Chapter 5
Recruitment
Recruitment

- Process of attracting individuals:
  - On a timely basis
  - In sufficient numbers
  - With appropriate qualifications
- Encouraging them to apply for jobs
RECRUITMENT PROCESS

External Environment

Internal Environment

Human Resource Planning

Alternatives to Recruitment

Employee Requisition

Internal Sources

Internal Methods

Recruited Individuals

External Sources

External Methods

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Employee Requisition

➢ Recruitment begins with *employee requisition*
  ➢ Job title
  ➢ Department
  ➢ Date employee is needed
  ➢ Other details
Recruitment Sources and Methods

- **Recruitment methods**: Means by which potential employees can be attracted to firm

- **Recruitment sources**: Places where qualified individuals are found
Internal Recruitment Methods

- Human resource databases
- Job posting
- Job bidding
- Employee referral
Employee Referrals

- Number-one way workers find a job
- Referrals better qualified and stay on job longer
- Recruit new hires through employee-referral incentive programs
- Employee enlistment
Job Posting and Job Bidding

- **Job posting:** Procedure to inform employees of existing job openings
- **Job bidding:** Procedure that permits individuals in organization to apply for posted job
Why External Recruitment Is Needed

- Acquire skills not possessed by current employees
- Obtain employees with different backgrounds to provide diversity of ideas
- Fill entry-level jobs
External Recruitment Sources

- High schools and vocational schools
- Community colleges
- Colleges and universities
- Competitors in the labor market
- Former employees
- Unemployed workers
- Military personnel
- Self-employed workers
- Ex-offenders
High Schools and Vocational Schools

- Clerical and other entry-level employees
- Some companies work with schools
- Companies may loan employees to schools
Colleges and Universities

- Professional, technical, and management employees
  - Placement directors, faculty, and administrators can be helpful

Community Colleges

- Sensitive to specific employment needs in local labor market
- Graduate highly sought-after students with marketable skills
Competitors in the Labor Market

- Used when relevant experience is needed
- Smaller firms look for employees trained by larger organizations

Poaching: Actively recruiting employees from competitors
Former Employees

- In past, employees who left were punished with no-return policies.
- *Smart* employers try to get their best ex-employees to come back.
- Also called *boomeranging*.
Unemployed Workers

- Qualified applicants become unemployed every day
- Companies:
  - Go out of business
  - Cut back operations
  - Merge with other firms
- Employees are laid off
Military Personnel

- Proven work history
- Flexible, motivated, drug-free
- Goal and team oriented
Self-Employed Workers

- Technical
- Professional
- Administrative
- Entrepreneurial
Ex-Offenders

- Ex-offenders can be a viable labor pool
- Often work third shift
- Some organizations actively support hiring of ex-offenders
Online Recruitment

- Biggest change in way that organizations recruit
- Revolutionized the way companies recruit and job seekers find jobs
- The more a company recruits on Internet, the greater the need for Internet recruiters
- High-tech firms have greatest needs
Corporate Career Web site

- Accessible from company homepage
- Lists company positions available
- Provides way for applicants to apply for specific jobs
- Major resource for job seekers and companies
- Should be used as a selling device
Mobile Recruiting

- Recruiting via mobile technology is moving at light-speed
- Mobile recruiting has generated blogs, webinars, seminars, e-newsletters, and online groups committed to learning more
Virtual Job Fair

- Online recruiting method to attract large number of applicants
- Attracts wider range of applicants than might attend live fair
Blogs (WebLogs)

- Use Google or a blog search engine
- Type in a key phrase, like “marketing jobs”
- Can be used for stealthy background checks
General-Purpose Job Boards

- eg, Monster.com, CareerBuilder.com
- Job seekers can search for jobs by:
  - Category
  - Experience
  - Education
  - Location
  - Any combination of categories
NACElink Network

- Alliance among National Association of Colleges and Employers, DirectEmployers Association, and Symplicity Corporation
- National recruiting network
- Suite of web-based recruiting and career services
.Jobs

- Network of employment Web sites where any company can list job openings for free
- Backed by nearly 600 hundred industrial companies
- Examples: Nurse.jobs, Attorney.jobs, HR.jobs, and Sales.jobs
AllianceQ

- Certain large companies have begun pooling job candidates
- Those passed over by one company are invited to submit their résumés to the AllianceQ database
Contract Workers’ Sites

- example: Freelance.com, Guru.com
- Sites are available to assist contract workers
- These let workers advertise skills, set their price, and pick employers
Hourly Workers’ Job Sites

- Attract blue-collar and service workers
- Most pursue jobs by filling out applications
- Allow job seekers to build applications
- Often have bilingual call center
Traditional External Recruitment Methods

- Media advertising
- Employment agencies—private and public
- Recruiters
- Job fairs
- Internships
- Executive search firms

- Professional associations
- Unsolicited applicants
- Open houses
- Event recruiting
- Sign-on bonuses
- Competitive games
Media Advertising

- Traditional media such as radio, newspaper, television, industry publications
  - Previous experiences suggest the best approach
  - Newspaper advertising has declined because of online recruiting
Private Employment Agencies

- Sometimes called “headhunters”
- Best known for recruiting white-collar employees
- Used for virtually every kind of position
- Not paid until a person is placed
Public Employment Agencies

- Operated by each state
- Receive policy direction from U.S. Employment Service
- Increasingly involved in matching people with technical, professional, and managerial positions
Recruiters

Used with:

- Technical and vocational schools
- Community colleges
- Colleges and universities
Job Fairs

- Attract large number of applicants to one location
- Opportunity to meet large number of candidates in short time
Internships

- Places student in a temporary job
- No obligation
  - Temporary job for summer
  - Part-time job during school year
- Students bridge gap from theory to practice
Executive Search Firms

- Locate experienced professionals and executives
- Target ideal candidates
- Find those not actively looking for a job
Professional Organizations

- Recruitment and placement services
- Society for Human Resource Management operates job referral service
Unsolicited Applicants

- Organization that has reputation of being a good place to work may attract qualified prospects even without extensive recruitment efforts.
- Go to the firm’s Web site and “walk in” by making an application online.
Open Houses

- Pair potential hires and managers in warm, casual environment
- Encourage on-the-spot job offers
- Cheaper and faster than agencies
- May attract more unqualified candidates
Event Recruiting

- Opportunity to promote image of company
- Recruiters go to events where people attend that the firm is seeking
Sign-On Bonuses

- Used where severe shortages of highly skilled workers exist
- Amounts vary dramatically
Competitive Games

- Unique way to get individuals interested in applying for technical positions
- Google makes use of recruiting games
- TopCoder creates software coding competitions
# Methods and Sources of Recruitment for an Information Technology Manager

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Environment of Recruitment

- Labor market conditions
- Active or passive job seekers
- Legal considerations
Labor Market Conditions

- Labor market for many professional and technical positions is global
- Vocational craft skills such as welders, pipe fitters, painters, and machinists are needed
- Newer technology may require workers have a specialized degree
- Need to ensure legal compliance with non-discrimination regulations
Active or Passive Job Seekers

- **Active job seekers:** Committed to finding another job
- **Passive candidates:** Typically employed, satisfied with their employer, and content in their current role
- Recruitment methods often differ
Alternatives to Recruitment

Addenda
Alternatives to Recruitment

- Promotion policies
- Overtime
- Onshoring
Overtime

- Most commonly-used method for meeting short-term surge in work volume
- Avoids recruitment, selection, and training costs
- Employees may benefit from increased income
- Potential problems: productivity loss if too much overtime, and perverse incentive to induce overtime by slower pace
Promotion From Within

- Fill above entry-level vacancies with current employees
  - Provides incentive to strive for advancement
  - Organization usually aware of employees’ capabilities
  - Good goal: 80% with internal promotions
Onshoring

- Moving jobs not to another country but to lower-cost American cities
- Government may require onshore handling of certain financial, health, and defense data
Outsourcing and Offshoring

- **Outsourcing**: Transfers responsibility to external provider
- **Offshoring**: Migration of all or a significant part of development, maintenance, and delivery of services to vendor located in another country
- **Reshoring**: The reverse of offshoring and involves bringing work back to the United States or to the country of origin
A Global Perspective: Reshoring

- Reverse of offshoring and involves bringing work back to the United States
- Need to calculate the real impact of offshoring because there are often hidden expenses