

Handout for Human Resource Management week 5

Recruitment and Selection

Overview of Recruitment

- In the past, recruiting was often a reactive process. Firms engaged in periodically when a position need to be filled.
- Today, it is seen as a strategic imperative and an ongoing process.
- The greater competition for talent means recruiting has become more important.
- Recruiting not only involve looking for talented pool of employees, but putting efforts to establish the firm as a employer of choice that people want to work for.

Strategic Aspects of Recruiting

- ✓ Decisions about talent, in any HR activities, need to be considered within the context of a business's strategies and priorities
- ✓ The factors that can affect recruiting strategy include:
 - a) Firm's recruiting abilities
 - b) Whether to recruit internally or externally
 - c) The labor market
 - d) Strength of firm's employment 'brand'
- ✓ A strategy that works well for one firm or job might not work for another (engineering firm vs. amusement park)

A) Firm's Recruiting Abilities

Who should do the recruiting?'

- ✓ The size of an organization often affects who perform the recruitment function
- ✓ Most large firms have full-time, in-house HR recruiters.
- ✓ In smaller firms, recruitment might be done with HR generalist
- ✓ When a company has no HR function, managers or supervisors recruit their employees

B) Whether to Recruit Internally or Externally

Pros of internal recruiting are:

- ✓ Reward their past performance and encourage them to continue their efforts
- ✓ Encourage other employees to perform similarly, as they will be promoted too
- ✓ Improve moral and support employee engagement
- ✓ Eliminate orientation and training cost as external recruitment include
- ✓ Performance record gives more accurate predictor of performance than the data gained from outside applicant

However, there are also some limitations of internal recruitment for companies to be aware of

- ✓ Some jobs required specialized training and experience are not easy to recruit internally
- ✓ Applicants hired from outside can be a source of creativity and innovation and may bring knowledge from the previous employers
- ✓ Some external applicants bring revenue to the company as their clients often go with them (i.e. sales people, doctors, hairdresser)

C) Labor Market

- ✓ During period of high employment, organizations has to maintain the supply of qualified applicants from unsolicited resume and from their **internal labor markets**
- ✓ **Internal labor market** – labor markets in which workers are hired into entry job level and higher levels are filled from within
- ✓ With the low unemployment rate, employers are forced to advertised heavily or seek assistance from employment agencies
- ✓ Labor markets depend upon the industry the firm operates and type of positions it is seek to fill in

D) Firm's Employment Branding

- ✓ Every company wants to be 'the employer of choice' to attract an hire top candidates and branding helps companies to do this
- ✓ **Branding** – a company's effort to help existing and prospective workers why it is a desirable place to work
- ✓ Companies need to think of applicants as customers and focus on what they want and 'sell' them

However, firms need to make sure that the brand they promote truly reflect their internal culture

Recruiting Internally

- ✓ Firms normally look for internal recruiting first as there are some benefits explained
- ✓ The ways internal candidates are commonly identified for job openings as following:

Internal Job Posting

- ✓ A quick way to identified qualified employees interested in a position
- ✓ Small companies might post on the bulletin boards while larger companies might post on the intranet sites

Recruiting Externally

- The way employers recruit vary with the type of position

Advertisements

- Advertising job openings in websites, newspapers, and trade journals is a common way to attract candidates, sometimes help-wanted signs and billboards are used
- In some countries that literacy rate is low, radio and television can be effective
- Today ads and pages on social media, e-mails, and text message are new ways to reach applicants
- Advertising has the advantage of reaching large audience, but some degree of selectivity can be achieved by using newspapers or journals.
- The ads should be well-written and accurate showing assets, responsibilities, and lifestyle needed for the job.
- However, by using advertising, many unqualified applicants will apply.

Walk-Ins and Unsolicited Applications and Resume

- Walk-in job seekers are common in small organizations
- Employers also receive unsolicited applications and resumes
- It is often believed that people who contact employers on their own initiative are good employees
- Not treating applicants with respect will hard the company's brand

Internet, Social Networking, and Mobile Recruiting

- Looking on Internet is the most common way used by job seekers and recruiter.
- Both companies and applicants find it cheaper, faster, and potentially more effective.
- Many recruiters join groups in LinkedIn to that they can target certain types of professionals.
- Mobile recruiting is the process of recruiting via talents' mobile devices by texts.

Job Fair

- Job fair is a good way to recruit diverse applicants in a certain region.
- The drawbacks are that job fairs also attract unqualified applicants, and they only attract the applicants in the area.
- Sometimes companies solve the problem by using ' virtual job fair'.

Rerecruiting

- A process of keeping track of and maintaining relationships with former employees to see if they would be willing to return to the firm.
- Many companies have 'alumni network'.