

Chapter 5: Recruitment

Recruitment: The process of attracting and finding capable individuals to apply for employment and to accept job offer if/when one is made to them.

- Includes all activities by an organization that affects an applicant's decision to apply for and accept a position.
- Can be *purposefully* or *unintentionally*
- Process begins when new recruits are sought and ends when applications are submitted.

Selection: involves the identification of candidates from a pool of recruits who best meets requirements, using tools such as:

- Application Blanks
- Tests
- Interviews

Responsibility for recruitment relies with the human resource department.

Large organizations recruit almost frequently, they often hire specialists called *recruiters*.

It is not just about getting large number of recruits but selecting the RIGHT kind of recruit.

Strategic Importance of the Recruitment Function

Most important HR and organizational activities affected by recruitment are:

1. *Gaining Competitive Advantage from Human Capital:* need highly skilled and motivated workers.

2. *Reaping the Benefits of Diversity Management:* can add flexibility and additional capabilities in some instances.

3. *Focusing on Employee Development:* Hire internally/externally?

4. *Investing Resources into Recruitment:* how much the budget is greatly affects the quality of recruits and the overall effectiveness of recruitment activity.

Internal Versus External Recruiting:

Internal

Pros:

- Employee is familiar with the organization and its culture.
- Lower recruitment costs
- Employee is "known" to the firm
 - this improves the organization's ability to predict the person's success in the new job
- Improves workforce morale and motivation

Weaknesses:

- Internal rivalry and competition for higher positions
- can reduce interpersonal and interdepartmental cooperation
- No *new blood* is brought into the system, which can prevent creative solutions from emerging
- Poor morale (leading to possible turnover) of employees who were not promoted

External

Pros:

- Organization is able to acquire skills or knowledge that may not be currently available within the organization
- Newer ideas and novel ways of solving problems may emerge

Weaknesses:

- Newcomers may not fit in with the organization and into its culture
- (person-organization fit)
- Newcomers take a longer time to learn about the organization's
 - Culture
 - Policies
 - Practices
- Usually, hiring from the outside is more expensive
- Lowered morale and motivation levels of current employees who don't see any career growth possibilities within the firm

Choices must be made on who the recruiter will be such as:

- HR Professionals: may be understanding of the organization but not of specific job details.
- Line Managers: may know details of job and company but not necessarily career development opportunities.

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- Co-Workers: may understand the job very well but not necessarily the organization or career paths to the same knowledge of the HR professional.

Constraints on Recruitment:

1. Organizational Policies: internal policies that affect recruitment, such as:

- Promote-from-within policies
- Compensation Policies
- Employment Status Policies
- Internal Hiring Policies

2. Human Resource Plans: A firm's overall plan to fill existing and future vacancies, including decisions on whether to fill internally or recruit from the outside.

3. Employment Equity/ Diversity Management Programs: recognizing differences among employees belonging to heterogeneous groups and creating a work environment in which members of diverse groups feel comfortable.

4. Recruiter Habits: the propensity of a recruiter to rely on methods, systems or behaviours that led to past recruitment success.

5. Environmental Conditions: external conditions strongly influence recruitment.

- Leading Economic Indicators
- Predicted versus Actual Sales
- Employment Statistics

6. Job Requirements:

- best and most experienced is usually the most costly.
- Someone with ten years experience is often not more qualified as someone with one year.
 - They may have ten years of doing the same thing.

7. Costs: Expenses related to attracting recruits.

- Recruiting for several jobs simultaneously may reduce costs greatly.

8. Inducements: Monetary, nonmonetary, or even intangible incentives used to attract recruits. Often necessary to stimulate recruits' interests.

- Problematic if, all major employers are using certain inducements
 - ex: flextime, nobody coming into the office.
- Not all inducements have to be monetary!!

Applying for a Job:

Resume: a brief voluntary listing of applicant's work experience, education, personal data and other information relevant to the job. First thing an employer will see.

Job Application: A company's form completed by a job applicant indicating their contact information, education, prior experience etc. May seem repetitive but it comparable across all candidates (easy for employer)

Need for an application:

- Name and Address
- Employment Status
- Education and Skills
- Work History
- References
- Signature Line

Recruitment Methods

1. Walk-Ins and Write-Ins:

- *Walk-ins*: job seekers who drop off resume or complete job application form.
- *Write-ins*: are those who send in a written inquiry by either mailing in their resume or completing a job application online.

2. Employee Referrals: recommendations by present employees to the recruiter about possible job applicants for a position.

- Excellent and legal recruitment technique
- Will often have similar work habits and work attitudes to the referee

3. Advertising: describes the job and the benefits, identify the employer and tell those who are interested how to apply. Ads that solicit job applicants for a position.

- For jobs that are continuously recruiting a billboard is a good option.

Blind Ads: Job ads that do not identify the employer.

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4. The Internet:

- Cost effective distribution of information
- Weeds out unsuitably job candidates.

5. Human Resource and Skills Development Canada (HRSDC): works to improve the standard of living and the quality of life all Canadians by promoting a highly skilled and mobile workforce as well as an efficient and inclusive labour market.

- Federal Agency provides programs and services.
- Job Bank: provides a comprehensive database of thousands of jobs and work opportunities available across Canada.
- Working in Canada Website:
 - Helps Canadians chose career paths
 - Explore educational options
 - Prepare for job searches and interviews

6. Private Employment Agencies: helps employers find capable applicants.

7. Professional Search Firms: Agencies that, for a fee, recruit specialized personnel for a company.

8. Educational Institutions: High schools, technical colleges, community colleges, universities where applicants for job positions are sought.

Alumni Association: associations of alumni of schools, colleges or other training facilities.

Campus recruiters have to be well informed, honest and skilled.

9. Professional Associations

10. Labour Organizations

11. Canadian Forces

12. Temporary-Help Agencies

13. Departing Employees: agencies that provide supplemental workers for temporary vacancies caused by employee leave, sickness, etc.

14. Departing Employees: try to “buy-back” employees as they are resigning, ex: compete with competition.

15. Open House

16. Job Fairs

Other Approaches

- Applicant Tracking System (ATS): databases of potential candidates that enable a good match between job requirements and applicant characteristics and also enlarge the recruitment pool.
- Contingent/Contract/Leased Workers
 - Employee Leasing: The practice of hiring previously trained employees for extended periods of time, generally longer time frames than temporary workers.
- Direct Mail Solicitations
 - Direct Mail Recruiting: recruitment targeted at specified population segments of regions using a variety of means.
- Recruitment Abroad: helpful to secure skilled hard-to-find employees.

Evaluating the Recruitment Function

- Cost per Hire
- Quality of Hires and Cost
- Offers-Applicants Ratio
 - Gives a better idea of overall quality of applicant pool.
- Time Lapsed per Hire