

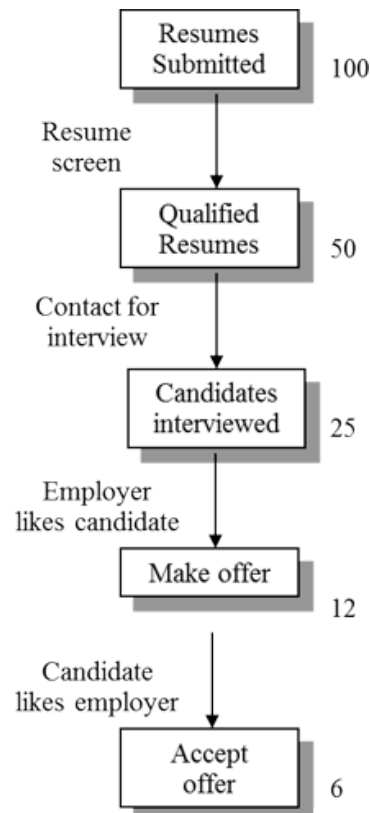
Recruitment Process Database

Most organizations have a recruitment process database that includes the:

- Applicant qualifications including experience, education, and security clearance; and
- Status in the interview process including:
 - When is the interview scheduled?
 - What are the interview results? Will you extend an offer, request a second interview, or reject the applicant? If you reject the candidate, what is the reason?
 - What is the candidate's response to offer? Did he/she accept the offer? If so, what is the start date? Did he/she reject the offer? If so, what is the reason code?

The recruitment process database summarizes information to provide reports, historical records, and statistics including the employee hiring profile:

- Number of employees hired each month
- Number of employees hired versus number of applicants interviewed
- Number of employees accepting offers versus number of offers extended
- Reasons why employees are not extended offers such as not technically qualified, want too much money, career objective is not consistent with available position, and unable to obtain security clearance



It is not uncommon to find each step reduces the applicant pool by 50%.

New Employee Orientation

Once a new employee accepts the offer, the orientation process begins. Orientation is the process of teaching new employees about the organization, the company culture, and his/her roles and responsibilities. This is a critical first step in adding personnel to your staff. It is important not to cover too much material in the first day or even first several weeks. Spread the material over the first six to twelve months. Many employees in a variety of roles, including the supervisor, team leader, HR, buddy, configuration manager, are required to support this process. It is recommended that you create a checklist with the topic and who provides the training.

Orientation topics may include: career outline, computer aided software environment (CASE) tools, charge numbers, configuration management, culture, customer organization, educational opportunities, emergency phone list, facilities, flexible time, holiday schedule, library, matrix management, memorandum guidelines, merit planning, mobility, overview of the organization, performance evaluations, position responsibilities, process improvement assessments, project overview, quality assurance, ranking criteria, resume standards, skills inventory, support services, timecards, and training.

The supervisor responsible for: charge numbers, career paths, the ranking criteria within the organization, merit planning actions, organization overview, position responsibilities, and timecards.

Many organizations develop and use an Orientation Notebook, and assign a buddy to help the new employee. He/she is someone who has been in the organization for several years and can be in daily contact with the new employee. A team leader is a good choice. The buddy is the first source of information if the new employee has questions and can describe the use of support organizations such as the finance, payroll, phone system, data systems support, and facilities.

Item	Topic	Supervisor				Sponsor				Brown Bag Sessions	Orientation Book
		P R E	D A Y 1	W E E K	M O N	P R E	D A Y 1	W E E K	M O N		
1	Career Outlook (How to get ahead)			X							Career Information Hdbk Excerpt for SW Engineering
2	CASE									CASE Committee (twice per year)	

Retention Strategies

Effective retention is 50% of recruitment! It is important that employers know what is important to employees today. University of Michigan led a study in 1995. The study asked managers from 3500 companies to define and rank what was most important to their employees. These managers chose the following ordered list:

Manager's List

1. Job security
2. Wages
3. Appreciation
4. Feel in (kept informed)
5. Interesting work
6. Work conditions
7. Growth

8. Tactful discipline
9. Sympathy toward personal problems
10. Loyalty (working relationships with peers & managers, no politics)

Then employees were asked to rank the same list. Loyalty moved up to number 1 and wages moved down to number 5.

Employee's List

1. Loyalty (working relationships with peers & managers, no politics) (Moved up 9 places)
2. Appreciation (Moved up 1 place)
3. Interesting work (Moved up 2 places)
4. Job Security (Moved down 3 places)
5. Wages (Moved down 3 places)
6. Tactful discipline (Moved up 2 places)
7. Feel in (kept informed) (Moved down 3 places)
8. Growth (Moved down 1 place)
9. Work conditions (Moved down 3 places)
10. Sympathy toward personal problems (Moved down 1 place)

Then employees were asked what list they would present to their manager; 74% modified the list and moved wages to number 1!

There are a number of retention strategies. This chart lists over 100 strategies as reported by students.

Retention Excel Spreadsheet (XLSX attached to the same item as this PDF in Blackboard).