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**Recruiting and Assessment Functions in
Samper Head Hunting**

Daniel Ayala Ortuño

Gerald L. Finch, Ph.D., Director de Tesis

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HOJA DE APROBACION DE TESIS

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Daniel Ayala Ortuño

Gerald L. Finch, Ph.D.

Director de Tesis ....

Thomas Gura, MA

Decano del Colegio de ....

Administración para el Desarrollo

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Firma:

Nombre: Félix Daniel Ayala Ortuño

C. I.: 171582664-8

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DEDICATORY

To GOD

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RESUMEN

El reclutamiento y la selección tienen como función encontrar la persona indicada para el trabajo correcto. Si el proceso de reclutamiento no se gestiona adecuadamente, la empresa se enfrentará a diversos problemas. Los procesos de selección estructurados deben ser validados con diferentes herramientas de evaluación que conduzcan al departamento de recursos humanos a encontrar al mejor candidato. El propósito principal de este estudio fue determinar si Samper Head Hunting tiene que utilizar diferentes herramientas de reclutamiento y evaluación, a diferencia de una empresa promedio. Algunas de las herramientas utilizadas por Samper no son las correctas y otras herramientas, que son las adecuadas, se utilizan de forma incorrecta. La investigación nos llevó a determinar las herramientas más válidas de reclutamiento y evaluación de candidatos y su legitimidad. La mayor parte de las herramientas de reclutamiento y evaluación utilizadas por Samper Head Hunting son precisas, pero están enfatizando demasiado en el Assessment Center, incluso cuando éste no es el instrumento más válido. Además, no están considerando la posibilidad de invertir en las redes sociales como herramienta de reclutamiento y las pruebas de trabajo como una herramienta de evaluación para validar los candidatos.

ABSTRACT

Recruiting and selection process has one function, finding the right person for the right job. If the recruiting process fails or it is not well managed the company will face many issues. Structured recruiting processes have to be validated with different assessment tools that will lead the HR department to find the best candidate. The principal purpose of this study was to determine if Samper Head Hunting needs to use different recruiting and assessment tools than an average business. Some of the tools used by Samper are not the correct ones and other tools are the correct ones but are used incorrectly. The Investigation led us to the most valid recruiting and assessing tools for candidates and its legitimacy. Most of the recruiting and assessing tools used by Samper Head Hunting are accurate, but they are emphasizing too much on the Assessment Center, even doe it isn't the most valid tool. In addition, they are not considering investing in social and new media as a recruiting tool and working sample tests as an assessment tool to validate candidates.

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CHAPTER I: INTRODUCTION

In every company, the recruiting and selection process has one function, finding the right person for the right job. If the recruiting process fails or is not well managed, the company will face high rotation, high costs product of the rotation, low productivity, and many other issues. A structured recruiting process has to be validated with different assessment tools that will guide the HR department to find the best candidate. For this analysis we will focus our attention in some important parameters: recruiting tools, assessment tools, the Ecuadorean market and perceptions, and the Executive Search Firm Samper Head Hunting.

The recruiting and selection tools that we are going to analyze during this investigation will be: Personal Referrals, Job Advertisement, Executive Search Firms, Databases, Social and New Media. Each one of these tools will provide the company results, but there is the need to determinate the pros and cons of each. When there is a group of potential candidates found during the recruiting process through the different tools, it is time to validate if the candidates are the correct ones. We do this not only based on their resumes and experience, but also with the Social, Technical, and specific job skills that are required. There are many assessment tools used for determining if the candidates have the experience, the competencies, and the skills for the job. The assessments tools that we are going to analyze for this will be: Qualification Screening, Interviews, Assessment Center, Knowledge Tests,

General Tests, and Work Sample Test. These tools will help the HR Department to filter the aspirants and determine the right candidate.

Samper Head Hunting is a HR Consultancy Firm, which was created in Ecuador in the early two thousands. Nowadays, Samper is competing locally with the biggest companies worldwide, such as Price Waterhouse Coopers, and Deloitte & Touche. Through all these years, the company has accomplished high standards and a remarkable name among the rest of Executive Search Firms because of the excellence and effectiveness that Samper has shown during its existence. The core business of the company is the Head Hunting division, that provides the Recruiting and selections service for other companies. Considering that Recruiting is the core business of Samper Head Hunting, it is important to analyze the recruiting and assessment tools used for ensuring the results and the processes.

The main reason to study the tools used in the company in the Recruiting and Assessment process is to find out if they have enough validity to ensure the candidates to the clients, advice them in the best way and consider improvements or recommendations to the actual test applied. Being a service company leads us to advice the client but also to give them the variety the need, taking in account the Ecuadorean culture and needs.

1. HYPOTHESIS

Samper Head Hunting, an executive search firm, needs to use different recruiting and assessment tools than an average business. Furthermore, some of the tools used by Samper are not the correct ones and other tools are the correct ones but are used incorrectly.

2. INVESTIGATION QUESTION

Which is the main function of recruiting and assessment tools in the operational processes of the Executive Search Firm Samper Head Hunting?

3. JUSTIFICATION

Being an Executive Search firm forces the company to adapt to the clients' requirements. For this reason, the company needs to provide a diversified portfolio of test and tools for the recruiting and assessment processes by designing improvements for the specific needs of multinational and local clients. Samper Head Hunting was formed in Ecuador but it is present in other countries in Latin America. The principal competitors are well-established multinationals. All of these companies have the same access to similar recruiting (Job Advertisement, Personal Referrals, Social and New Media)

and Assessment (General Tests, Assessment Center, Qualification Screening) tools for ensuring their candidates. With this investigation we will determine the critical aspects of an Executive Search Firm specialized in Recruiting and Selection and create a critical focus on the tools used by the company. The reason for this investigation is to promote the information that might lead the Firm to give better advice and determine the validity of the tools used for the processes.

Analyzing the validity of every recruiting and assessment tool used in the Firm and understanding the local expectations and needs of the market according to the reality of the country, will lead us to the possibility to add value to the company and determine if the tools that are used for the recruiting and assessment are legitimate and can add some valuable information for the client at the time of choosing certain candidate for a position.

CHAPTER II: BACKGROUND

It is important to understand all the standards and the reality that we are studying to fit our investigation to it. Therefore, we will analyze three main points: A) The Company and its background. B) What Human Resources are, and specifically what is the Recruiting and Assessment Tools. C) The best tools used in the firm and their validity.

These three aspects will show us the applicability, validity and importance of the tools applied to the Recruiting and Selection processes of Samper Head Hunting.

1. THE COMPANY

Samper Head Hunting was founded in Ecuador in March of 2002. This company has focused all its experience exclusively in recruiting and evaluating business leaders with remarkable trajectories. Until today, Samper Head Hunting has provided services over fifty-six different industries of the national market of Ecuador. Having demanding clients has let the company to expand their search over different Latin America countries, trying to locate these talented leaders and bringing to our country.

Since 2007, the company detected opportunities in other countries because of the globalized markets; therefore it started operations in Colombia and Peru. On 2012 they expanded the operations to Chile and Panama. With this expansion the South American continent is practically fully attended. The different cities where Samper Head Hunting is located are:

Ecuador: Quito and Guayaquil
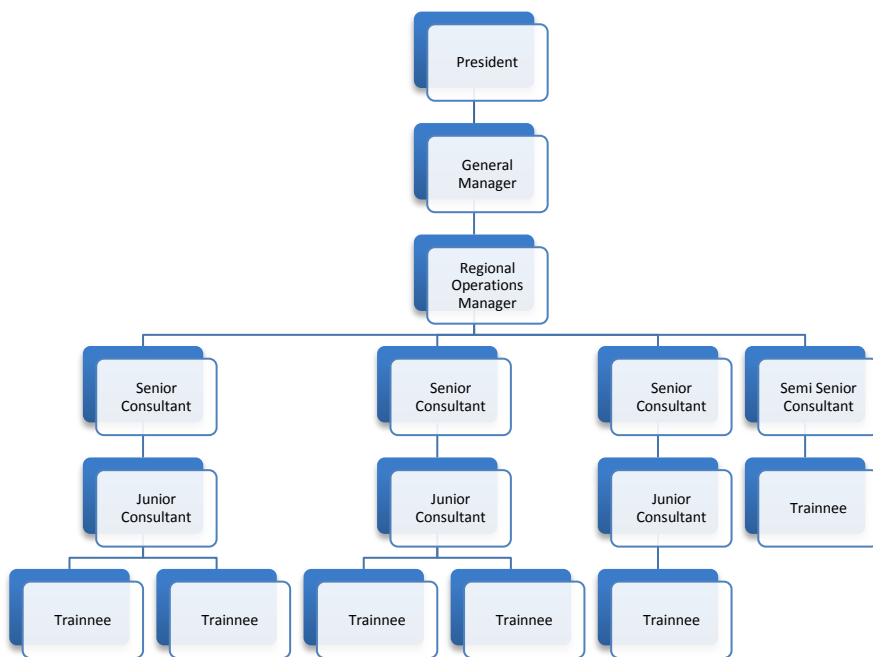
Colombia: Bogotá and Medellin

Peru: Lima

Chile: Santiago de Chile

Panamá: Panama City

Source: Samper Head Hunting

For the investigation we are going to focus our study in the Headquarters in Quito. The structure of the operational team in Quito is conformed like this:

```
                          President
                              |
                       General
                       Manager
                              |
                       Regional
                       Operations
                       Manager
         ┌────────────────┬────────────────┬────────────────┐
      Senior           Senior           Senior          Semi Senior
     Consultant       Consultant       Consultant        Consultant
         |                |                |                 |
      Junior           Junior           Junior            Trainnee
     Consultant       Consultant       Consultant
     ┌────┴────┐      ┌────┴────┐          |
  Trainnee  Trainnee Trainnee Trainnee  Trainnee
```

Source: Author.

The company provides different HR Solutions for their Clients. Some of these services are:

- Head Hunting

- Evaluations

- Assessment Center

- Climate

- Position Analysis and Valuation

The core business of the company is Head Hunting representing the 85% of the total sales in Ecuador.

2. HUMAN RESOURCES

Human Resources or Talent Management is understood as an administrative function based on fixture of Policies, Regulations and Lineaments. All of these will guide any company to an accurate management of the human capital in the different areas, trying to detect and develop the collaborators potentials.

There are different trends that present collaborators in two opposite ways: Partners or Resources. The vision and comprehension of people as resources, determine that collaborators are tools or parts of a machinery called enterprise. In this case collaborators are limited by strong policies and regulations not allowing internal development. Their qualities and capacities are qualified as tools or task executors.

On the other hand, there is the vision of the collaborators as partners. This means that people are considered organisms that interrelate in work groups. Everyone has a value as an independent human being, so the goals and objectives are aligned with every one, without forgetting the value of the intelligence of each collaborator for the achievement of these goals.

The main objective of Human Resources Management is to understand that it has to be focused on the consecution of the efficiency of the organization through the different means. Plus, it is crucial for Human Resources Management to administrate the changes without forgetting the internal policies while trying to create a good organizational climate.

Human Resources Management Processes:

Personnel Admission:

Recruiting

Selection

Personnel Application:

Roll Design

Performance Evaluation

Compensation:

Salaries and Payments

Benefits and Services

Development:

Training

Changes

Communications

Personnel well being:

Discipline

Hygiene, Health, and Life Quality

Relation with Unions

With this concepts we can summarize that Human Resources Management can be divided into five important areas: Recruiting and Selection, Training, Compensation, Organizational Development, and Evaluation.

In this investigation, we are not going to study the different subsystems; the only one that our attention is going to be focused on will be recruiting and selection as a subsystem and an important branch of the human resources management.

CHAPTER III: RECRUITING AND ASSESSMENT TOOLS

**1. RECRUITING AND SELECTION**

Recruiting and Selection is the first step in the organizational human resources management and it is one of the principal aspects that make a company productive and competitive.

For Susan Heathfield, recruiting is defined as the "process of finding candidates, reviewing applicant credentials, screening potential employees, and selecting employees for an organization." (Heathfield, 2013) (Annex 1) On the other hand, we find the definition provided by the Business Dictionary of employee selection as "the process of interviewing and evaluating candidates for a specific job and selecting an individual for employment based on certain criteria." (Business Dictionary, 2013) With these concepts we can understand that Recruiting is the previous and necessary step before the selection can begin.

Defining recruiting in a simple way, it is the process of finding the potential candidates and that selection consists in evaluating and hiring the best match with the position's needs. Chand provides an analogy, that " (…) recruitment is a positive process while selection is a negative process of

rejecting most of the candidates, leaving only a few who are considered

suitable." (Chand, 2013)

All the recruiting and selection processes are explained in the next diagram:
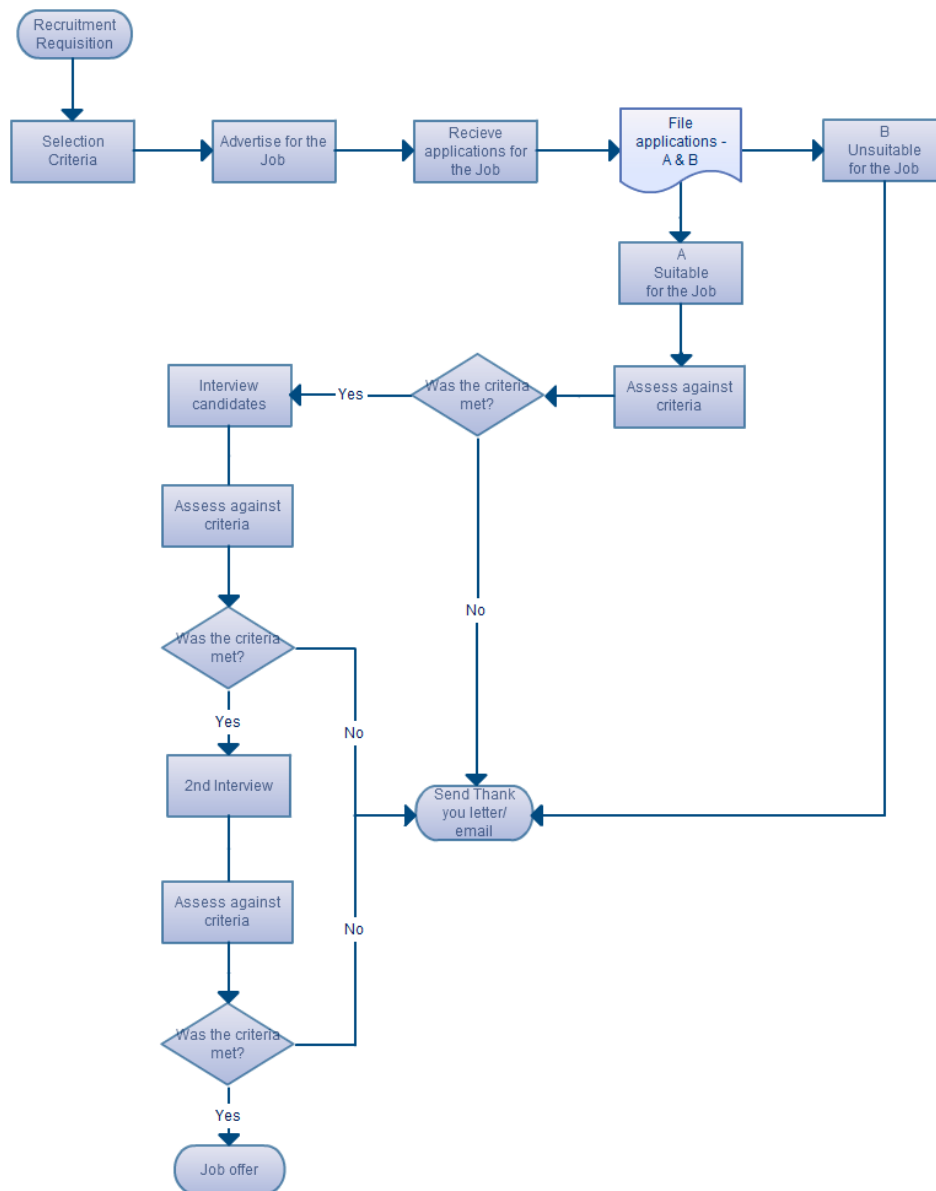
Source: creately.com

There are several methods or tools for Recruiting. We will divide them in two big groups (Internal and External Recruiting) and analyze the different tools used in each one of these.

The internal recruiting consists in evaluating the internal candidates of your company while trying to figure if they are able to assume new challenges and if they are capable to adjust to the position. On the other hand, the external recruiting consists in attracting potential candidates from other companies to fit in your job requirement.

Internal recruiting has certain advantages and disadvantages. Part of the development process in a company is to provide opportunities to the workers to improve themselves through a career development plan in the company. If a person already works in the company, the company will already know how a potential candidate works. So, recruiting by internal mean, allows the company to improve their people and taking advantage of existing talent. The disadvantage of the internal recruiting is that you lose the possibility to refresh your team with new ideas and concepts.

INTERNAL RECRUITING	
Positive Aspects	**Negative Aspects**
1. Usually lower costs than external recruiting	1. Reduced opportunity to add new ideas, concepts, and experiences
2. Make a better use of the human potential of the organization	2. Can be a factor to reinforce the routine and *status quo*
3. It is a good way to motivate the collaborators and improve their capacities	3. It can create a bureaucratic culture, slowing it down
4. Make people feel comfortable in the organization	4. Reduces the possibility to improve the organizational culture
5. Training costs are usually reduced.	5. People do not rotate or grow as significantly as they could
6. There is the chance to make a better selection, because of the knowledge of the worker	

Source: Author.

External recruiting also has advantages, such as bringing new ideas to the company and adding value with personnel with different backgrounds and experience. These aspects can add value to a company at the same time it includes more people with new criteria. But external recruiting also faces disadvantages. Hiring by external sources often increases the cost of training. (Sometimes it reduces the cost of training because the company is able to

hire the person with the exact skills needed.) Also, there is the risk that a

person might not be adjusted to the job, the company or the team. This risk

can mean a significant waste of time, money and productivity in a company.

EXTERNAL RECRUITING	
Positive Aspects	**Negative Aspects**
1. Brings new people, talents, and expectations to a company	1. Current workers can lose their motivation
2. Improves the intellectual resource to the company because it incorporates new skills and knowledge	2. People lose the emotional boundary that joins the company to the worker because of the opportunities to new people
3. The organizational culture can be enriched with new aspirations	3. It usually represents a higher cost than the internal recruiting. It usually takes longer time and the company has to assume a portion of risk.
4. Processes and knowledge can be added in a faster way	4. There is a need to create processes and standards to analyze and validate the candidates
5. New ideas and concepts will add value to the company, whether it be services of production	5. There is a need of training and socialization for the new workers.

Source: Author.

It is recommended that companies use a mixture of both sources. When a company is looking for people that may fit a job, it's important to consider intern collaborators and other people. This might help a company to find the ideal employee; the company can compare the internal workers versus potential employees in the market and give opportunities to the people that might be ready to assume new challenges. Combining both sources will allow the company to benefit from the benefits of both kinds of recruitment.

1.1. RECRUITING TOOLS

Recruiting tools may vary and can be very wide. For our analysis we will focus on five important sources or tools for recruiting. Analyzing each tool will lead us to find out the validity and utility of each in a general way.

1.1.1. Employee Referrals

Employee referrals are part of the recruiting process and they are often relatively simple and useful means of recruiting.   However employee referrals tend to be subjective and can make the recruiting process fail if they are not well managed. Dr. Ivan Minser provides six points to consider for making valid referrals for a recruiting process.

These points could be summarized in the next four points:

- Listen for the need

- Offer your comment

- Share your working experience (If had one with the referral)

- Share contact information for a meeting

(Minster, 2011)

But companies must learn how to manage this tool in a professional way to make it objective and useful.

An employee referral is the first step to find a suitable candidate for the position search in the market, but it is not the best way to determine if a referred candidate is the best one for the position.

Even when referrals are a good way to find a suitable candidate, this tool is too subjective and must be validated through assessment tools.

1.1.2. Job Advertisement

This external recruiting tool has a wide range to communicate to the market the needs of a company. Job advertisement consists in publishing the vacancies of a company in different ways. Advertisements could be published in newspapers, social networks, flyers, boards, Internet, etc.

Job advertisements try to reach the most quantity of potential candidates. The nature of this tool allows candidates to apply even if their profiles do not fit the requirements. This represents a problem when recruiters need to filter the applications and find the best candidates. Therefore the database will be extended and will need specialized people to research over the information and filter the right candidates according to the requirements.

Offering information about the vacancy and the company may make the opportunities published in the job posting attractive and credible (Kyriakidou, page 9). Having more applicants is a clear example that the tool is accomplishing its objective. With a lower investment, the company can reach a major part of the potential candidate market because of the massive distribution of the offers and postings. For some vacancies, using job advertisements will be the best recruiting tool because of the target candidates. When companies need operative positions, they usually tend to

use job advertisements to find potential candidates that will be interested in a new job and will apply by their own ways.

1.1.3. Executive Search Firms

Looking for the ideal candidate is not that easy. The market is wide and there are many people in it. It is useful for companies to have a database of potential candidates. But if there is no database, there are companies that may outsource or provide that service to a company. Executive Search Firms for example, have as their main function to find potential workers in the market and evaluate them according to the profile required. This service can help companies cover a wider portion of the market, and will let them focus in the selection process of the final candidates.

ESBEES Consulting defines headhunting as "[…] a discrete and simple recruitment method that does not demand much of your time as a client. In addition, headhunting saves you from ill-timed applications […]. Headhunting is an effective recruitment method […]"   (ESBEES, 2014) Head hunters provide an external service for recruiting. This tool can provide many benefits for effective recruiting. First of all, finding active people in the market reduces the risk of hiring someone whose performance is unknown. Analyzing the market would take too much time for a company, and finding the perfect candidate according to the market reality would be hard to determinate.

Executive Search Firms provide market analysis and real statistics for finding the right choice for a vacancy. In addition to these, headhunters can offer an objective view and evaluations of the candidates as an external service for a company, providing the best candidates.

Finding people that are actually occupying certain positions represent a high cost for companies that desire to hire the services of an Executive Search Firm. This is the biggest limitation when organizations need to hire people and do not affect their operational budget.

1.1.4. Databases

Databases provide a pile of information from different candidates. These tools have the main objective of providing a huge base of contacts and profiles of people that may fit the required profile of the recruiter. The concept tries to cover all the market and the different candidates. There are many databases all around the world that compile information of all kinds of people that are looking for a job or that some day they were looking for it. This tool is an external source for recruiting that spreads the frontiers of recruiting, providing a practically endless sea of candidates for all the possible recruiting profiles needed.

On the other hand, databases may have some problems that could represent a difficulty for the recruiters. Databases can experiment update failures that may represent time loss for the recruiter and non-accurate information of the candidates. Another important point to consider about databases is the information filling. Because people have the liberty to complete their profiles in these massive portals, the information may not be always accurate or real.

1.1.5. Social and New Media

Professional networks are beginning their growth in our culture. These web sites are oriented for professionals that may share their achievements and their trajectories. For this example we are going to analyze the most famous professional social network: LinkedIn.

This web site is committed to share professional profiles and providing an easy communication between them. The average age of the professional social networkers is near forty years old. (Annex 2) Being an older audience oriented web site, it has to be easy to understand and easy to manipulate in the shortest time possible.

Another new media used nowadays are the different applications for mobile devices, smartphones and tablets. Tribe HR highlights the importance of smartphones in our society because "smart phones access to countless applications and virtually any web page. Job candidates all over the world are glued to their phones." (Tribe HR, 2013) This growing trend of being online all the time and publishing professional careers while interacting with others provides lots of information to others and opens a door for recruiters to improve and innovate this tool and make their job easier.

Considering the numerous connections that everyone has in social networks, there is the risk of spreading information among the networks. This may turn into a "personal referral" subjective issue if the information is not well managed and delivered to the right candidates. Browsing through the Internet may represent a potential problem if candidates or companies don't classify the jobs in the correct way.

Social networking and new media can add value and cover wider spaces and percentages of the working market. At the same time, it needs to be well managed and structured to not fall into the same mistakes and potential troubles of the other tools like subjective referrals, useless applications, false profiles, etc.
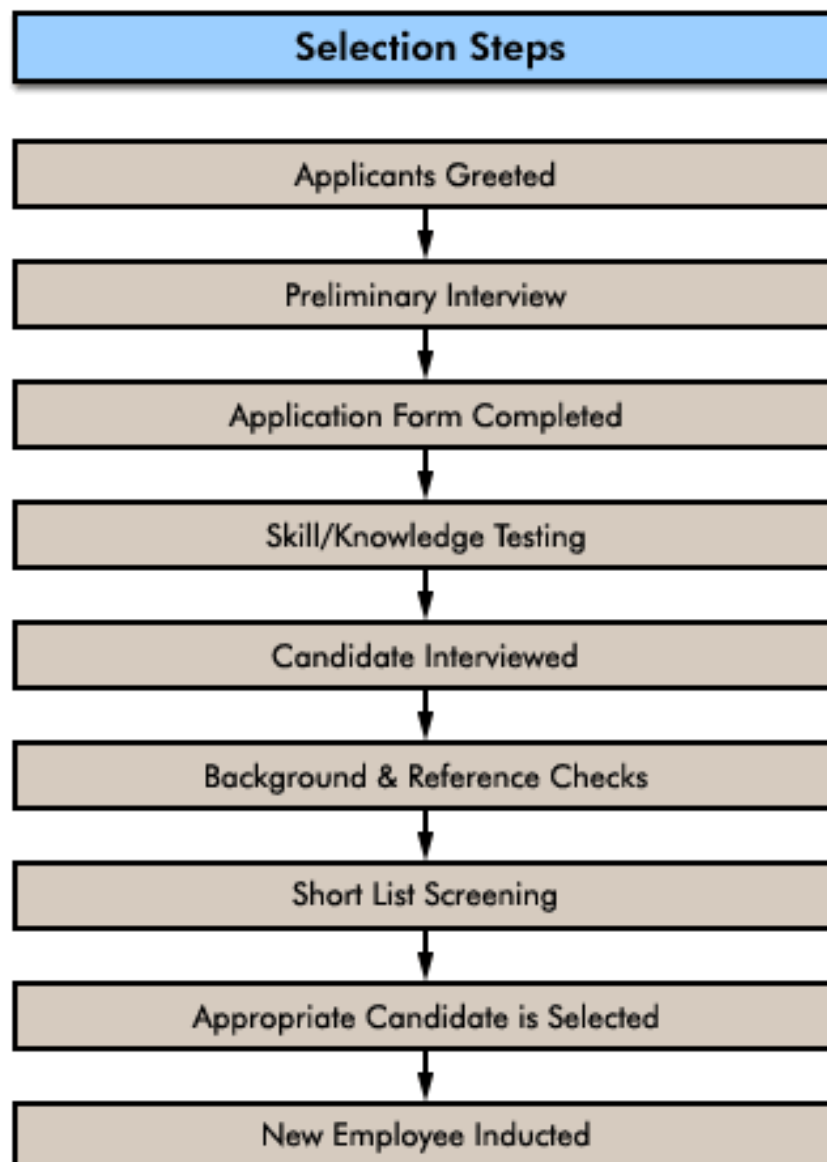
RECRUITING TOOLS

	Positive Aspects	Negative Aspects
Personal Referrals	Most of times you can trust in this kind of referrals.	They can be subjective referrals by personal criteria not necessarily valid for a recruiting process.
Job Advertisement	Massive distribution and coverage.	Many applications could be useless and may not fit the required profiles.
Executive Search Firms	Specific talent acquisition in shorter periods of time with guaranteed results.	High cost for the services.
Databases	Large amount of profiles available for the recruiter	Not accurate information, useless applications.
Social and New Media	Massive distribution, wider coverage, immediate information and contact.	If it is not well managed could be filled with useless applications, and subjective referrals.

Source: Author

2. ASSESSING CANDIDATES

The selection process starts from the initial research provided by the recruitment process. With this information, the selection process proceeds to exclude all the candidates through different tests and other assessment tools.

Selection Steps

- Applicants Greeted
- Preliminary Interview
- Application Form Completed
- Skill/Knowledge Testing
- Candidate Interviewed
- Background & Reference Checks
- Short List Screening
- Appropriate Candidate is Selected
- New Employee Inducted

Source: EQUELLA

The first step in the selection process is to have a preliminary interview to validate certain aspects of the profile to proceed in the selection process. After this, there might be a series of skills and knowledge testing. This is a good filter to validate the technical skillsafter the validation of the hard profile. The results of the skills and knowledge tests can exclude a candidate if he or she does not fulfill the requirements for the position.

If the candidate approves the testing, there will be an extended interview where the competencies are going to be evaluated over the hard profile. If candidates have the required competencies for a job, then we have to move to the next step of the process: Background and References Checking. At this point, it is important to have an objective view of the answers and referrals taken for each candidate. If a candidate has bad referrals or background, he or she could be disqualified.

2.1.   ASSESSMENT TOOLS

During the selection process, there might be several tests to evaluate skills and experience according to the position. The time of this process may vary depending on the complexity of the requirements and the tests or assess for finding the right candidate.

If the candidates have passed all of these steps, the company has a group of finalists. It is recommended to create a short listing to compare all the candidates before the company chooses the appropriate candidate. Once the selected candidate is hired, the process concludes and the candidate starts the induction process.

2.1.1. Qualification Screens

Every position has certain aspects or requirements for the proper performance of the tasks. Qualification Screens is a list of knowledge, technical skills and experience, among others. The filter provided by this Qualification Screens lets the recruiter to determine if a candidate accomplishes the minimum requirements for the position or if not. Qualification Screens or Points assigned to training and experience (Cascio, 2010) has a validity number of 0.10 being one of the lowest grades of this scale (Annex 3)

Asking a candidate for their qualifications has a considerable risk and is not the most valid assessment tool. People tend to lie when they want to achieve something; therefore qualifying themselves when they are asked could give the recruiter false criteria of the candidate. If we could assume that people will be sincere, this tool could save a lot of time during the recruiting

process. Even if a candidate is honest and tells the recruiter his qualifications, this tool does not provide a real quantification of the candidate.

2.1.2. Interviews

This tool could represent a valid instrument or not, depending on the focus given by the interviewer, and most importantly, by the type of interview. There are three types of interviews: Unstructured Interviews, Semi-structured Interviews, and Structured Interviews. Between these three types, there are some with higher validity than others. The most valid Interviews are the Structured Interviews, then the Semi structured Interviews and the least valid are the Unstructured Interviews.

The Unstructured Interviews consist in establishing a good rapport with the interviewee and from that moment forward, start a conversation. During the process, the interviewer will take some notes and will go deeper in the aspects that he or she considers necessary. Running an unstructured interview can be simple; the result will be useful if the interviewer wants to investigate some specific point of only one candidate. If there are many candidates evaluated through an unstructured interview, the data could differ and it might not be the same questions, so the candidates will not be evaluated the same way. For these reasons, these kinds of interviews are the least valid, having a coefficient of 0.38 (Cascio,2010)

Semi structured Interviews have the objective of understanding the opinion of people in specific situations. Differing from Unstructured interviews, the Semi-structured interviews have one basis questionnaire for all the candidates and then add more questions if the interviewer considers it necessary. These interviews' positive aspects are the good rapport generated with the interviewee and, therefore the open environment to search for the needed information. On the other hand, running Semi structured Interviews will make it hard to compare candidates if their answers were different. (Annex 4) These reasons make Semi structured Interviews not totally valid in comparison to Structured Interviews.

Structured Interviews are the most valid from these three. The validity for these interviews is 0.51 being one of the most valid tools (Cascio, 2010). It consists in using the same scheme for all the candidates. Same questions for everyone with a clear structure used exactly the same way for all. Having the same basis for all the candidates lets the recruiter to compare criteria and notes taken from all the candidates. If the interview is standardized, the parameters will keep equal to every interviewee and it will remain objective. The interviews can be situational or behavioral. Situational interviews present the same question to all candidates and ask for the solution that people could provide to a specific situation. Behavioral interviews present the same question to all candidates, asking for the solution that they provided to that particular situation. When the recruiter has exactly the same questions for

every candidate, it is the most objective way to determine the better candidate

from the group.

2.1.3. Assessment Center

The Assessment Center consists in looking and analyzing the reactions

and attitudes of the candidates. To be more specific, the tool shows the

competencies of the candidates in action. This way, the recruiter can observe

how the soft skills are blended in a natural way, under a controlled

environment and situations. It is important to consider that the first

disadvantage of an Assessment Center is its high cost because of the number

or candidates, evaluators, logistics and materials needed for this. Assessment

Centers have a validity number of 0.37 (Cascio, 2010)

There are different techniques or exercises to evaluate the candidates.

Human Smart provides us different techniques for the evaluations. We will

focus on our attention to the five more common activities during an

Assessment Center.

a. Presentations:

When a person has to introduce himself, he has to face others and be as accurate, concrete, clear, and realistic as possible. During the presentation, the evaluator can determine many personal aspects and competencies of the candidate, for example organization, communication skills and creativity, among others. This exercise is usually the first one in an Assessment Center, because it helps the candidate to break the ice and feel confident for the next steps.

b. Study Cases:

Another useful exercise to reinforce the Assessment Center tool is the Study Cases. For this exercises the candidate has to evaluate some real case or situation and find the missing data, organize the plans or offer a solution for a problem. During this exercises, you can figure different competencies depending on the case situation.

c. In Basket:

This exercise consists in delivering the candidate a basket full of papers that simulate real situations and administrative procedures of the position. With this exercise the recruiter can determine concrete competencies like working under pressure, organization and planning and time management. This activity has a limited time and forces the candidate to determine which papers were urgent, which are important and which his own responsibilities are. There were some papers that needed to be attended by him and some others that could be delegated to other colleague.

d. Group Exercises:

Group exercises consist in sharing situational examples or real situations that demand a general agreement to take a decision. During these exercises the candidates has to gather, discuss and find a common answer for the case. This dynamic will lead the recruiter to detect leader and social skills and team work in each candidate assessed.

e. Technical Exercises:

For some positions, there are certain technical skills that are required to achieve the objectives. For this reason, technical exercises show the analytical capacity and real experience capacity of the candidates. These exercises are based on in technical skills that were acquired during the past years with their experience. If the candidates have the experience and technical skills, they will be able to solve these exercises easily.

2.1.4. Knowledge Tests

Knowledge and skill test are focused in a specific subject of interest for a position. These tests have no mistake margin, therefore they are totally reliable to find specific knowledge or skills. For example, an accounting test will need one correct answer and will be easily graded by the technicians of the company. If we consider this as the only requirement for a position, this is totally valid, but in real situations the knowledge and skills are only one part of the profile required. It needs to be complemented with certain competencies that will lead to success by a candidate, but these tests do not measure them. Validity of these tests is considerably high (0.48) because of the specificity of the test and low percentage of error. (Cascio, 2010)

2.1.5. General Tests

General mental ability tests are helpful to determine certain capacities or attitudes of a candidate. These tests are one of the most valid tools in the scale, with 0.51 points (Cascio, 2010). There are many tests that measure different things. For our analysis we will focus on Personality tests, Emotional Intelligence tests, and IQ.

a. Personality Tests:

Personality tests measure basic aspects of the candidates, such as temperament, attitude and motivation. These aspects are useful to generate a quick overview of a candidate in personal ways. Using personality test will only provide information that might be accurate in certain social conditions and stimulus. When you have to analyze different criteria to validate a candidate, personality tests are neither the most accurate nor valid because of the focus given by the nature of the test. If a company decides to use a personality test, the most used is the Mayer's Briggs Type Indicator (MBTI). This personality assessment tool classifies people into one of the 16 personality types defined by it (MBAskool). Personality tests will be variable depending on the situation, environment and even the time; therefore, these tests will project an idea of the person that might not be the most accurate to the reality.

b. Emotional Intelligence Tests:

The Emotional Intelligence (EI) is the ability to understand your emotions and apply it to your environment without affecting in a negative way the rest of people that surrounds you (Goleman). To analyze this, there are tests that can determine the ability and the key points of the Emotional Intelligence of some one. These tests will provide substantial information about candidates because of the nature of this intelligence and the impact in the environment. The test will show five dimensions and the development grade of each according to the candidate; these dimensions are: Self-Awareness, Self-Regulation, Motivation, Empathy and Social Skills.

c. IQ Tests:

The Intellectual Coefficient (IQ) measures the ability that people have to apply all the previously learned information in different situations (UNC). Therefore IQ Tests measures the intelligence or ability that people have to analyze and answer to determinate questions. There are three aspects measured in this test: Numerical, Verbal and Logical Intelligence. With this test you can determine the capacity and conjunction between knowledge and applicability. This test is valid per se, but as an assessment tool it provides information about the learning ability of a person.

2.1.6. Work Sample Test

Work Sample tests consist in a try out for a position. This tool is the most valid from all the analyzed because the recruiter can confirm by daily work if a person has the competencies, expertise, intelligence and social skills to fulfill the vacancy. There is no need to apply tests, fill requirements or evaluate a candidate because, when someone knows how to do something, he will perform the task the best way with no further indications. The only considerable issue of this test is the cost of it because the company has to risk time and money to try people to find out if they fit in the right way. This test has the highest number of the scale (0.54) (Cascio, 2010).

ASSESSMENT TOOLS

	Positive Aspects	Negative Aspects
Qualification Screening	Quick filter of candidates by the minimum requirements.	Not necessarily real information given by candidates. Lowest Validity (0.10)
Interviews	If it is a structured interview, it will provide real information about hard and soft skills from each candidate the same way. High Validity: Structured Interviews (0.51)	If the interviews are not structured, there will be a loss of information and it will not be standardized. Lower Validity: Unstructured Interviews (0.38)
Assessment Center	Appreciate the competencies in action between the candidates.	High costs. Lower Validity (0.37)
Knowledge Tests	Specific testing for areas with no margin of error in the answers. Higher Validity (0.48)	It cannot evaluate soft skills or competencies.
General Tests	Applying the correct ones can predict or show real aspects of the candidate that might be sharply hidden in the interviews. Higher Validity (0.51)	There can be tests that will not provide any valuable information about a candidate like the personality test.
Work Sample Test	Recruiter can measure real performance in the position required by the candidate. Highest Validity (0.54)	High costsand long time until the candidate can fit in the position to appreciate the real performance capacity.

Source: Author

CHAPTER IV: RECRUITING AND ASSESSMENT TOOLS USED IN SAMPER HEAD HUNTING

Once we have analyzed the recruiting and assessment tools and their validity. It is time to focus on the local market were the Executive Search Firm Samper Head Hunting operates. The Recruiting and Assessment tools may vary according to the culture, clients and processes. To understand it wider, we will match every aspect studied generally and face it according to the reality that the company has to face, taking into account the different aspects of the market.

1. Recruiting Tools used by Samper Head Hunting

The basic concepts will remain during this new approach, but the applicability and results may change according to the environmental trends and culture. We will focus on the next Recruiting Tools used by the firm: Job Advertisements, Personal Referrals and Social and New Media.

1.1.   Job Advertisements

In the Ecuadorian culture, Job Advertisements have a clearly defined market. First, it is important to divide the market into the two main

employment sources: Private and Public entities. From this division we have to make another segmentation of our relevant market: operatives and executives. With these divisions, we will understand the target of job advertisement and the importance of the distribution of it.

In our first case, the Public sector will have standard salary rates that will range under USD 1.500 per month. Therefore, the best ways to announce their vacancies are through the newspaper and public databases. The job advertisement will ask for specific requirements to fulfill hard profile and will provide points in the candidate's application. Public sector also tends to make job advertisements for the higher positions as coordinators, managers and directors. This strategy tries to attack the entire market and grab the attention of every citizen.

Private sector works in a very different way. Job advertisements will have other target and will vary depending of the position, the industry, salary and company. The most common job advertisement is the public database or job search engines like multitrabajos.com, porfinempleo.com, kmeyo.com, among others. The publications in these web pages will represent low cost and a massive distribution. The majority of users of these sites are lower and medium positions, therefore the job advertisement will be generally focused on medium range positions and a salary range under USD 2.500 per month.

For the lowest positions of the private sector, the best strategy is to post job advertisements in newspapers and public government job agencies. The opposite situation happens with the higher positions. When a company needs to fill a vacancy of higher levels, job advertisement isn't always the best choice. As a matter of fact, job advertisements for strategic and managerial positions are posted in headhunters' web pages and, as the last resource, in the newspapers. This job posting has to be careful of not revealing the company's name and being totally confidential.

Samper Head Hunting has certain policies of confidentiality with the client and with the candidates; therefore job advertisements will be made with little information and won't contain the client's name or Samper's. These job advertisements will represent an extra fee over the charge for the client. Usually Samper does not use this kind of Job Advertisement because the targets that the client usually aims are higher positions that rarely seek this kind of postings. When is needed, Samper has a memberships in multitrabajos.com, Kmeyo.com, and computrabajos.com to spread the advertisements. This strategy is useful when the position requirements are aimed for the medium and lower positions.

1.2.   Employee Referrals

It is important to understand the importance of relations in our culture, therefore the importance of personal referrals. Every company wants to hire socially involved people with contacts and well related with influent people. Families and connections heavily influence our culture. Businesses can grow unexpectedly because of the relations of people, not necessarily for the company or products.

In these cases, the company has to find those candidates that fulfill all the social requirements. Trying to find this people can be harder than what most people could expect. Even though they are public figures, not every one really knows those persons. For those cases, Personal Referrals could be the difference between the success and failure.

For a regular recruiting process, where the client requires certain characteristics and experience, personal referrals are another source for it. The principal advantage of Executive Search Firms and personal referrals is that hunters will be objective if the client refers a person for a certain position. There is still a margin of risk in being subjective when someone is referred for a position. That is the part that cannot be fully controlled during a recruiting process if it is not well-managed and supported with assessment tools.

Another important aspect of personal referrals for Executive Search Firms is the possibility to know more people that could certify those referrals. This can be a two-edged sword if it is not well managed. Having personal referrals makes the processes easier, but at the same time, it might give a biased opinion of the candidates depending on the referrals source.

1.3.   Social and New Media

The number of active lines in Ecuador exceeds the number of inhabitants of the country. This statistics shows us that for every Ecuadorian there are 1,11 active cell phone lines. This represents the importance of the communication in our society. The next chart is based on the data provided by the Telecommunications Superintendence (SUPERTEL), in which we can see the market composition and the number of users.

Summary for September 2013

CONECEL S.A.	OTECEL S.A.	CNT EP.	TOTAL
11'886.803	5'096.066	495.749	17'478.618

Source: Author

Smart phones arrived to Ecuador in 2005, providing Wi-Fi services and mail service for the devices. In 2007, the customers' views changed when they started to think of the devices not only for their functionality but also for

the design. With this, the market experienced a breakthrough and faced new consumers' demands.

The estimated total of Internet users in Ecuador is over ten million; more than 65% of Ecuadorians have Internet access and use it regularly (Annex 5). Considering these facts, the information and communication technologies are growing their coverage in the market, connecting more people.

Data provided by National Statistics and Census Institute (INEC) reveals that the growth and penetration of Information and Communication Technologies has increased in the last years. In 2010, high-speed Internet users increased five times from their initial volume in 2009, from 450.000 users to 2.45 million users. (Annex 6) INEC also determines that the Internet use and cell phones can stratify society. Under these parameters, the society can be divided into two groups, Poor People and Not Poor People. In this statistic analysis we can realize that the objective market has an important usage of Internet and cell phones, both with important and continuous growing the last three years. (Annex 7)

It is important to compare similar markets such as Venezuela, Colombia and Chile. They are spending approximately seven hours per month checking social networks (Annex 8). All the trends are pointing the horizon to a digital community, where the key is the social networks. Social networking is shrinking distances and opening opportunities to everyone.

Professional networks began their growth in our culture. These web sites are oriented for professionals that may share their achievements and their trajectories. For this example, we are going to analyze the most famous professional social network: LinkedIn. This web site is committed to share professional profiles and provide an easy communication between them. The average age of the professional social networkers is forty years old. (Annex 2)

2.   Assessment Tools used by Samper Head Hunting

Being conscious of the importance of the Assessment Tools for a complete and guaranteed selection process, we will analyze the three most important tools used by Samper Head Hunting. With these tools the company pretends to filter the candidates and find the right candidate for each client. For our analysis we will focus on the Qualification Screens, General Tests and Assessment Center.

2.1.   Qualification Screens

Qualification screens help the process to filter every candidate in a quick way and determine if he fulfills the minimum requirements. Samper Head Hunting uses the Qualification Screens based on the client's requirements detailed on the general profile or job description (Annex 9).

Consultants have to take the profile following internal procedures that will assure the correct information and requirements for every position. Based on the taken profile, each consultant will create a list with specific criteria to filter the candidates and share it with their team to start the filtering the candidates. Every candidate must be filtered by these qualification screens designed for the position. After a candidate is compared to the qualification screen, he receives a status into the process according to the requirements.

Status	Requirements
Evaluate	100%
Option	80%
Potential	70% or remarkable items
No Salary	Exceeds the salary range
No Experience	Does not have enough experience for the position
No Language	Does not complete the minimum required
Not the profile	Two or more requirements not covered
No City	Not interested in relocating
No Age	Out of age range
Not Interested	Not interested in participating

Source: Author

2.2.   General Tests

To assess candidates, Samper Head Hunting uses three main tests. These tests are: Perfil Pro (Personality Test), InteligenciaEmocional-R (Emotional Intelligence Test), and Perfil Manager (Leadership Skills). All of these tests are administrated though the Internet to the candidates so they can take the tests whenever they want to. To understand the impact of each test, we have to go deeper in each one of them.

2.2.1.   Perfil Pro

This test assesses the candidate's main features, preferences and personality style in relation to the working environment. The answers and result attributes are positioned from 12dimensions or factors, which reveal the strengths and weaknesses of each candidate compared to a reference group.

This is a personality test that is applied to recent graduates and middle-ranking positions. Because of being a personality test, the results may vary depending on the environment, time of the day that is applied, and any other external condition that may affect the environment of the candidates. According to Cronbach's Alpha, the validity is given in every dimension evaluated in the test. Therefore, the average validity of the entire test is 0.63.

As part of the report of every test, the program generates the graphics of the dimensions and the opposites. In addition, there is a summary chart where the evaluator can easily point the key aspects of the candidate.
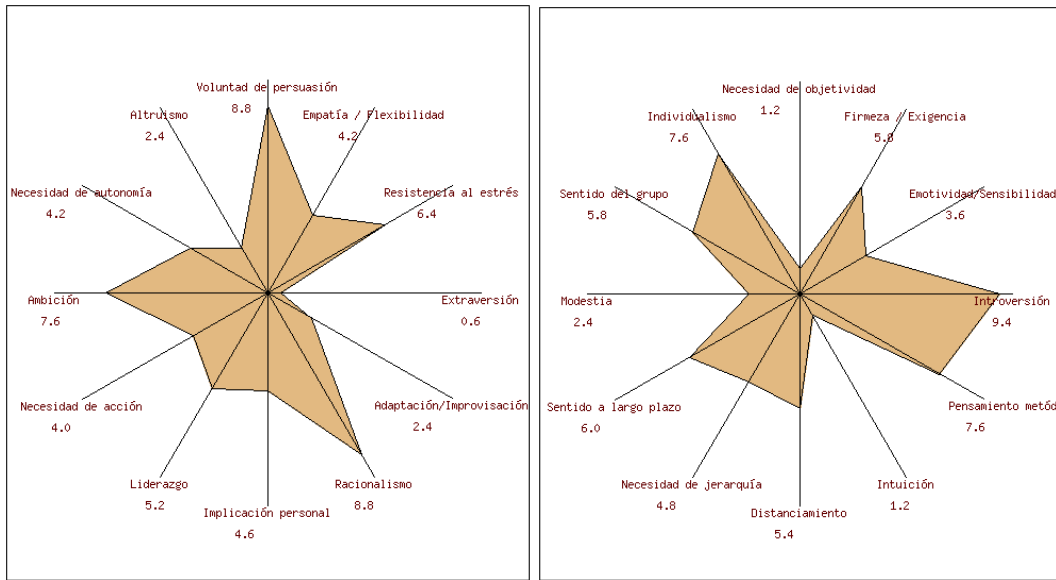
FACTOR OPUESTO	A	B	C	D	E	F	G	H	I	J	K	FACTOR PRINCIPAL
Necesidad de objetividad										X		Voluntad de persuasión
Honradez, Ética profesional, Objetividad												Habilidad, Astucia, Poder de convicción
Firmeza / Exigencia					X							Empatía / Flexibilidad
Posee determinación en las negociaciones												Atento(a) a las necesidades, Búsqueda de consenso
Emotividad/Sensibilidad								X				Resistencia al estrés
Apasionado(a), No necesita presión externa												Estabilidad emocional, Necesita presión externa
Introversión	X											Extraversión
Discreción, Le gusta un entorno tranquilo												Le gustan los contactos, Contribuye a un buen ambiente
Pensamiento metódico / Organización			X									Adaptación/Improvisación
Le gusta tener objetivos definidos, Planificar												Le gustan los imprevistos, Se adelanta a las necesidades del cliente
Intuición										X		Racionalismo
Intuición, Visión global, Subjetividad												Espíritu analítico, Minuciosidad, Objetividad
Distanciamiento					X							Implicación personal
Distanciamiento emocional, Aprecia la estabilidad y la rutina												Implicación personal en el trabajo, 'Adicto(a)' al trabajo
Necesidad de jerarquía							X					Liderazgo
Aspira a una jerarquía o a una estructura eficaz												Le gusta dirigir un equipo (a veces con intervencionismo)
Sentido a largo plazo					X							Necesidad de acción
Le gusta la complejidad, Visión a largo plazo												Le gusta ver resultados inmediatos, Dinamismo
Modestia									X			Ambición
Avanza paso a paso, Fiel a sus compromisos												Necesita superarse (a veces oportunista)
Sentido del grupo					X							Necesidad de autonomía
Necesidad de pertenencia a un grup, Deseo de implicación												Espíritu independiente, Capacidad de auto-motivación
Individualismo			X									Altruismo
Defiende su interés personal (o el de su equipo)												Necesita ayudar a los demás, Sentido del servicio
FACTOR OPUESTO	A	B	C	D	E	F	G	H	I	J	K	FACTOR PRINCIPAL

Source: Central Test

PERFIL PRO

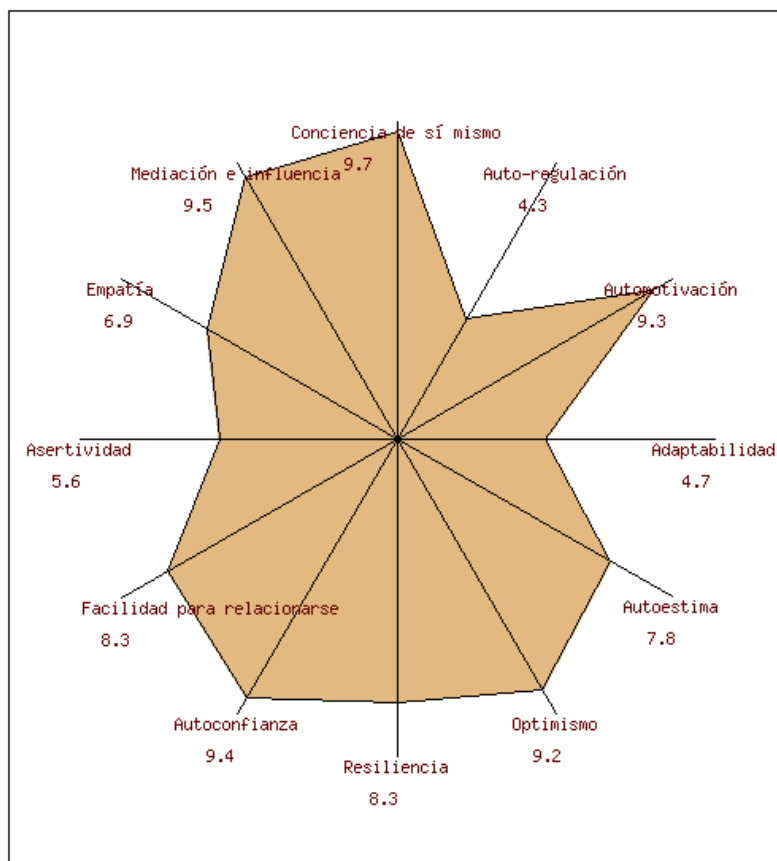| Element	Description
Definition	Analyze personality and professional profile
Target	Recent graduate and middle-ranking positions
Time	12 – 15 minutes
Questions	98 questions with two options for answer
Time Control	No
Configure according to position	Available
Dimensions	6 personality and professional behavior 6 motivational aspirations and interests

Source: Author

2.2.2.   Inteligencia Emocional-R

The Emotional Intelligence Test is a tool used to measure the emotional intelligence of the candidates; this is the ability to perceive, understand and manage their own feelings and those of the others. The test is designed to effectively meet the needs of the recruitment process. According to Cronbach's Alpha, the validity is given in every dimension evaluated in the test. Therefore the average validity of the entire test is 0.58

This test can be applied to any candidate or profile because of the utility and nature of the test. The four dimensions evaluated in this testcan help detect emotional intelligence levels helping to understand and create a mental map of the assessed candidate. Emotional Intelligence tests provide good information to project candidates and their competencies. The test is summarized in a graphic where all the twelve dimensions are punctuated for an easier interpretation.

Source: Central Test

INTELIGENCIA EMOCIONAL-R

Element	Description
Definition	Evaluate Emotional Coefficient: perceiving, understanding, and managing own emotions and the others
Target	All position
Time	15 minutes
Questions	79 questions
Time Control	No
Configure according to position	No
Dimensions	Interpersonal Intelligence Self-Awareness Personal Development Leadership

Source: Author

2.2.3. Profile Manager

The Profile Manager Test assesses leadership and the management style of each person according to seven dichotomous dimensions; this means that every dimension has opposite characteristics that determine the

leadership's skills of every person. According to Cronbach's Alpha, the validity of the entire test is 0.37

These seven dimensions are:

- Expert vs. Global Approach

- Pragmatism vs. Ideas and Concepts

- Spontaneity vs. Reflection

- Discretion vs. Valuation

- Delegation vs. Intervention

- Productivity vs. Social Awareness

- Conservative vs. Innovation

According to these dimensions, each person will have specific outstanding features that will be compared to six managerial models. These models are:

- Chief-Leader   - Motivator

- Strategist   - Project Manager

- Entrepreneur   - Manager and Expert

Test's results are summarized in two graphics that represent the seven dimensions with their dichotomous opposites, plus a detailed chart with the explanation of every dimension.
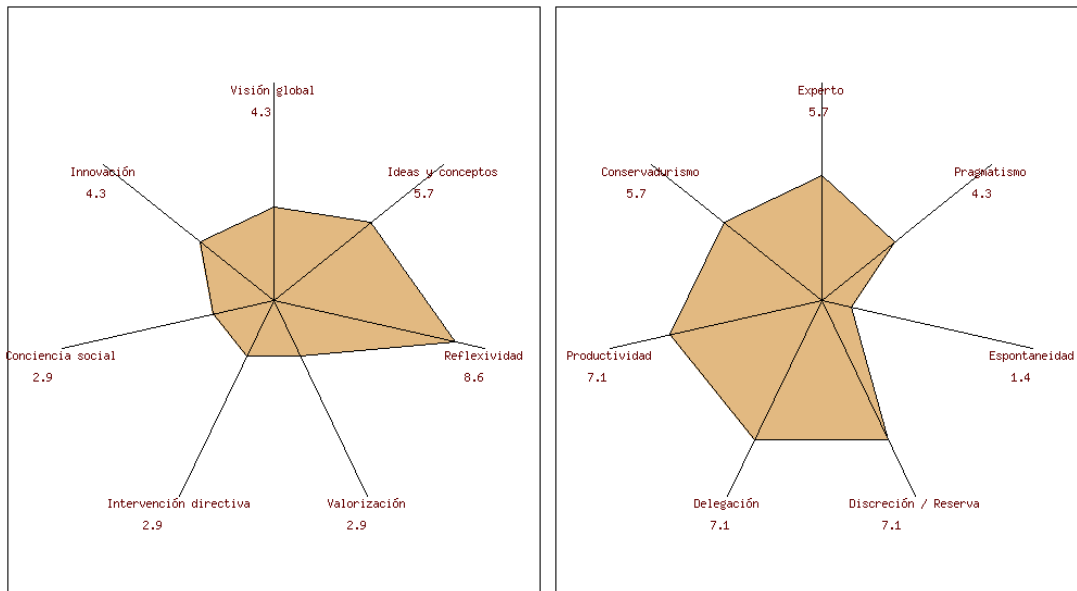
FACTOR OPUESTO	A	B	C	D	E	F	G	H	I	J	K	FACTOR PRINCIPAL
Experto					X							Visión global
Aproximación analítica y precisa / Da prioridad a la factibilidad técnica												Razonamiento general y funcional / Gestión empresarial por objetivos
Pragmatismo							X					Ideas y conceptos
Interés por los hechos concretos y los resultados operacionales												Interés por los modelos y los conceptos / Tendencia a la visión a largo plazo
Espontaneidad										X		Reflexividad
Reactividad / Intuición y tendencia a la impulsividad / Es influenciable												Control de sí mismo / Ponderación y paciencia / Guarda distancias
Discreción / Reserva			X									Valorización
Eficacia silenciosa / Procura valorarse sólo cuando es necesario												Tendencia a valorar al equipo / Entusiasmo
Delegación			X									Intervención directiva
Modo del intercambio participativo / Falta de autoridad												Tendencia a imponer sus propias decisiones o a intervenir en el trabajo de los demás
Productividad			X									Conciencia social
Se concentra en los resultados y los productos / Optimiza los recursos												Da prioridad al aspecto humano / Procura unir al equipo
Conservadurismo					X							Innovación
Da prioridad a métodos que han sido efectivos / Aprecia la fiabilidad												Promueve el cambio / Aprecia el riesgo y la novedad
FACTOR OPUESTO	A	B	C	D	E	F	G	H	I	J	K	FACTOR PRINCIPAL

Source: Central Test

PERFIL MANAGER

Element	Description
Definition	Aptitude and business management styles (Leadership)
Target	Executives, Directors and Team Leaders
Time	10 minutes
Questions	49 questions
Time Control	No
Configure according to position	Yes
Dimensions	7 aspects with their opposites

Source: Author

2.3.   Assessment Center

Assessment Center is sold separately from a recruiting and selection process. Samper Head Hunting offers individual and group assessments as an Assessment tool for recruiting or evaluating candidates. Assessing candidates has an individual cost of USD 500 and it is recommended to evaluate at least four or five candidates given the nature of the Assessment Center (being able to appreciate in action the competencies of the candidates). There is a general schedule for Assessment Centers which consists in three basic steps: introduction, exercises, and closure.

2.3.1.   Introduction

This is the first step in an Assessment Center. At this point, the moderator has to make an introduction of the Assessment to all the candidates, explain the basic dynamics and the purpose of evaluating all the candidates in the group and the schedule for the activities that are going to be done during this process. Candidates will have the opportunity to make any question and appreciations of the evaluation process.

2.3.2.   Exercises

For a common Assessment Center, there will be four dynamics or exercises to evaluate the candidates. The exercises will be: a personal introduction, a group study case, an individual technical case and in basket exercise. Each candidate will have two evaluators, one from the company that is hiring and one from Samper. This way, the criteria can be shared and won't be partial.

The individual introduction consists in making a personal presentation of each candidate. In their presentations they must cover their professional and personal aspects, strengths, and weaknesses in creative ways (drawings,

collages, paintings, among others). For this activity they have fifteen minutes to fix their presentation and ten minutes to explain their work.

The group study case presents a situation to all the candidates with not completed information. They will have time to read the cases on their own and then share with the rest of the group their opinions. Part of the exercise is to pretend they have to agree about that situation and give some solution to the problem. They will have to discuss their points of view and get to an agreement with valid arguments. For this exercise, the candidates will have one hour to read, analyze and discuss the case. After that time, someone will be responsible for explaining their resolution to the committee.

For the technical case, the client will provide the information. In this exercise the client will deliver a real situation related to the position that the candidates are applying to. They handle the entire information for their study. This exercise is individual and the candidates don't have contact with the rest of the group. If the technical case requires specific concepts and skills, the HR consultants will appreciate the communication skills and organization and planning competencies during the exercise and intervention. For this exercise the candidate will have 30 minutes to analyze the data and 30 minute to expose their solution.

The last exercise is called the "paper's basket" (In Basket exercise). This exercise is not always considered during an Assessment. It can be considered if there is no technical case or study case, because of the time needed for it. This exercise has to be individually solved to accomplish its objective. For the basket exercise, the candidate receives (physically) a basket full of papers and the instructions written by their boss. They will have to read, organize and propose solutions and actions to solve every issue described in these papers. The candidates have one hour to read and organize their strategies and then the moderator will ask certain standard questions to every candidate to compare their managing abilities and their organization sense.

2.3.3.   Closure

The closure for an Assessment consists in thanking the candidates for their participation and their effort. In this point people have the opportunity to feedback the evaluators about the process and clearing their concerns. After this stage the candidates will leave and the consultants will share criteria with the client before they start fixing the result report.

CHAPTER V: CONCLUSIONS AND RECOMMENDATIONS

1. CONCLUSIONS

With this investigation we can understand deeply the main function of the recruiting and assessment tools in the operational processes of Samper Head Hunting. Recruiting process needs the assessment process to validate the candidates. The final function of these tools in the internal process of Samper Head Hunting is to assure the capability of the candidates presented to a client.

During this process we described the generally used tools in similar countries and their validity. Having this information lets us compare the internal tools used in the Executive Search Firm and determinate their validity according to the local market. There is different recruiting and assessment tools but not all are applied and some cannot be applied.

The investigation showed that the best way to predict job performance with an assessment tool is with a Work Sample Test. Samper Head Hunting cannot apply this kind of test because the job is not going to be performed in the Executive Search Firm. The only one that can measure the candidate's job performance with the daily tasks is the company that is paying Samper

Head Hunting for the Recruiting and Selection service. Companies do not consider the option of taking this kind of tests because of the high costs of it.

The main recruiting tools used by Samper Head Hunting are job advertisement, employee referrals and social and new media. The most commonly used tool is employee referrals, which might not be the most accurate according to the needs. On the other hand, the actual trends shows us that the best recruiting tool is social and new media because of the high reaching possibility with immediate results and low costs.

We have found that technology is the best tool to work with. Recruitment area can support their operation with them. Social and new media gives the possibility to find people in shorter periods of time. Also, this tool can add job advertisement as an internal option of social and new media. Merging these tools represents a higher effectiveness in recruitment because of the market coverage given by these social and new media tools.

The importance of employee referrals during a recruiting process in Samper Head Hunting makes the process easier. This tool can provide good candidates but if it is not well used, it can turn into a subjective issue during the process. It is important to understand the cultural issues that may represent the employee referrals, understanding that usually locals refer people they know that are not necessarilythe most qualified candidates. For

that reason, the assessment tools need to be accurate to reduce the chances of hiring a not qualified candidate.

The most common Assessment Tools used in Samper Head Hunting are Structured Interviews, Qualification Screens, General Mental Tests and Assessment Center. The first filters for the internal process are the Qualification screens; general mental tests are applied to the final candidates and the assessment center is used only if the client requires it. Structured interviews have the highest validity value according to the investigation. Standardizing interviews and making them completely structured reduce risk during the process. Samper uses the structured interviews as one of the basic tools for the processes.

During the investigation we realized that Qualification screens are one of the worst assessment tools to determine potential candidates. These qualifications have the lowest validity value according to the investigation. Samper Head Hunting uses these Qualifications Screens to determine if candidates fill the requirements. Using method as an assessment tool increases the possibility to fail during a selection process.

General mental tests have an intermediate validity from all the other tools analyzed. Applying general metal tests to final candidates reduces the possibility of hiring the wrong person. On the other hand, not applying these

tests to all of the preselected candidates reduces the possibility to find better candidates with higher potential.

The assessment center is considered a different service by the company in the process. Therefore, clients usually don't ask for this tool because of the high price. In addition, during the investigation we realized that assessment centers are interesting ways to appreciate the performance of certain competencies, but they don't have a higher validity compared to other tools.

2. Recommendations

Recruiting is pointing forward with new trends and technologies. Companies have to invest in this kind of tools that will provide better information, wider coverage and better results. The company should provide the tools for certain Internet applications to workers to achieve their goals.

-   LinkedIn accounts: every consultant has a limited account and the company doesn't provide the accessibility for a premium account to reach more candidates. Considering the importance of social and new media, the operation is forced to a limited account, decreasing the opportunities to succeed in that aspect. Studies from similar countries show the importance of these tools and investing on them.

- Smartphones: part of these new trends shows the importance of smartphones in our society. The company should provide mobile technology for consultants to keep connected with the clients and respond immediately to their needs.

Samper Head Hunting considers that Assessment Centers are the best way to predict job performance and the company tries to give this tool as part of the process. Studying the validity of it shows the importance of a good situational structured interview and general mental tests (except personality tests). Reducing assessment centers and applying tests to all candidates will reduce the risk of hiring wrong people. It is important to consider that some candidates may not show their real capacities or competencies the way others do. That is the main reason why General mental test should be applied to all candidates.

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ANNEX 1

Recruitment Methods

The most common and effective recruitment strategies include:

- Obtaining referrals from current employees.

- Participating in online social networking at sites such as LinkedIn, Twitter and Facebook.

- Tapping into the online and off-line social networks of current employees.

- Offering an effective, informational and exciting corporate recruiting website.

- Participating in in-person networking at community and professional events.

- Attending an exhibit at job and career fairs at colleges and universities and community and organization-sponsored events.

- Posting job openings on job boards.

- Advertising job openings in newspapers and their associated websites.

- Sponsoring scholarships, activities, class projects and events at local colleges and universities.

- Hiring for the services of a recruitment firm or headhunter.

- Searching and using other employer-employee matching methods at a variety of job boards. (Options are changing quickly and every job search site has its specialty methods, some more effective than others.)

Source: Susan Heathfield

ANNEX 2

Facebook and Twitter Top Social Network Ranking
Median Age of UK LinkedIn User is Just Under 40

	Total Unique Visitors (000)	Average Daily Visitors (000)	Median Age
Facebook.com	31,790	14,090	37.5
Twitter.com	10,894	1,763	33.8
Linkedin	7,644	968	39.8
Tumblr.com	6,697	830	29.3
Deviantart.com	2,677	368	27.9
Pinterest.com	2,415	143	34.2
Ask.fm	2,052	358	24.4
Myspace	2,005	75	32.5
Goodreads.com	1,313	77	32.1
Steamcommunity.com	1,083	136	24.8

comSCORE.   © comScore, Inc. Proprietary.   Source: comScore MMX, December 2012, UK 6+   51

Source: Chaffey

ANNEX 3

Table 7–1

AVERAGE VALIDITIES OF ALTERNATIVE PREDICTORS OF JOB PERFORMANCE

Measure	Validity*
General mental-ability tests	0.51
Work-sample tests	0.54
Integrity tests	0.41
Conscientiousness tests	0.31
Employment interviews (structured)	0.51
Employment interviews (unstructured)	0.38
Job-knowledge tests	0.48
Job-tryout procedure	0.44
Peer ratings	0.49
Ratings of training and experience	0.45
Reference checks	0.26
Job experience (years)	0.18
Biographical data	0.35
Assessment centers	0.37
Points assigned to training and experience	0.11
Years of education	0.10
Interests	0.10
Graphology	0.02
Age	−0.01

*Validity is based on cumulative findings that have been summarized using meta-analysis. Validity is expressed as a correlation coefficient that varies from −1 to +1.

Source: Adapted from Schmidt, F. L., & Hunter, J. E. (1998). The validity and utility of selection methods in personnel psychology: Practical and theoretical implications of 85 years of research findings. *Psychological Bulletin, 24.*

Source: Cascio, 2010

ANNEX 4

| Strengths / Uses of Method	Weaknesses / Limitations of Method
1. **Positive rapport** between interviewer and interviewee. Very simple, efficient and practical way of getting data about things that can't be easily observed (feelings and emotions, for example). 2. **High Validity**. People are able to talk about something in detail and depth. The meanings behind an action may be revealed as the interviewee is able to speak for themselves with little direction from interviewer. 3. **Complex questions and issues can be discussed / clarified**. The interviewer can probe areas suggested by the respondent's answers, picking-up information that had either not occurred to the interviewer or of which the interviewer had no prior knowledge. 4. **Pre-Judgement**: Problem of researcher pre-determining what will or will not be discussed in the interview is resolved. With few "pre-set questions" involved, the interviewer is not "pre-judging" what is and is not important information. 5. Easy to record interview (video / audio tapes).	1. Depends on the **skill** of the interviewer (the ability to think of questions during the interview, for example) and articulacy of respondent. 2. Interviewer may give out **unconscious signals** / cues that guide respondent to give answers expected by interviewer. 3. **Time Consuming / expensive** 4. **Not very reliable** - difficult to exactly repeat a focused interview. Respondents may be asked different questions (non-standardised). Samples tend to be small. 5. Depth of qualitative information may be **difficult to analyse** (for example, deciding what is and is not relevant). 6. Personal nature of interview may make findings **difficult to generalise** (respondents may effectively be answering different questions). 8. **Validity**: a. The researcher has no real way of knowing if the respondent is lying. b. The respondent may not consciously lie but may have imperfect recall. If you were being asked to remember things that happened days, weeks or months ago it's likely that you would actually remember very little about what happened… c. An interview can sometimes be a "second chance" to do something; having been given the time to reflect on something they did, the respondent tries to make sense of their behaviour by rationalising their actions. They are not consciously lying (since they will believe what they are saying is true), but their explanation for their behaviour, with hindsight, may be very different from what they actually felt at the time. Criminals, for example, frequently express feelings of guilt and remorse for what they have done (which they may genuinely feel) and this may be taken as evidence they accept the values of the society in which they live. On the other hand, this remorse may simply be an expression of what the respondent believes the researcher wants to hear…

Source: http://www.sociology.org.uk/methfi.pdf

ANNEX 5

	DATOS DE CUENTAS Y USUARIOS DE INTERNET POR PROVINCIA						
	JUNIO	**2013**					
No.	**PROVINCIA**	**Cuentas Conmutadas**	**Cuentas Dedicadas**	**Cuentas Totales**	**Estimado de Usuarios Conmutados**	**Estimado de Usuarios Dedicados**	**Estimado de Usuarios Totales**
1	Azuay	270	73.144	73.414	1.080	262.620	263.700
2	Bolívar	10	5.438	5.448	40	43.729	43.769
3	Cañar	24	9.941	9.965	96	59.797	59.893
4	Carchi	24	6.941	6.965	96	38.057	38.153
5	Chimborazo	49	23.883	23.932	196	176.466	176.662
6	Cotopaxi	43	15.427	15.470	172	122.798	122.970
7	El Oro	85	29.480	29.565	340	177.229	177.569
8	Esmeraldas	53	16.287	16.340	212	93.396	93.608
9	Galápagos	34	2.015	2.049	136	19.829	19.965
10	Guayas	1.100	253.199	254.299	4.400	1.618.531	1.622.931
11	Imbabura	211	22.657	22.868	844	126.973	127.817
12	Loja	944	25.810	26.754	3.776	150.521	154.297
13	Los Ríos	13	18.841	18.854	52	102.725	102.777
14	Manabí	54	42.425	42.479	216	233.084	233.300
15	Morona Santiago	3	5.906	5.909	12	45.542	45.554
16	Napo	5	4.875	4.880	20	44.531	44.551
17	Orellana	2	141	143	8	4.061	4.069
18	Pastaza	8	5.838	5.846	32	46.946	46.978
19	Pichincha	5.999	351.334	357.333	23.996	2.257.026	2.281.022
20	Santa Elena	7	9.736	9.743	28	57.457	57.485
21	Santo Domingo de los Tsáchilas	72	20.813	20.885	288	124.873	125.161
22	Sucumbíos	15	5.612	5.627	60	41.987	42.047
23	Tungurahua	135	33.185	33.320	540	218.453	218.993
24	Zamora Chinchipe	41	3.740	3.781	164	29.042	29.206
	Operadoras Móviles			3.953.906			3.953.906
	TOTAL GENERAL	**9.201**	**986.668**	**4.949.775**	**36.804**	**6.095.673**	**10.086.383**

El Total general de cuentas totales y usuarios totales incluye el valor de las Operadoras Móviles.

Source: Supertel

ANNEX 6

INTERNET (BANDA ANCHA Y TECNOLOGIAS DE ACCESO
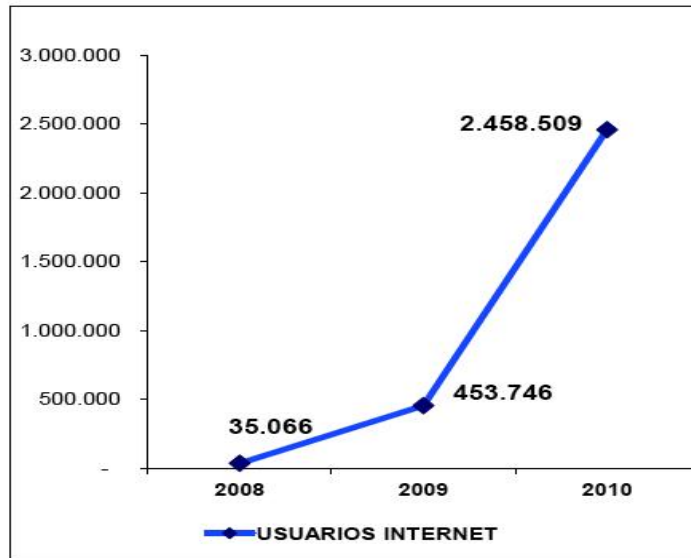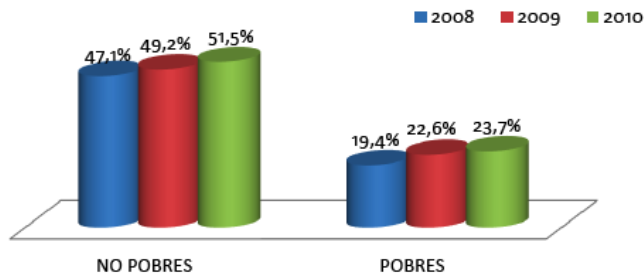

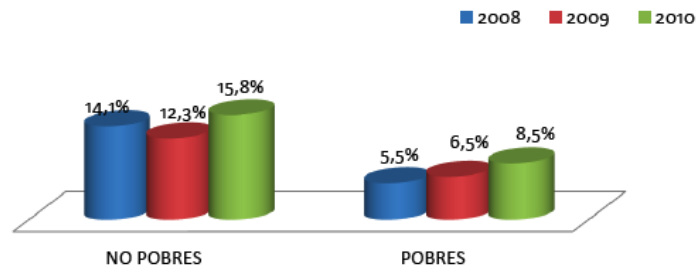Usuarios de Internet BANDA ANCHA

Fuente: SENATEL Diciembre 2010.

Acceso de usuarios por tecnología

Source: INEC

ANNEX 7

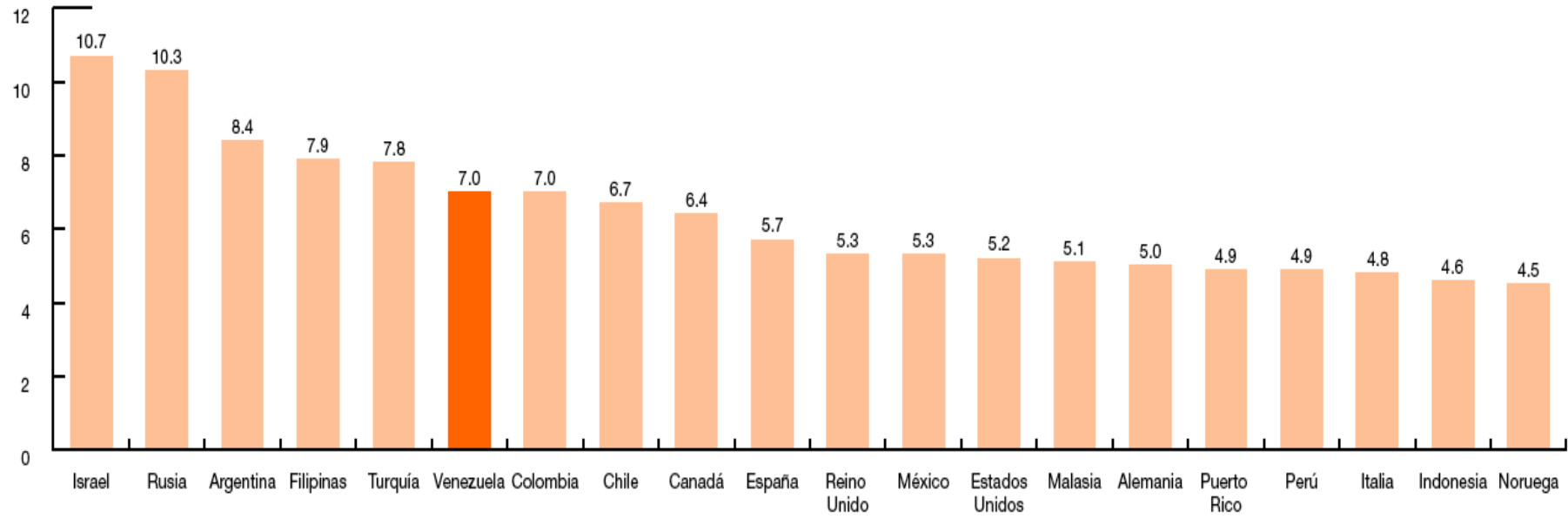**Pobres y no pobres con celular**

Pobres y no pobres que usan internet

Source: INEC

ANNEX 8

Average of monthly hours visiting Social Networks

Source: Price Waterhouse Coopers

ANNEX 9

LEVANTAMIENTO DE PERFIL

SAMPER
HEADHUNTING

EMPRESA	
DATOS PREVIOS A LA REUNIÓN DE LEVANTAMIENTO DE PERFIL: QUE EL CONSULTOR DEBERÍA SABER ANTES DE LA CITA CON EL CLIENTE.	
GIRO DE NEGOCIO	
ORIGEN Y AÑOS EN EL MERCADO	
TIPO DE EMPRESA	
PRODUCTOS Y/O SERVICIOS	
DATOS GENERALES DE LA EMPRESA: QUE EL CONSULTOR DEBE PREGUNTAR AL CLIENTE.	
MISIÓN	
CULTURA ORGANIZACIONAL	
NIVEL DE FACTURACIÓN ANUAL	
No. DE EMPLEADOS	

DATOS DE IDENTIFICACIÓN DEL CARGO:			
DENOMINACIÓN DEL CARGO:			
ÁREA:		DEPARTAMENTO:	
No. POSICIONES A CUBRIR:		SITIO DE TRABAJO:	
HUNTER QUE LEVANTA PERFIL:		PERSONA DE CONTACTO Y CARGO:	
FECHA DE LEVANTAMIENTO:		CODIGO DE PROCESO:	
MOTIVO DE LA VACANTE:			

ROL DEL CARGO:

ORGANIGRAMA:

CONDICIONES DEL CARGO:	
PRESUPUESTO A MANEJAR	
RELACIONES (CLIENTES INTERNOS Y EXTERNOS)	
VIAJA? DONDE? CON QUE FRECUENCIA?	
HORARIO DE TRABAJO:	

LEVANTAMIENTO DE PERFIL

PRINCIPALES RESPONSABILIDADES:

1.	
2.	
3.	
4.	
5.	
6.	
7.	

REQUISITOS DEL CARGO:

GÉNERO	EDAD	ESTADO CIVIL

NACIONALIDAD

GRADO DE INSTRUCCIÓN REQUERIDO:

NIVEL DE EDUCACION FORMAL		TÍTULO REQUERIDO
PREFENCIA DE COLEGIO Y/O UNIVERSIDAD		
TÉCNICO		
UNIVERSITARIO		
POSTGRADO		

CONOCIMIENTOS COMPLEMENTARIOS:

TIPO DE CONOCIMIENTOS TÉCNICOS	

HERRAMIENTAS ESPECÍFICAS:

TIPO DE HERRAMIENTAS	NIVEL DE DOMINIO
IDIOMA:	
PAQUETES UTILITARIOS:	
OTROS:	

NÚMERO DE AÑOS DE EXPERIENCIA LABORAL REQUERIDA:

0 a 1 AÑO	
2 a 3 AÑOS	
3 a 5 AÑOS	
EMPRESAS SIMILARES	
POSICIONES SIMILARES	
OTRAS	

LEVANTAMIENTO DE PERFIL

SAMPER
HEADHUNTING

COMPETENCIAS ORGANIZACIONALES Y ESPECÍFICAS:

COMPETENCIAS ORGANIZACIONALES	NIVEL		
	A	B	C

COMPETENCIAS ESPECÍFICAS	NIVEL		
	A	B	C

A = Altamente Desarrollada	B= Desarrollada	C= En Desarrollo

Características personales :

REMUNERACIÓN / PROYECCIÓN / ESTRATEGIA DE BÚSQUEDA:

REMUNERACIÓN		BENEFICIOS	
SUELDO BRUTO (COMPOSICIÓN VARIABLE)		SEGURO VIDA	
UTILIDADES		SEGURO MÉDICO	
MOVILIZACIÓN		TARJETA COMISARIATO	
OTROS		PLAN AUTO O AUTO	

OTROS BENEFICIOS

TIPO DE CONTRATO

PROYECCIÓN LOCAL E INTERNACIONAL

EMPRESAS EXCLUIDAS POR EL CLIENTE

ESTRATEGIA DE BUSQUEDA	
SECTOR DE REFERENCIA	COMPAÑÍA

Autorización Cliente   **Hunter Responsable**