

Recruitment

Meaning of Recruitment

Recruitment means announcing job opportunities to the public and stimulating them in such a way so that a good number of suitable people will apply for them. Recruitment is the process of discovering the potential for actual or anticipated organizational vacancies.

It is a process of accumulation of human resources for the vacant positions of the organization.

Recruitment refers to the process of attracting, screening, and selecting qualified people for a job at an organization or firm.

Definition of Recruitment

According to Keith Davis, "Recruitment is the process of finding and attracting capable applicants for employment. The process begins when new recruits are sought and ends when their applications are submitted."

According to Edwin B. Flippo, "Recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in the organization."

Objectives of Recruitment

- Creating a large talent pool of candidates to ensure the organization can hire the best employee.
- Finding people who will fit in with the company culture and contribute to the organization's goals.
- Reducing the likelihood that a candidate will leave after a brief time by finding the right employee for the position the first time around.
- Meeting the organization's diversity and social commitments by selecting candidates based solely on their merits and the way they fit in with the company values, goals and culture.

- Improving the company's reputation through fair, unbiased and effective hiring practices. Expediting the future recruitment and selection process and reducing costs by gathering a large pool of talented candidates who may be interested in future vacancies.
- Improving and streamlining the recruitment and selection process, including expediting future job analyses for similar positions.
- Evaluating the effectiveness of different recruiting and sourcing techniques and sources for job applicants.

Sources of Recruitment

Internal Recruitment	External Recruitment
1. Promotions	1. College recruitment
2. Transfers	2. Competitors and other firms
3. Employee Referrals	3. Employment agencies
4. Former Employees	4. Labour unions
5. Retrenched Employees	5. Executive search firms
6. Compassionate appointments	6. Professional associations
	7. Internet recruitment
	8. Media sources

Two types of sources of recruitment are available such as;

- Internal Sources (present employees, employee referrals, former employees and previous applicants), and

- External Sources (trade associations, advertisements, employment exchanges, campus recruitment, walk-ins and write-ins, consultants, radio and television, competitors and Erecruiting, etc.).

Internal sources indicate recruiting qualified people from within the organization itself (from the present working force). When reference is made to the number of employees already employed by the organization, we speak of the internal supply. Whenever any vacancy occurs, someone from within the organization is upgraded, promoted or transferred to another department also goes into the category of an internal source of recruitment.

External recruitment is concerned with generating a pool of qualified candidates through external sources of employment.

The external sources of recruitment include – employment at the factory gate, advertisements, employment exchanges, employment agencies, educational institutes, labor contractors, recommendations, etc.

Internal Sources of Recruitment

1. Promotions:

The promotion policy is followed as a motivational technique for the employees who work hard and show good performance. Promotion results in enhancements in pay, position, responsibility and authority. The important requirement for implementation of the promotion policy is that the terms, conditions, rules and regulations should be well-defined.

2. Retirements:

The retired employees may be given the extension in their service in case of non-availability of suitable candidates for the post.

3. Former employees:

Former employees who had performed well during their tenure may be called back, and higher wages and incentives can be paid to them.

4. Transfer:

Employees may be transferred from one department to another wherever the post becomes vacant.

5. Internal advertisement:

The existing employees may be interested in taking up the vacant jobs. As they are working in the company since long time, they know about the specification and description of the vacant job. For their benefit, the advertisement within the company is circulated so that the employees will be intimated.

Benefits of Internal Sources of Recruitment:

1. The existing employees get motivate.
2. Cost is saved as there is no need to give advertisements about the vacancy.
3. It builds loyalty among employees towards the organization.
4. Training cost is saved as the employees already know about the nature of job to be performed.
5. It is a reliable and easy process.

Limitations of Internal Sources of Recruitment:

1. Young people with the knowledge of modern technology and innovative ideas do not get the chance.
2. The performance of the existing employees may not be as efficient as before.
3. It brings the morale down of employees who do not get promotion or selected.
4. It may lead to encouragement to favoritisms.
5. It may not be always in the good interest of the organization.

External Sources of Recruitment

1. Press advertisement:

A wide choice for selecting the appropriate candidate for the post is available through this source. It gives publicity to the vacant posts and the details about the job in the form of job description and job specification are made available to public in general.

2. Campus interviews:

It is the best possible method for companies to select students from various educational institutions. It is easy and economical. The company officials personally visit various institutes and select students eligible for a particular post through interviews. Students get a good opportunity to prove themselves and get selected for a good job.

3. Placement agencies:

A databank of candidates is sent to organizations for their selection purpose and agencies get commission in return.

4. Employment exchange:

People register themselves with government employment exchanges with their personal details. According to the needs and request of the organization, the candidates are sent for interviews.

5. Walk in interviews:

These interviews are declared by companies on the specific day and time and conducted for selection.

6. E-recruitment:

Various sites such as jobs.com, naukri.com, and monster.com are the available electronic sites on which candidates upload their resume and seek the jobs.

7. Competitors:

By offering better terms and conditions of service, the human resource managers try to get the employees working in the competitor's organization.

Benefits of External Sources of Recruitment:

1. New talents get the opportunity.
2. The best selection is possible as a large number of candidates apply for the job.
3. In case of unavailability of suitable candidates within the organization, it is better to select them from outside sources.

Limitations of External Sources of Recruitment:

1. Skilled and ambitious employees may switch the job more frequently.
2. It gives a sense of insecurity among the existing candidates.
3. It increases the cost as advertisement is to be given through press and training facilities to be provided for new candidates.

Recruitment Process

Step 1: Conduct of a job analysis

Basically, this step will allow the human resources manager, hiring manager, and other members of management on what the new employee will be required to do in the position that is currently open for filling up. This has to be done in a systematic manner, which is what the job analysis is for.

According to human resource managers, the position or job description is the “core of a successful recruitment process”. After all, it is the main tool used in developing assessment tests and interview questions for the applicants.

What does this stage entail?

a. Build a job description.

Before anything else, the organization must first know exactly what it needs. Or who it needs. It could be that the organization deemed a need for a job that is not included in the current roster of jobs. Hence, the need to create a new one.

Job analysis involves identification of the activities of the job, and the attributes that are needed for it. These are the main parts that will make up the job description. This part has to be done right, since the job description will also be used in the job advertisement when it is time to source out talents.

The job description generally includes the following:

- Title and other general information about the position
- Purpose of the position in the unit, department, and organization as whole
- Essential functions of the job or position
- Minimum requirements or basic qualifications

b. Review the job description.

Once the job description has been created, it is a good idea to review it for accuracy, and to assess whether it is current or not. Also, in cases where job descriptions are already in place, there is a need to revisit them and check their accuracy and applicability with respect to the status quo. What if the job description is already outdated? A review will reveal the need to update the job description, for current applicability.

There are three positive outcomes from conducting a review of the job description:

- **To ensure continuous improvement of the organizational structure.** This can be an efficient way of conducting organizational audit, to determine which jobs are redundant and thus no longer needed, and which ones are needed.
- **To evaluate competencies for each position.** Jobs evolve. In as much as circumstances and work conditions change, so will the requirements for the job. It is possible that a job may require a new competency from the worker that it did not need before. By evaluating the competencies, the impact of the job within the organizational structure is ensured.
- **To evaluate the wages or compensation for each position.** Without management knowing it, the worker or employee performing a specific job may be undercompensated, leading to

dissatisfaction. By reviewing the job description, management can assess whether the job is getting paid an amount that is commensurate to the skills and competencies required.

Finally, you should then have an effective job description ready for attracting talent.

c. Set minimum qualifications for the employee who will do the job.

These are the basic requirements that applicants are required to have in order to be considered for the position. These are required for the employee to be able to accomplish the essential functions of the job. Therefore, they should be relevant and directly relate to the identified duties and responsibilities of the position.

The organization may also opt to include other preferred qualifications that they are looking for, on top of the minimum or basic qualifications.

d. Define a salary range.

The job must belong to a salary range that is deemed commensurate to the duties and responsibilities that come with the position. Aside from complying with legislation (such as laws on minimum wages and other compensation required by law), the organization should also base this on prevailing industry rates.

For example, if the position is that of a computer programmer, then the salary range should be within the same range that other companies within the same industry offer.

Step 2: Sourcing of talent

This is the stage where the organization will let it be known to everyone that there is an open position, and that they are looking for someone to fill it up.

Before advertising, however, the organization must first know where to look for potential candidates. They should search out the sources where the persons that can potentially fill the job are going to be available for recruitment. That way, they will know where to direct their advertising efforts.

Step 3: Screening of applicants

This is most probably the part of the recruitment process that requires the most amount of work. This is where the applicants' skills and personalities are going to be tested and evaluated, to ascertain whether they are a good fit for the job and its description.

- **Preliminary screening.** It is often the case, especially in large organizations, where one open position will receive hundreds to thousands of applications from candidates. In an ideal world, it would be good for the hiring managers to be able to interview each and every single one of them. However, that is also impractical, and very tedious. Not really advisable, especially if the organization is in need of manpower in the soonest possible time. Thus, there is a need to shorten the list of candidates, and that is done through a preliminary screening. Usually, this is conducted by going through the submitted resumes and choosing only those that are able to meet the minimum qualifications. It is possible that this would shorten the list of applicants, leaving a more manageable number.
- **Initial interview.** The candidates who were able to pass the preliminary screening will now undergo the initial interview. In most cases, the initial interview is done through phone. There are those who also conduct interviews through videos using their internet connection. Often a basic interview, this may involve the candidates being asked questions to evaluate or assess their basic skills and various personal characteristics that are relevant to the open position.
- **Conduct of various tests for recruitment.** The hiring managers may conduct tests on the skills of the candidates and how they use these skills and talents. Other tests that are often employed are behavioral tests and personality assessment tests.
- **Final interview.** Usually depending on the number of candidates for the job, and the preference of the hiring managers and senior management, a series of interviews may be conducted, gradually narrowing down the list of candidates. This may go on until the company has finally come up with a shortlist of candidates that will undergo a final interview. Often, the final interview requires a face-to-face meeting between the candidate and the hiring managers, as well as other members of the organization. Top management may

even be involved during the final interview, depending on the job or position that will be filled up.

- **Selection.** In this stage, the hiring managers, human resources representatives, and other members of the organization who participated in the process meet together to finally make a selection among the candidates who underwent the final interview. During the discussion, the matters considered are:
 - Qualifications of the candidates who were able to reach the last stage of the screening process
 - Results of the assessments and interviews that the final pool of candidates were subjected to

There will be no problem if they have a unanimous decision on the candidate that the job will be offered to. In case of varying opinions, the majority will prevail.

If they do not arrive at a decision, there may be a need to restart the recruiting process, until such time that they are able to reach a decision that everyone will be satisfied with.

Step 4: Finalization of the job offer

The last step of the previous phase involves the selection of the best candidate out of the pool of applicants. It is now time for the organization to offer the job to the selected applicant.

- **Making the offer:** To make things more formal, a representative of the company or of the human resources department will contact the candidate and inform him that he has been selected for the job. In this stage, complete details of the compensation package will also be made known to the applicant.
- **Acceptance of the offer by the applicant:** The applicant should also communicate his acceptance of the offer for it to be final. Take note that, if the selected applicant does not accept the job offer and declines it, the recruitment process will have to start all over again.

Step 5: Introduction and induction of the new employee

The moment that the applicant accepted the job offer, he has officially gone from being an applicant to an employee of the organization. The induction process will now begin.

Usually, the beginning of the induction process is marked by the signing of the employment contract, along with a welcome package given to the new employee. The date for the first day that the employee will have to report for work and start working in the company will be determined and communicated to the newly hired employee.

However, it doesn't end there. The employee will still have to undergo pre-employment screening, which often includes background and reference checks. When all these pre-employment information have been verified, the employee will now be introduced to the organization.

NotesGuru