

Methods and Techniques including e-recruitment, outsourcing, poaching

1. Employee Referrals:

Present employees are well aware of the qualifications, attitudes, experience and emotions of their friends and relatives. They are also aware of the job requirements and organizational culture of their company. As such they can make preliminary judgment regarding the match between the job and their friends and relatives.

2. Campus Recruitment:

These candidates are directly recruited by the Co; from their college/educational institution. They are inexperienced as far as work experience is concerned.

3. Private Employment Agencies/Consultants:

Public employment agencies or consultants like ABC Consultants in India perform recruitment functions on behalf of a client company by charging fees. Line managers are relieved from recruitment functions and can concentrate on operational activities.

4. Public Employment Exchanges:

The Government set up Public Employment Exchanges in the country to provide information about vacancies to the candidates and to help the organization in finding out suitable candidates. As per the Employment Exchange act 1959, makes it obligatory for public sector and private sector enterprises in India to fill certain types of vacancies through public employment exchanges.

5. Professional Organizations:

Professional organizations or associations maintain complete bio-data of their members and provide the same to various organizations on requisition. They act as an exchange between their members and recruiting firm.

6. Casual Applicants:

Depending on the image of the organization its prompt response participation of the organization in the local activities, level of unemployment, candidates apply casually for jobs through mail or handover the application in the Personnel dept. This would be a suitable source for temporary and lower level jobs.

7. Trade Unions:

Generally unemployed or underemployed persons or employees seeking change in employment put a word to the trade union leaders with a view to getting suitable employment due to latter rapport with the management.

8. Walk In:

The busy organization and rapid changing companies do not find time to perform various functions of recruitment. Therefore they advise the potential candidates to attend for an interview directly and without a prior application on a specified date, time and at a specified place.

9. Consult In:

The busy and dynamic companies encourage the potential job seekers to approach them personally and consult them regarding the jobs. The companies select the suitable candidates and advise the company regarding the filling up of the positions. Head hunters are also called search consultants.

14. E-recruitment:

The technological revolution in telecommunications helped the organizations to use internet as a source of recruitment. Organizations advertise the job vacancies through the World Wide Web (www). The job seekers send their applications through e-mail using the internet.

The E-Recruitment, also called as Online Recruitment, is the process of hiring the potential candidates for the vacant job positions, using the electronic resources, particularly the internet.

Nowadays, companies make use of the internet to reach a large number of job seekers and hire the best talent for the company at a less cost, as compared to the physical recruitment process.

E-Recruitment includes the entire process of finding the prospective candidates, assessing, interviewing and hiring them, as per the job requirement. Through this, the recruitment is done more effectively and efficiently.

Generally, the job vacancies are advertised on the World Wide Web (www), where the applicants attach their CV or resume, to get recognized by the potential recruiters or the employers.

The companies undertake their online promotional activities via their official websites, wherein the complete information about the corporation is enclosed. Through this information, the prospective candidate could decide whether to be a part of a firm or not. Thus, the firm's official website is considered to be an essential element of E-Recruitment.

Steps of the recruitment process

The typical steps of a recruitment process vary depending on the role and company. But, most hiring teams will likely go through these steps:

- a) Identify the need for a new job.
- b) Decide whether to hire externally or internally.
- c) Review the position's duties and requirements and write a job ad to post online.
- d) Get approval to advertise the job.
- e) Solicit referrals from employees.
- f) Select appropriate sources (external or internal) to post job openings.
- g) Decide on hiring stages and possible timeframes.
- h) Review resumes in company database/ATS.
- i) Source passive candidates.
- j) Shortlist applicants.

- k)** Screen and interview candidates.
- l)** Run background checks and check references.
- m)** Select the most suitable candidate.
- n)** Make an official offer.

Each step might have several sub-steps. For example, step 10, which addresses screening and interviewing candidates, may involve pre-employment testing, work samples and multiple interviews.

Advantages of E-Recruitment

- Low cost per candidate, as compared to the physical recruitment process.
- Wide geographical coverage, i.e. the candidates can be hired from any part of the world.
- Beneficial for both the employer and the job seeker, the corporations can find the prospective candidates through their CVs attached to world wide web, and similarly, the candidates can search the employer through their job vacancy advertisement posted on the internet.
- Less time required in hiring the potential candidate for the firm.
- Right people for the right job can be easily found through E-Recruitment, by matching the candidate's CVs with the job profile.
- The recruitment process becomes more efficient and easy to record details of the applicant.

The E-Recruitment software and systems are available, through which the entire recruitment process becomes automated. One of the systems is the Recruitment Management System, which is a portal that involves hiring the candidates online and each step involved in the recruitment process is automatized.

Disadvantages of E-Recruitment

Apart from the various benefits, e-recruitment has its own share of shortcomings and disadvantages.

Some of them are:

- a. Screening and checking the skill mapping and authenticity of millions of resumes is a problem and time consuming exercise for organizations.
- b. There is low Internet penetration, no access and lack of awareness of internet in many locations across India.
- c. Organizations cannot depend solely on the online recruitment methods.
- d. In India, the employers and the employees still prefer a face-to-face interaction rather than sending e-mails.

15. Outsourcing: Some organizations recently started developing human resource pool by employing the candidates for them. These organizations do not utilize the human resources; instead they supply HRs to various companies based on their needs on temporary or ad-hoc basis.

In India, the HR processes are being outsourced from more than a decade now. A company may draw required personnel from outsourcing firms. The outsourcing firms help the organization by the initial screening of the candidates according to the needs of the organization and creating a suitable pool of talent for the final selection by the organization.

Outsourcing firms develop their human resource pool by employing people for them and make available personnel to various companies as per their needs. In turn, the outsourcing firms or the intermediaries charge the organizations for their services.

Reasons to Outsource

- a) Lower operational and labor costs are among the primary reasons why companies choose to outsource. When properly executed it has a defining impact on a company's revenue recognition and can deliver significant savings
- b) Companies also choose to outsource or offshore so that they may continue focusing on their core business processes while delegating mundane time consuming processes to external agencies.

- c) Outsourcing and offshoring also enable companies to tap in to and leverage a global knowledge base, having access to world class capabilities
- d) Freeing up internal resources that could be put in to effective use for other purposes is also one of the primary benefits realized when companies outsource or offshore
- e) Many times stranded with internal resource crunches, many world class enterprises outsource to gain access to resources not available internally
- f) Outsourcing, many a time is undertaken to save costs and provide a buffer capital fund to companies that could be leveraged in a manner that best profits the company
- g) By delegating responsibilities to external agencies companies can wash their hands off functions that are difficult to manage and control while still realizing their benefits
- h) Outsourcing and especially offshoring helps companies mitigate risk and is also among the primary reasons embarked upon
- i) Outsourcing also enables companies to realize the benefits of re-engineering, revise, and upgrade the project as per the client's requirements.
- j) Some companies also outsource to help them expand and gain access to new market areas, by taking the point of production or service delivery closer to their end users

Advantages of Outsourcing

a) You Get More Experts

Your core team might be fantastic at a few things, but nobody is perfect at everything. By outsourcing particular tasks, companies are often able to substantially improve performance by drawing on the niche skills of experts in certain fields.

b) Things Get Done Fast

One of the top reasons small businesses tend to outsource work is because it will get done quicker. If you're working with a limited number of staff members, you can get things done a whole lot quicker by passing time-consuming tasks on to freelancers or external agencies.

c) You're Able to Focus on What Matters

Another benefit of outsourcing tasks is enhanced freedom. By passing on supporting processes, you'll be able to concentrate your skills on strengthening and improving the core processes that help make your business tick.

d) You Can Share Some Risk

One of the most important factors in any project is risk assessment and analysis. By outsourcing certain campaigns or processes on to experts in their respective fields, you will benefit from their enhanced ability to plan and mitigate potential risks.

e) You Can Reduce Costs

As one might imagine, outsourcing piecemeal work is almost always going to be cheaper than hiring permanent full time staff. Not only will you save time and money on recruitment, but your profit will also be extended thanks to shorter overheads.

f) You Can Work Around the Clock

One major benefit of outsourcing digital work overseas is the substantial differences you might encounter in terms of time zones and holidays. Although this can pose an initial hurdle logistically, once overcome it can effectively mean your business is running even while you're fast asleep.

g) You Can Simplify Project Management

If you choose to outsource work via a wide range of specialist freelance websites and online services, you're often provided dynamic and intuitive platforms that will help you to effectively manage what's being done, when it's due for submission and how it will be paid. Most of this can be automated, freeing up your time for more important work.

h) You Simplify Work Relationships

Quite a few small business teams are tight-knit groups of friends and family — which is fantastic. But when you're incredibly close to your staff members, it can also lead to issues when work isn't being done up to par. By outsourcing work, you'll typically be able to minimize work relationships to simple, contractual arrangements.

i) Efforts Are More Targeted

Another overlooked advantage of outsourcing is that it enables you to plan and execute more effective, targeted campaigns and projects that you wouldn't ordinarily be able to take on. This gives your business the chance to take new risks and experiment with different methods of exposure.

j) You Get Peace of Mind

At the end of the day, choosing to outsource with a reliable individual or agency should give you peace of mind that tasks are being handled expertly and efficiently without you having to worry or lift a finger. What could be better?

Disadvantages of Outsourcing

a) You Lose Some Control

As you might expect, when you farm work out to external agencies or freelancers, you're losing control of how those tasks are being monitored and performed. So long as you know and trust who you've hired, that shouldn't be a huge issue – but you've got to tread carefully.

b) There are Hidden Costs

Although outsourcing work is generally considered cheaper, you must also beware of getting ripped off. Outsourcing companies or big agencies will typically ask small business owners to sign lengthy contractual agreements, and they'll include plenty of fine print. If you don't read the terms carefully, you could get hit with unexpected costs.

c) There are Security Risks

In this age of data protection, it's essential that you exercise caution whenever using customer data. If you plan to outsource processes that require personal data, you could be placing the privacy of others or security of your business at risk by passing that data on to other people.

d) You Reduce Quality Control

Outsourcing companies and some freelancers may often be motivated by profit rather than a job well done. That means the work you send out may come back quickly, but will lack the standard and quality that customers have come to expect from your products or services.

e) You Share Financial Burdens

Although it can be nice to bring in expert agencies to share in risks, it can be pretty dangerous to tie your business to the financial well-being of another company. Again, you've got to spell out any and all terms and conditions in contractual arrangements plainly – because you don't want to take a financial hit if they fail to deliver.

f) You Risk Public Backlash

If you're taking work overseas (even just to write a blog or two), your business very well may run into ill will from consumers that have taken a moral stance against outsourcing. Right or wrong, for better or for worse, some form of criticism is often inevitable.

g) You Shift Time Frames

One major disadvantage of outsourcing particular tasks is the risk that your freelancers or partner agency may be marching to the beat of a different drum. As a result, it might be difficult to synchronize schedules in order to ensure your customers receive what's promised to them on a reliable timeline.

h) You Can Lose Your Focus

Because many outsourcing agencies or freelancers tend to service multiple clients at any given time, the work you're sending out may not be receiving the focus it deserves. Depending on the processes you're outsourcing, that lack of focus could be detrimental to your small business.

i) Things Get Lost in Translation

It doesn't matter whether you're dealing with overseas freelancers or some talented expert just up the street – but if you're handing out remote work via email or telephone, important instructions are often lost in translation. That could cause you serious time, money and hassle.

j) You May Face Moral Dilemmas

While it may not be an issue for everyone, a major disadvantage of outsourcing is that you may be denying your team or a talented local agency crucial work or development opportunities. Growth begets growth, and by outsourcing work, you may not be contributing to the growth of your community.

16. Poaching/Raiding

“Buying talent” (rather than developing it) is the latest mantra being followed by the organizations today. Poaching means employing a competent and experienced person already working with another reputed company in the same or different industry; the organization might be a competitor in the industry.

A company can attract talent from another firm by offering attractive pay packages and other terms and conditions, better than the current employer of the candidate. But it is seen as an unethical practice and not openly talked about.

Indian software and the retail sector are the sectors facing the most severe brunt of poaching today. It has become a challenge for human resource managers to face and tackle poaching, as it weakens the competitive strength of the firm.

Advantages of Employee Poaching

Here are some advantages of poaching employee which one should know –

a) Win-win situation

Whenever any company decides to poach an employee they would always want a win-win situation. The poaching is beneficial for both sides – the poacher and the employee being poached.

Poaching is considered as the transfer of knowledge from the skilled employee to the growing company. The poaching also helps in sharing the burden of the company since a highly skilled workforce has been poached.

b) Boosting productivity

In the present modern times, companies need to survive strong competition. The companies which are less productive need to poach skilled employees so that they can have the best skills in the recruitment market.

The main idea of taking the employees from the competitors is that the less productive company can have better performance in the market. The firm has an increased boost in sales and also the productivity of their services and products.

c) Poaching helps reallocation of resources

The poaching essentially makes to face the competition and also to maximize the profits of the company. There is no need for a formal agreement since with the help of poaching the resources can be easily reallocated.

It seems that the production company tries to poach employees from the less productive company – but remember that this could bring down the revenue generation for both companies due to the competition. If the poaching is vice – versa then easily both the firms can generate good revenues and survive in the market.

d) Better sales and revenue generation

Every business today aims at getting the best resource from the market. All of them intend to stand first in the competition. But surviving the competition can prove to be very tough if you do not have properly skilled employees in the organization.

Earlier the recruitment agencies used to take the work of getting good employees by way of interviews – this used to be done by giving advertisements, cold calling, etc.

Over some time, it has become difficult to get candidates in this manner. Moreover, the employees who are new to the industry have to train and mentor and of course, this comes with a cost.

The companies have started thinking otherwise – why not poach an employee from the competitor firm. The positive side here is the company can have potentially better sales and revenue; customers and lead generations as compared to a new employee.

Disadvantages of Employee Poaching

a) Poaching unethical

Today every skilled and talented employee looks across for greener pastures. Now in this context, they lure by the competitors – but this could prove to be a dangerous situation in case the existing company has agreed with you that you shall work for them for a longer period.

There have been cases where the existing companies have sued the employees for going to their competitors. The amount to pay to the employer turns out to a hefty sum which may not be affordable to all.

Most of such cases drag to the court. In certain special cases, the person may be left Scot free but in the majority of the cases, the employee is at fault.

b) Think and poach

You need to think twice before you poach an employee from the competitor firm. The employees to get more perks and salary would breach their post-employment agree to join the company.

But it is the moral responsibility of your legal adviser to check for any agreement which has been made in the past.

If this not thoroughly checks both the employee and the poaching company can summon in the court by the competitor and they have all the right to sue them for luring their employees.

Here is a live example where an employee holding a senior position poaches by the competitor – they suppose to start their operations in Australia. The employee had joined the organization but the ex-company made provisions to stop him from joining for another six months.

They also take away all the confidential files which handed over to him during his tenure of work. Here the problem is poaching – the employer may still not have many issues but the name of the employee can be tarnished and in the future, they may not be able to get a stable job.

c) Damages to be paid

There have been cases where the employee has allegedly taken away the contacts and the customers from their existing firm to the competitor at a hefty price.

But soon the employer came to know about this, they sued the employee and he/she had to pay back the entire amount and also hand over all the records of their clients. Another major problem is if the poached employee does not perform well with the competitor within a given period it could call for a job loss for the person. Here the employee neither can go back to his old firm nor can get a new job.

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