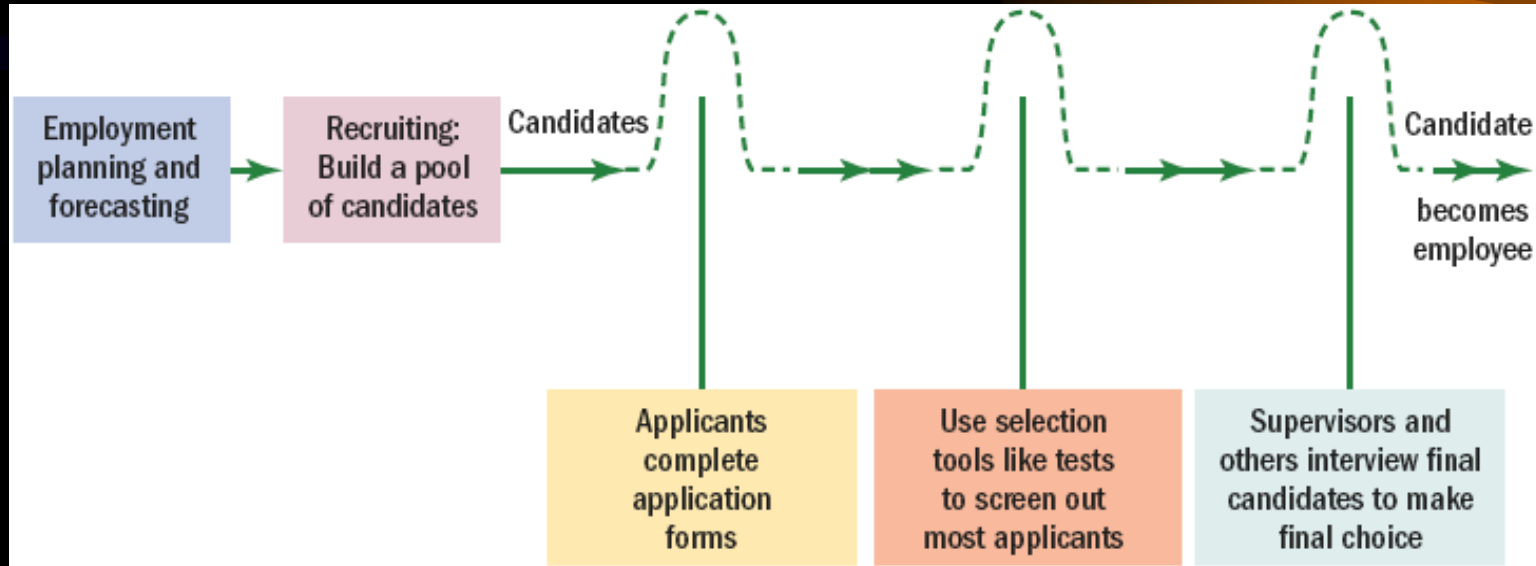


Recruitment

Recruitment is the process of generating a pool of qualified candidates for a particular job. The firm must announce the job's availability to the market and attract qualified candidates to apply. The firm may seek applicants from inside the organization, outside the organization, or both.

Steps in Recruitment and Selection Process



The recruitment and selection process is a series of hurdles aimed at selecting the best candidate for the job.

Figure 5-1

Effective Recruiting

- External factors affecting recruiting:
 - Looming undersupply of workers
 - Lessening of the trend in outsourcing of jobs
 - Increasingly fewer “qualified” candidates
- Internal factors affecting recruiting:
 - The consistency of the firm’s recruitment efforts with its strategic goals
 - The available resources, types of jobs to be recruited and choice of recruiting methods
 - Nonrecruitment HR issues and policies
 - Line and staff coordination and cooperation

Recruitment Plan

- Recommending policies to top mgmt.
- Develops strategies and procedures for advertising openings
- collects information from applicants
- screens the information

Recruitment Strategy



- Where
- How
- Entry Positions
- Use of Effective Recruiters

Strategic Choices



- To focus recruiting efforts on minorities
- To “make” or “buy” employees
- On budget allocation
- To explore unpopular labour sources
- To which internal vs. external recruitment methods are used

Internal Advantages/Disadvantages

- Employees familiar with organisation
- Lower recruiting and training costs
- Increase morale of motivation of employees
- Probability of success increases
- Political Infighting
- Inbreeding
- Morale Problems

External Advantages/Disadvantages

- New ideas and approaches
- No prejudices
- Level of skills and abilities not available in current organisation
- Employee may not “fit”
- Lowered morale and commitment
- adjustment takes longer

Evaluating the Process



- Are the yield ratios acceptable
- Are the recruiting advertising effective
- Are the procedures for collecting/storing information designed to avoid unnecessary inconveniences
- Are the criteria used for screening applicants appropriate
- What is the org's image and can it recruit people

Managing Recruiting Operations



- Incoming applications/resumes must be logged in at some central point
- Activities at important points in the recruitment pipeline must be recorded for each candidate at the same central points
- Acknowledgements and “no interest” letters must be entered against the candidates’ central records
- Offers, acceptances, and the terms of employment must be recorded to open personnel requisitions

Internal Recruiting



- Skills Inventory
- Job Posting and Bidding
- Referrals

External Recruiting



- School and College Recruiting
- Unsolicited Applications
- Media Advertisements
- Public/Private Employment Agencies
- Executive Search Firms
- Former Employees
- Internships

Alternatives



- Overtime
- Temporary Help
- Subcontracting
- Employee Leasing/Staff Sourcing