

## Human Resource Planning and Recruitment



### Introduction

- 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:
  - Firm's recruiting abilities
  - Whether to recruit internally or externally
  - The labor market
  - 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)

### 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
- **Recruiting process outsourcing (RPO)** – the practice of outsourcing an organization's recruiting function to an outside firm

### Firm's Recruiting Abilities

#### Why do companies use recruiting process outsourcing?

- Some organizations want to focus on their core functions, that lack of time or HR personnel
- Organizations sometimes use RPO provider when they need to hire a lot of people to hire employee quickly
- RPO can be useful when companies have had trouble finding suitable candidates in the past or need a different way to tap different talent pools, to find more diverse candidates

### 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