



Recruitment and Selection of people based on skills: A permanent challenge for organizations

Recruitment and selection of people based on skills: A permanent challenge for organizations

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Summary

The recruitment and selection process is part of a set of policies that organizations use to supply people. It is from this perspective that this article analyzes the process of recruiting and selecting people based on skills. A descriptive and bibliographical study was carried out to describe, from the works consulted, the procedures used in the aforementioned process. It can be seen that the process of recruiting and selecting people follows some parameters for its implementation, namely: diagnosis of internal needs, financial provision, definition of the type of recruitment, determination of techniques and description of the skills to be examined in the act selection of candidates. Competency-based recruitment and selection allows organizations to add more value and achieve profit and competitive advantage.

Keywords: Recruitment, Selection and Skills.

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INTRODUCTION

We currently live in an era where organizations are experiencing several cyclical changes from an organizational, social, political, economic, cultural and technical-scientific point of view. The presence of this situation requires organizations to outline viable policies to materialize the strategic plan.

Therefore, part of the policies for the materialization of each organization's strategic plan is the process of recruiting and selecting people based on skills, since the success of organizations intrinsically depends on the commitment of competent human capital in all areas of life. organizational.

The process of recruiting and selecting people in organizations is one of the important phases with regard to the human resources provision subsystem. But for this aim to happen successfully, it is essential to value human and intellectual capital. The valorization of human and intellectual capital constitutes one of the essential elements for hiring competent staff capable of responding to the challenges that institutions face in the competitive market.

As human and intellectual capital is valued, the possibility for organizations to carry out a process of recruiting and selecting people based on skills increases. In this regard, Valuing human capital involves recruiting people who combine conceptual, attitudinal and cognitive skills.

This implies that, to guarantee the success of organizations, it is necessary to recruit people who have the skills that contribute to the materialization of the vision, mission, values and the fulfillment of the organizational objectives set out in the strategic plan of each institution. The following stand out as important elements in the selection of skills: Learning to Know, Learning to Do, Learning to Live Together and Learning to Be.

The recruitment and selection processes analyze the personal and professional characteristics of candidates.

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teachings to the job vacancy offered, thus resulting in an employee who meets the company's desired profile. In general, the selection process seeks to reach a conclusion by analyzing knowledge, skills, attitudes, personality and other factors that are linked to adaptation in the organization such as gender, physical size, height, address, ownership of a vehicle and age" (Coradini *et al*, 2009, p. 66, *apud* Birtet *et al*, 2021)

Notwithstanding the above, it is considered essential to incorporate the CHA understood as: Knowledge, Skills and Attitudes into the process of recruiting and selecting people in organizations. In other words, based on this element, effective recruitment and selection can be carried out, evaluating the aspects presented above.

In many cases, the managers responsible for carrying out the process of recruiting and selecting people have not observed the principles and actions that guide this activity. These often recruit and select candidates based on friendliness, cabritism, superior orders, familiarism, regionalism and use practices that undermine the quality of the process. As a result of these practices, good staff are lost who should directly contribute effectively to achieving organizational objectives.

When institutions do not observe good practices in the employee recruitment and selection process, the principles of good human resources management are jeopardized, resulting in dissatisfaction among users of the services provided, as well as the loss of institutional credibility. Consequently, companies do not end up achieving their goals, much less standing up to the main competitors in the competitive market. Considering the above, the following scientific question arises: In an increasingly competitive world, what practices should be considered for a skills-based recruitment and selection process?

The macro objective of this article is to analyze the process of recruiting and selecting people based on skills. Specifically, it is intended to present the references that address the process of recruiting and selecting people in organizations; Describe the recruitment and selection process as one of the subsystems of the process of providing people in organizations; Highlight the techniques used in the process of selecting people based on skills; and Identify recommended practices for a recruitment and selection process based on the valorization of skills.

From a methodological point of view in terms of objectives, the current research is descriptive, aiming to describe the process of recruiting and selecting people based on skills and from a technical point of view, bibliographical research was used with the purpose of collecting books , works articles that address the current topic, thus ensuring the construction of the literature review.

It is important to research the process of recruiting and selecting people based on skills in order to help organizations overcome the weaknesses they find in this area and contribute to achieving their objectives.

1. Literature review

1.1. The process of recruiting people

The process of recruiting people comprises a set of activities that organizations create to attract staff capable of developing actions aimed at fulfilling strategic planning. This process is part of the process of providing people in institutions, especially those that are for-profit (Bento *et al*, 2017, p. 4).

When talking about recruitment, it refers to the search for labor to supply the selection process of a given company, with the function of searching for people to meet the company's needs, attracting candidates with the appropriate profile for a given vacancy.

two We can therefore say that the recruitment of people takes place with the aim of seeking people with technical, cognitive and emotional skills in line with the purposes of each organization. This is necessary because the competitive market requires organizations to hire employees who better interpret the challenges of an increasingly dynamic and demanding world in the context of customer satisfaction.

In order for the process of recruiting people to be carried out, organizations are obliged to initiate a set of actions preceding said activity. This set of actions includes-
- the diagnosis of internal and external needs (the latter linked to the verification of the competitive market), market research and sources (which can be natural and legal persons).

Recruitment is based on the organization's present and future human resources needs. It consists of research and intervention on sources capable of providing the organization with a sufficient number of people necessary to achieve its objectives. It is an activity that has the immediate objective of attracting candidates from whom future participants in the organization will be selected (Chiavenato, 2002 p. 198, *apud* Benedict *et al.*, 2017, p. 4).

It is clear to say that recruitment is just one step in an entire process that ends with the hiring/selection of new employees. It is from this perspective that an in-depth study needs to be carried out in order to avoid errors in the performance of future employees of the contracting company. A well-started recruitment process will outline a halfway path to success in the candidate selection process.

Recruitment is the simple attraction of labor as this is not the culmination of an entire process of hiring employees. In other words, recruiting is advertising a job opportunity in a given company, with the aim of attracting people to the selection process (Pontes, 2010, *apud* Benedict *et al.*, 2017, p. 7).

Currently, large companies that need a qualified workforce invest in the quality recruitment process and then publicize vacancies to the entire job market. When job vacancies are announced on the labor market, it is a sign that the company operates with an organization open to receiving new workforce, which implies the injection of new blood towards the successful execution of activities.

Personnel recruitment aims to find, under the management of the HR sector, human resources inside or outside the organization with the intention of carrying out a series of processes in order to select among those recruited the best profile that meets the needs of the entity in relation to refers to the provision of services (Ferreira and Vargas, 2014).

Hiring a new workforce in companies is only possible with openness to the labor market. The recruitment of new staff is part of the set of processes that strengthen organizations, making the company closer to the community in which it operates.

It is clear to consider that the intention of recruitment is to bring together the greatest number of candidates so that the organization selects those who are most qualified (Stoner and Freeman, 1999, *apud* Ferreira and Vargas, 2014, p. 5).

1.1.1. Types of recruitment

In the context of organizations, recruitment is a process of three forms, namely: internal, external and mixed recruitment. In many cases, internal recruitment has been the most recommended option for organizations, as they only go external when the hiring institution does not have enough qualified candidates to fill available vacancies. In detail below, we will talk about the types of recruitment mentioned.

Internal recruitment

Internal recruitment refers to one that prioritizes hiring people who are part of the organization. This type of recruitment is one of the most commonly used procedures in companies to fill available vacancies. Through internal recruitment, organizations motivate their employees, since, through this process, employees feel like strategic partners of the company.

This type of recruitment provides companies with greater savings in terms of hiring costs as it is a low-cost procedure. It is crucial to encourage companies to carry out this type of methodology aims to motivate and retain existing employees.

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In the logic of Gil (2001, *apud* Bento *et al.*, 2017, p. 10), the internal recruitment and selection process aims to motivate employees, provide opportunities for the development of a professional career and add quality to the Company's products and services. These are the positive aspects involved in the process, however it is essential to be aware of the company's characteristics, culture and policies. A company that needs specialized labor, where it develops professionals for certain functions, may face problems if it frequently maintains internal movements.

It can be seen that the internal recruitment process helps to build employee loyalty by encouraging the same

We must carry out our duties with great care, dedication and professionalism. From this type of recruitment, the recruiting agent has few doubts about the candidates to be hired as he knows the candidates to be selected in advance and, in many cases, can resort to documents already existing in the institution's database and through the performance evaluations carried out cyclically.

Logically, the process of recruiting people within the company encourages good professional performance, in addition to saving money on recruitment agencies, advertisements, etc. It also means that the chance of successful selection tends to be more complex due to the fact that the organization already has knowledge about the candidate and has already been noticed by their boss (Ribeiro, 2005 *apud* Ferreira and Vargas, 2014, p. 7).

Internal recruitment is very important, as it helps to reduce costs, promote employees and improve the organization's internal image. When organizations apply internal recruitment, they send a message of trust to employees and they feel more valued and secure about the quality of the activities they offer.

In this context, companies should or should prioritize internal recruitment rather than external recruitment. The external can be adopted in cases where the organization does not have people in its internal environment who can fill existing vacancies.

When discussing this type of recruitment Chiavenato (1999, *apud* Araújo and Dias, 2008, p. 4) points out its advantages and disadvantages:

- Advantages: more economical for the organization, faster, has a higher validation rate security, is a powerful source of motivation for employees, takes advantage of the organization's investments in staff training and develops a healthy spirit of competition among staff.
- Disadvantages: can generate a conflict of interests, requires new employees to have conditions of development potential to be promoted and cannot be done globally within the organization.

Notwithstanding the above, we can consider that current organizations are advised to adopt internal recruitment with a view to valuing the company's existing human capital.

Internal recruitment has the benefits (Pontes, 2008; Limongi-França *et al*, 2002, *apud* Girardi *et al.*, 2011, p.7):

- a) Valuing the professionals who already make up the company;
- b) Prior knowledge of existing performance and potential;
- c) Professionals adapted to the organizational culture;
- d) Stimulation of self-development, preparation for promotion, Effective training, favorable climate for the development of knowledge; It is,
- e) Less time and cost.
- f)

External recruitment

External recruitment appears as an alternative to internal recruitment. In other words, when the contracting entity notices that internally there are no capable staff to fill existing vacancies in the company, opening a competition for the entry of new employees through the dissemination of information on its own channels.

Organizations use external recruitment as a way of renewing themselves through new employees with new experiences and thoughts that can help organizations that seek to increase their activities in a competitive way while remaining updated according to the demand that the market demands (Ferreira and Vargas, 2014, p. 7).

Considering the ideas of the authors mentioned above, we can conclude that:

- a) New employees can bring new ideas and perspectives to the organization. They can helping an organization see the world from a new perspective and find new solutions to problems.
- b) New employees can bring new experiences and knowledge to the organization. They help the organization stay up to date with the latest trends and technologies.
- c) New hires can help an organization renew and reinvent itself. They can bring new energy and enthusiasm to the organization.

In many cases, external recruitment is used to bring new blood into the organization and due to insufficiencies in the human resources sector internally. In this way, the

External recruitment is considered one of the important procedures in the people provision process despite being very expensive.

Mixed recruitment

Mixed recruitment is the process seen as a job promotion for employees, because the company gives priority to the entity's own employee to fill the vacancy offered, the company's employee will always have priority over the new employee. (Ferreira and Vargas, 2014, apud Nascimento *et al*, 2021).

A company never only recruits internally or externally, both complement each other, resulting in mixed recruitment, because when recruiting internally, the individual moved to the position needs to be replaced in their current position (Coradini and Murini, 2009, p. 65, apud Birth *et al*, 2021).

According to Chiavenato (2002, apud Ferreira and Vargas, 2014, p. 6), mixed recruitment can be adopted in three system alternatives:

a) External recruitment, accompanied by internal recruitment, in the event that it is not achieved desirable effects. Therefore, if the company needs already qualified and trained personnel, it introduces them from the foreign market. If they don't find candidates who fit their mold, they look among their own staff.

b) Internal recruitment, followed by external recruitment. Initially, the company offered ce chances of internal staff, if there are no suitable candidates, they move towards external recruitment.

c) External recruitment and internal recruitment simultaneously, that is, the company Firstly, attention is paid to filling the existing vacancy, whether through the use of existing human resources or the importation of personnel.

1.1.2. Phases of the recruitment process

A recruitment process that aims to be successful must be carried out following certain phases. These phases allow for quality in the process as well as respect for the established teams. Normally, the process of recruiting people always begins with diagnosing the needs that the company has and, as a result, identifying available vacancies, financial adoption to fill the vacancies and the possibilities that the process can provide.

In order to make this process more beneficial, companies must work directly with middle-line managers (tacit level) as they know the needs of each department as well as the vacancies that need to be filled.

Regarding the recruitment phases, Chiavenato (2009, apud Bento, 2017, p. 6) highlights three phases in the planning of this process:

a) Internal Research/Human Resources Planning - Refers to the internal survey of human resources needs of the organization in all areas and levels in the short, medium and long term. What the organization needs immediately in terms of replacing people and what its future plans for growth and development are.

b) External Market Research - Refers to market research, thus focusing on "specific targets", that is, it focuses on the candidate market to direct recruitment techniques.

c) Recruitment Techniques - Once internal and external research has been carried out, the next priority is to choose Learn the recruitment techniques that constitute the last phase of planning that will be covered in external recruitment below.

The previous phases work cyclically, that is, they all work in an interconnected way, allowing each of them to be successful.

In the case of the internal research/human resources planning phase, it is considered crucial as it carries out an in-depth analysis of the organization's internal needs from a human resources point of view.

At this stage, the heads of departments/sections present their needs at the strategic level and this in turn selects those that are in accordance with the company's mission, vision and objectives without compromising the availability of financial resources.

The market research phase is another important step in the people supply process when it comes to external recruitment. At this stage, managers embark on a more in-depth research process in the human resources market, seeking a new workforce based on the needs already designed in the previous stage.

Large companies have departments/sections that take care of the research process in the

market and do so permanently. These departments work permanently to identify potential candidates to join the organization's staff, that is, considering skills in the first instance.

1.1.3. Recruitment Sources

Chiavenato (1999, p. 54, *apud* Araújo and Dias, 2008, p. 4) presents two important studies for carrying out the recruitment process in organizations, namely:

- External research: corresponds to research into the human resources market in order to segment it to facilitate your analysis;
- Internal research: corresponds to research on the organization's needs in relation to human resources and what policies the organization intends to adopt in relation to its personnel.

In the case of external recruitment, the sources are diverse. The adoption of external recruitment sources will depend on the strategies and policies of each organization depending on the objectives it intends to achieve. Some companies, in order to carry out external recruitment, establish a set of agreements with several institutions, such as universities and professional training centers.

The authors Limongi-França and Arellano (2002, *apud* Ferreira and Vargas, 2014, p. 8) highlight the following sources of external recruitment:

- Ads in visible locations of the company;
- Institutional organizations: schools, universities and colleges, technical courses;
- Advertisements in newspapers, magazines, etc.; querying the company's own database, that is, records of previous selection processes or candidates who present themselves spontaneously;
- Contact with unions and associations; registration of other recruiters;
- Exchange between companies; specialized websites; website of the organization or agency itself

1.2. People selection process

The selection of people is the phase that follows after completing the essential phases of recruitment, in the case of analyzing needs, designing positions, defining the type of recruitment and advertising vacancies in the appropriate media. Selection is considered by many to be the primary step in the process of providing human talent.

It is important that organizations adopt policies and strategies that provide for a skills-based selection of employees. When clear policies are adopted in the people selection process, it becomes possible to hire employees with strong technical, cognitive and affective skills. Consequently, the mission, vision, achievement of strategic objectives and competitive advantage over the main competitors are achieved.

The selection works as a filter that allows only those people who present characteristics desired by the company to join the company. At a time when competition is a factor present in organizations, the competition for professionals with quality and who add value are determining factors in the quality differential of companies. Recruitment and selection become fundamental tools for achieving this success. (Benedict *et al.* 2017, p. 4),

In times of intense competition, organizations must rely on qualified professionals who bring added value. In this context, the selection **dog** It becomes a fundamental tool to ensure the company's success. The selection **dog** It is a complex process that requires care and planning. The organizations must clearly define the needs and selection criteria for open positions. Furthermore, reliable and efficient selection methods must be used.

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1.2.1. Selection of people based on skills

Competency-based selection is a recruitment approach that focuses on skills needed to perform successfully on the job. Competencies are defined as a set of knowledge, skills, attitudes and behaviors that allow a person to complete a task or function effectively.

We can define competencies as sets of skills, knowledge, capabilities, behavioral characteristics and other attributes that, in the correct combination and within the right set of circumstances,

circumstances, achieve desired results (Wecker and Froehlich, 2017, p. 2, *apud* Dellamora and Rodrigues, 2011).

It can be understood that organizational competencies are attributes (knowledge, attitudes, values, technologies and strategies) belonging to companies. And it is the strengthening of these that produces competitive advantage and control over the environment. The influence of individual and organizational skills is mutual (Wecker *et al*, 2017, p. 4).

The skills-based selection process is a more effective approach than traditional selection, which focuses mainly on candidates' backgrounds and qualifications. Competency-based selection allows organizations to evaluate candidates based on their real ability to perform their duties, regardless of their training or experience.

Selection by Competences is one of the new ways of conducting the selection process. The specificity of Selection by Competences is the mapping of competencies, the set of knowledge necessary for the professional who wishes to occupy a certain position, considering that such knowledge must support the achievement of organizational competencies (Carvalho, 2008, *apud* Girardi *et al*, 2011, p. 9).

Considering the position taken by the authors mentioned above, we understand that selection by skills in organizations begins first with analysis and description of the position that will be competed for by the candidates and, in this context, the candidate who presents the necessary knowledge to perform the position is selected.

In the view of Chiavenato (2009, *apud* Santos, 2019, p. 104), a position is a set of functions (tasks or activities) with a defined position in the organizational structure, which corresponds to a set of duties and responsibilities. Your position on the organizational chart defines your hierarchical level and relationships with other positions.

Thus, the job analysis process precedes the recruitment and selection of workers, that is, before recruiting workers, companies first seek to analyze and describe the positions to be filled by potential candidates. Companies select candidates based on the requirements of the position and the respective functions to be performed.

In an increasingly globalized world, it is essential to map a set of skills inherent to the people selection process. Therefore, there are several skills that candidates need to have in order to fill the vacancy proclaimed by the recruiting entity.

1.2.1.1. **Some skills to consider in the people selection process**

The adoption of skills in the employee selection process depends fundamentally on each company, as each organization has its own mission, vision and strategic objectives. These elements largely determine the type of people to be selected and what skills they must possess.

In general, selection based on skills allows companies to improve their performance in the competitive market, generating competitive advantage, maximizing production and results.

Giudice's approach (2012, *apud* Camargo and Azevedo, 2019) mentions three fundamental skills that must be considered in the people selection process, namely: Knowledge, Skills and Attitudes "CHA". The author explains these skills as follows:

- Knowledge is that which people accumulate according to their lived experiences. are information and serve as a basis for decisions to be made, it is knowledge;
- Skills are knowing how to do, carrying out a certain activity, using knowledge acquired in a productive and organized way;
- Attitudes are the knowledge of how to make things happen, they are the individual's determination to use their knowledge. skills and abilities to perform the tasks assigned to him.

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These skills are fundamental for the company to achieve its objectives. In the case of knowledge competence, it must be respected since you should not hire a person who does not have this capacity, as this will harm the performance of the organization itself.

Knowledge and skills are related to techniques and attitudes with the behavioral factor. such. Technical skills are everything a professional needs to know to perform their role, their training, languages and even the speed and flexibility in resolving the activities of their role. Behavioral skills refer to your differential, your leadership and innovation capacity, among others (Giudice, 2012, *apud* Camargo and Azevedo, 2019).

The knowledge-skill-attitude (CHA) trinomial refers to the idea of knowing, knowing how to do and wanting to

do, respectively. The first two are technical skills and the last behavioral (Leme, 2009).

We can thus say that knowledge and skills are technical skills, while attitude is a behavioral skill. Technical competence refers to the specific knowledge and skills required to perform the task. Behavioral skills refer to the ability to act and react effectively in different situations.

When companies look for people with skills such as knowledge, skills and attitudes in the human resources market, they have a greater chance of carrying out their activities successfully. Therefore, it is always important to select people who add value to the company.

During the candidate selection phase, individual skills may also be considered, that is, considering the personality traits of each individual would be of added value to the organization. Among the individual skills to be considered in the people selection process, we can highlight:

- Communication: the candidate's communicative ability must be assessed, since communication is one of the fundamental aspects in the strategic management of organizations and, nowadays, employees must be good communicators.
- Leadership: concerns the candidate's ability to direct and organize their activities. Employees must also know how to assume the group's aegis at any time during activities;
- Creative: taking initiatives when faced with new and different activities. This implies putting Practice new skills and solve insurgent problems.
- Proactive: the employee to be hired must foresee situations beforehand, that is, have a vision about what can happen to reduce uncertainty.
- Innovative: bringing new ideas to the organization *modus fazendi*, since innovation brings benefits and gains maximizing profits, customer satisfaction and the consequent achievement of competitive advantage.

Regarding individual competencies, the authors Fleury and Fleury (2001, *apud* Camargo and Azevedo, 2019) believe that individual skills are a set of knowledge, such as: knowing how to act, knowing what and why, judging and deciding, mobilizing resources, knowing how to communicate and transfer knowledge, knowing how to develop, learning, knowing engage, take risks, know how to be responsible and still have a strategic vision. To generate skills, it is necessary to communicate and use knowledge.

1.2.1.2. Competency-based selection techniques

According to Chiavenato (2010), selection techniques are used to provide objective information about the candidate's skills, which if analyzed in daily work would take longer to obtain. The main techniques are: selection interviews, knowledge or ability tests, psychological tests and simulation techniques.

When selecting people based on skills, several techniques can be used. Among the techniques most applied in the people selection process, the following stand out:

a) Selection Interview

The interview is certainly the most used technique in all organizations, it has numerous applications, from a preliminary interview for recruitment, performance interview, social interview, to dismissal interview, which could be a support for employment policies. human resources administration of organizations (Guimarães and Arieira, 2005, *apud* Baylão e Rocha, 2014, p. 9).

For Chiavenato (2009, *apud* Baylão and Rocha, *ibidem*, P. 11) the selection interview presents some important phases:

Interview preparation: Whether with an appointment or not, you need to have preparation or planning that determines some aspects such as: specific objectives of the interview; the type of interview; **Environment preparation:** It deserves special emphasis to neutralize possible noise or external interference that could harm the interview. The physical environment must be private and comfortable, free from other people and the psychological environment must be pleasant and cordial, without fears or fears, without time pressure, coercion or impositions; **Interview processing:** It constitutes the fundamental stage of the process, in which the information desired by both (interviewee and interviewer) is exchanged. **Interview content:** constitutes the material aspect, that is, the set of information that the candidate provides about themselves; **Candidate behavior:** constitutes the formal aspect, that is, the way in which the candidate behaves and reacts within the situation.

Considering the relevance of the interview in the selection process, the hiring company must seek

professionals who know how to guide this activity well. Preferably they are people with extensive experience in the human resources management process or related areas. The team of interviewers must be made up of people with peculiar characteristics and knowledgeable about the necessary requirements of the positions to be filled.

Among the characteristics that interviewees must possess, the following stand out:

- Have theoretical and practical knowledge of the areas to be occupied;
- Master and interpret candidates' responses;
- Interpret subjective responses;
- Be empathetic with the interviewee;
- Have enough professionalism to avoid sentimentality towards the candidate;
- Control and guide the interview activity (do not let the candidate guide the interview);
- Assess and prove the skills presented by the candidate's resume whether they are true or

no.

B) Knowledge tests

Knowledge or ability tests are instruments to objectively evaluate knowledge and skills acquired through study, practice or exercise. They seek to measure the degree of professional or technical knowledge required by the position, as well as the degree of capacity or skill for certain tasks (Bayilão and Rocha, 2014, p. 11).

The author emphasizes that selection tests are classified according to the way in which the tests are administered in oral and written form; regarding the area of knowledge, the tests can be: general tests and specific tests; regarding the way the tests are prepared, they can be: traditional tests and objective tests (Bayilão *et al, ibidem*).

We understand that knowledge tests must meet the competitor's area of training as well as the requirements of the position for which they are applying. The questions must be much more specific and clear in order to promote greater understanding when taking the knowledge test.

Before and during knowledge tests, a set of rules must be observed and these must be applied according to the reality of each organization. But in general, when carrying out knowledge tests the following rules must be observed:

- Preparation of the physical space long before carrying out the activity (lighting, ventilation, etc.)
- Publication of lists of candidates to be submitted to the tests, preferably one week before;
- Pedagogical didactic guidance (some content topics can be published);
- Presentation of candidates' identification documents before accessing the room;
- Maintain control of candidates during the test (avoid murmurs, conversations, prohibition of some objects such as telephones, strange papers, etc.);

c) Psychological tests

The test is generally used to serve as a basis for better understanding people in employment decisions, career guidance, professional assessment, personality diagnosis, etc. Its function is to analyze these samples of human behavior by examining them under standardized conditions and comparing them to standards based on statistical research. Psychological tests are based on people's individual differences, which can be physical, intellectual and personality. They analyze how much an individual's abilities vary in relation to the set of individuals taken as a standard of comparison (Bayilão *et al, 2014, p. 11*).

1.2.2. Stages of the skills selection process

As with the recruitment process, the selection of people by competence follows a set of steps that can provide greater effectiveness and efficiency in the application of the selection process. teaching people based on skills.

Accordingly, the process of selecting employees by competence begins by defining the type of recruitment that the company intends to carry out, that is, considering in the first instance the types of recruitment that can be internal, external or even mixed.

When referring to the selection stages based on skills, Wecker and Froehlich (2017, p. 6) present ten fundamental steps for this process to be carried out very effectively. These steps are presented in the table below.

Table 1 – Stages of the process of selecting people by skills.

Stage	Step description
Definition of the type of recruitment: internal, external or mixed	Recruitment can be carried out only with company employees, with candidates available on the market or there can be a combination of these two audiences;
Advertising the vacancy and receiving CVs	The best ways to publicize the vacancy are identified accordingly and CVs are received;
Analysis of CVs	CVs are analyzed according to the profile sought;
Contact with candidates / Screening interview	Candidates selected for the process are contacted and, in this initial contact, an interview may be carried out to identify basic information over the phone;
Application of knowledge or profile tests	Tests are carried out based on the profile desired by the position, which can be technical/theoretical (knowledge) or behavioral (profile);
Group dynamics	Group dynamics are carried out to analyze the behavior of participants in a group;
Individual interview	The individual interview details the candidates' knowledge and personal information, in addition to identifying each person's skills;
Candidate analysis	Based on interviews and contacts with candidates, HR, together with the area manager, analyzes each one of them comparing with the profile desired by the company/role;
Human Resources Opinion	Through the analysis carried out, HR reports its opinion on the profile of each candidate;
Definition of the candidate selected by the manager	After having analyzed and given an opinion on each candidate, the manager defines which of them has the appropriate profile.

Source: Adapted from Wecker and Froehlich (2017, p. 6).

The steps outlined above are important in selecting people by skills and each one is complemented by the other. In the case of the last three stages (Analysis of candidates, Human Resources Opinion Definition of the candidate selected by the manager) they are considered the most crucial, since they are the final stages.

The Human Resources opinion stage is fundamental in this entire process. The head of the Human Resources Area must be more professional, avoiding all the pressure placed on him by other people, whether from the internal or external environment. In many cases, HRs have not been fair in the final selection of candidates and end up selecting people based on affinity, friendliness, flattery and even familiarity.

As a result of the position taken by the head of the Human Resources Area, the strategic level manager (General Director or PCA) makes a decision regarding the selection of candidates who present the requirements to fill the existing vacancy. This decision is based on the work already done by HR.

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In companies that have more freedom regarding the actions of the departments, the Manager at this stage only proceeds with the promulgation of the results and no longer carry out in-depth verification, as is done in the Human Resources Area.

Therefore, these steps contribute to making a decision with a better basis in analyzing the candidates. After all, it is through the hiring decision that the company will or will not have the skills to achieve its strategic objectives (Wecker and Froehlich, 2017, p. 6).

two. Methodology

This research takes a look at the competency-based recruitment process. For its effective

tivation, a descriptive research was carried out with the aim of studying in depth the topic under discussion. It can therefore be said that descriptive research is one that describes the peculiarities of a particular phenomenon, allowing the establishment of relationships between study variables (Gil, 2002, P. 41, *apud* Menezes *et al*, 2019, p. 33).

The following are the keywords of this article: recruitment, selection and competence. Based on these terminologies, searches were carried out in the specialized literature of the authors who address the process of recruiting and selecting people based on skills.

From the point of view of technical procedures, we carried out a bibliographical research that, according to Menezes, *et al* (2019, p.37) uses bibliographic sources or elaborate material, such as books, periodical publications, scientific articles, various printed materials or even texts extracted from *Internet*. To carry out this procedure, several reference scientific articles were researched that mention the process of recruiting and selecting people based on skills.

3. Discussion of results

After having studied in detail the process of recruiting and selecting people based on skills, it was understood that it is always necessary for companies to pay close attention to this aspect. It became evident that when good practices are not observed in the people provision process, organizations do not achieve their objectives successfully.

Another notable element was the need to carry out studies on the human resources market to enable the recruitment of candidates who bring together a set of knowledge, skills and attitudes and, aiming to add quality to the services provided. However, before this procedure, companies need to carry out a diagnosis of internal needs regarding the possibilities of acquiring a new workforce, that is, listening to departments about their needs when it comes to hiring new staff. Financial conditions must also be taken into account, since attracting new members requires high financial costs.

It is also important to highlight that the decision on the type of recruitment to carry out will depend on the company's needs and the financial resources available. Based on this assumption, recruiters decide to carry out recruitment that can be internal, external or even external.

Therefore, the literature consulted confirms that in the selection process, skills can be identified by carrying out selection interviews with candidates, knowledge tests, group dynamics, simulation, psychological tests and others that the entity wishes to carry out. To do this, the skills that will be required of candidates must be defined in advance.

4. Final considerations

The competitiveness that exists in today's world forces organizations to adapt policies and strategies that allow the pursuit of objectives. Part of this set of policies and strategies is the process of recruiting and selecting people based on skills. In this process, institutions (especially those of a profit-making nature) must always involve people with knowledge, skills and attitudes in their activities.

Recruitment and selection based on skills constitutes an important milestone in organizations, as through these two processes it is possible to attract quality candidates by bringing viable solutions to the main challenges of the competitive market. In this way, the recruitment and selection process is considered as the decisive steps within the people provision subsystem.

To carry out a process of selecting people based on skills, it is first necessary to carry out a diagnosis of the company's needs, determine costs, define the type of recruitment to be carried out, define selection techniques and describe the skills that will be researched. in the candidates available in the human resources market.

Therefore, we consider that the recruitment and selection of people based on skills favors organizations

organizations achieve their mission, vision, values and strategic objectives, as the success of activities

This is measured through the quality that employees present. Therefore, the more a selective process

that values skills is carried out, the more possibilities companies will have in terms of maximizing

production, obtaining profit and competitive advantage.

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