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Chapter 9: The Supervisor and Employee Recruitment, Selection, Orientation and Training

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Major Topics

Learning Objectives

Upon completion of this module, participants should be able to:

Required Readings and Assignments

Please follow the suggested order outlined for the selected materials.

## Chapter 9: The Supervisor and Employee Recruitment, Selection, Orientation and Training

### Introduction

The effective supervisor recruits high performing employees and provides them with the working environment and training necessary to enable them grow into employees who make significant contributions to the organization. This process starts in new hire orientation where the employee learns about the organization and culture and becomes an integral part of the organizational team. Employee development and continuous training helps new hires bring their talent to reality as high performing employees who work within a high performance organization

### Major Topics

- The Staffing Function and the Human Resources Department
- Duties of Human Resources Professionals
- Preparing to Meet Staffing Needs
- Interviewing and Choosing Among Qualified Applicants
- The Selection Process
- Adopting Basic Interviewing Approaches
- Preparing for a Selection Interview
- Conducting the Selection Interview
  - Avoiding Interviewing and Evaluation Pitfalls
- Making the Hiring Decision
- Bringing New Employees on Board
- Getting New Hires on Board
- Training and Developing Employees
- Formulating an Employee Development Program
- Evaluating the Benefits of Training

### Learning Objectives

Upon completion of this module, participants should be able to:

1. Discuss the staffing function and describe the role of the human resources department.
2. Explain how the supervisor prepares to fill job openings and why job descriptions and job specifications are essential to this task.
3. Discuss the selection process and the use of directive and nondirective interviewing in the process.
4. Describe how the supervisor should prepare for and conduct an effective selection interview.
5. Explain the hiring decision and the importance of documentation.
6. Understand how to conduct an effective onboarding program.
7. Explain approaches to training and the supervisor's role in employee development.

### Required Readings and Assignments

Please follow the suggested order outlined for the selected materials.

1. Read textbook Chapter 9: The Supervisor and Employee Recruitment, Selection, Orientation and Training to get an overview of the recruitment, employment, training and organization development processes.
2. Review the student PowerPoint slides from Chapter 9 to become familiar with the major topics and concepts covered in the chapter.
3. Review the web site on [Federal Laws and Job Discrimination - Questions and Answers](#) to get an overview of Federal Laws Governing Employment, Discriminatory Practices, and Other practices that are covered by federal employment law.
4. Review the About.com web page on [Illegal Job Interview Questions](#) to get an overview of the question areas and questions that should not be asked during a job interview.
5. Review the HR World site on [30 illegal questions](#) that supervisors should not ask during an interview.
6. Review the Jobs web site to find strategies to [Handle Improper Interview Questions](#).
7. Complete the Chapter Assignment - **Access the Assignment in the Chapter Folder.**

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