectives. Most employee development and training programs fall under the following categories: Management Development; Career Development; Basic Skills; Professional Skills; Technical Training; Supervisory Skills. Your support of training and development creates a "Win" for the employee and for your workplace.

You will have: employees with upgraded skills, working to their full potential and equipped to deal with the changing demands of the workplace; employees with higher morale, career satisfaction, creativity, and motivation; increased productivity and responsiveness in meeting departmental objectives:

- Career Development
- Management Development

### **Career Development:**

Career development is the ongoing acquisition or refinement of skills and knowledge, including job mastery and professional development, coupled with career planning activities. Job mastery skills are those that are necessary to successfully perform one's job. Professional development skills are the skills and knowledge that go beyond the scope of the employee's job description, although they may indirectly improve job performance. Since career development is an ongoing, dynamic process, employees may need encouragement and support in reviewing and re-assessing their goals and activities. You are in a key position to provide valuable feedback and learning activities or resources. Formal training and classes away from the job are effective in providing new information, but adult learners also need to practice new skills. Therefore, you can contribute significantly to your staff member's career development by supporting career development activities within your department.

The support for career development is important because:

- Current information about the organization and future trends helps employees create more realistic career development goals
- Focus on skill development contributes to learning opportunities
- Opportunities for promotion and/or lateral moves contribute to the employee's career satisfaction
- A greater sense of responsibility for managing one's own career contributes to self-confidence
- Career planning and development clarifies the match between organizational and individual employee goals
- It's cost-effective to use your own staff talent to provide career development opportunities within your department

## **How to Support Career Development**

Annually, conduct an individual development plan and career discussion with employees and require other supervisors in your department to do the same.

Hold supervisors in your department accountable for supporting employee development efforts. Create programs and activities to provide skill development, such as job rotation, cross-training, mentoring, internships, coaching, and career strategy groups.

Support requests for alternate work schedules from staff members.

Serve as a role model by participating in career and professional development opportunities yourself.

## **Management Development**

The management and leadership development process is flexible and continuous, linking an individual's development to the goals of the job and the organization. A management development program on the job gives you the opportunity to develop a broad base of skills and knowledge that can be applied to many positions. The overarching goal is a comprehensive curriculum for managers and supervisors to develop the necessary core competencies to become excellent leaders. The Employee Relations Unit also provides training for managers and supervisors, along with performance management tools.

### **Management development activities can:**

- Encourage growth and career development of employees as stated in the Philosophy of Human Resources Management
- Improve skills and knowledge that can be immediately applied at work
- Increase motivation and job satisfaction
- Create a network of colleagues for problem-solving and support
- Promote communication and planning throughout campus and department networks

### **How to support management development:**

- Model the behavior you are encouraging; don't neglect your own development.
- Discuss and create a development plan during the performance planning cycle.

- Endorse employees attending classes and activities that support development plans and goals.
- Discuss what the employee learned in classes and support integrating new ideas/methods.
- Provide timely behavioral feedback on performance and discuss ways to improve and develop further.

## **7.2. Termination**

Finally, the organization of Kosovo Credit Information Service made the right choice in selecting candidate for administrator position. The table where are shown the result information of test and interview clearly shows that the candidate is selected depending on his/her own merits, knowledge and skills. Selecting the right candidate is a valid reflection of professionalism in a business or organization. Not only prospective employees or current appreciate this as a standard measure of the company, but also other businesses in the industry. While continuing the selection of candidates, a good process of selection is more attractive to the right people for a position, for people with high knowledge, skills and opportunities that a company needs.

## **7.3. Why the recruitment process should be carried out carefully**

If you want to make the right selection from the beginning to the end, it must first ensure that you are pulling right candidates, not just the position that you want to fill but also for the environment and behavior of your company. Training of new employees can be simultaneously expensive for the company. In this case is very important to make the proper and right selection of candidates. It's true that there is no guarantee that the selection is done in proper manner, but it should be done the most of it, to avoid it and increase the potential risk to hire the right candidate

## **7.4. Appropriate Criteria for an Effective Recruitment & Selection Program**

Recruitment and selection programs thrown together haphazardly are likely to fail. Defining appropriate criteria for your organization's recruitment and selection processes supports its employee selection, staffing models and employee development goals. Criteria include adequate and qualified staff, commitment to fair employment practices, workplace guidelines and pre-employment standards, such as background investigations and reference checks.

### **Qualified Staff**

An effective recruitment and selection program first needs qualified staff. An employment manager with expertise in developing recruitment processes and proven management skills in leading recruiters and employment specialists is one such program model. Alternatively, a generalist human resources manager capable of overseeing both the strategic and functional aspects of recruitment and selection is another viable program. Recruiters and employment specialists should have experience in full life-cycle recruiting, from sourcing candidates to post-hire functions such as orientation, training and employee retention.

### **Legal Compliance**

In addition to functional expertise, qualified recruiters, employment specialists and managers must be well-versed in equal employment opportunity law and, if applicable, affirmative action provisions. An organization's success may depend on its ability to recruit from a diverse pool of qualified applicants. Therefore, recruiters and employment specialists must be familiar with EEO laws, fair employment practices related to recruiting and hiring, and employment eligibility for work in the United States. The first opportunity at which employers can express their commitment to equal opportunity is the recruitment and selection stage. This is a critical component for any effective recruitment and selection program.

### **Workplace Guidelines**

Workplace guidelines and policies support recruitment and selection concerning employee referral, policies for transfers and promotion, rehire eligibility standards and employment eligibility. A sample workplace policy required for an effective recruitment and selection program establishes processes for internal transfers and promotions.

Guidelines pertaining to employee tenure, performance and application for transfer or promotions are necessary because they prevent confusion and add structure to the process for upward mobility among the current workforce.

### **Pre-Employment Standards**

Background investigations, reference checks, work history verification and drug screening are common pre-employment standards. Certain industries and employment trends slightly affect criteria; however, basic pre-employment standards function as checks and balances to ensure an organization makes wise hiring decisions. Candidate testing is included among other criteria for consideration by human resources and employment managers. Depending on factors such as positions, the type of industry and cost to administer, pre-employment testing may be a viable consideration for some recruitment and selection programs.

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## VIII. Appendixes

### **First Appendix:**

The first figure/table briefly explains some of the main questions that appear during the interview time. The sample includes the right and the wrong questions that can be asked from the interviewer person.

### **Second Appendix:**

The second appendix contains the Board Organogram within KCIS organization. In the table is shown the classification of the board department, the process of their working and their responsibilities.

### **Third Appendix:**

It includes the list of the selected candidates after the job vacancy. The organization of KCIS has followed all of the interviewing stages. However, many people applied for one position, they had to run in a long way to find out the most successful one.