FSM-325
Students Notes

Lectures Related
To
Employee Recruitment
RECRUITMENT

“Involves searching for and obtaining qualified job candidates in such numbers that the organization can select the most appropriate person to fill its job needs”

Schuler, 1997

- It is one of the most critical things an organization does
  - In the ‘new economy’ the employees are the most important asset of the organization
  - Not taking this activity seriously is a common mistake of many organizations

KEY ACTIVITIES OF RECRUITMENT

1. Determine the organization long and short term goals

2.

3. Develop integrated and coordinated plan for recruitment
   - Involve all level of organization
4. Attract a pool of qualified applicants

6. Evaluate the recruiting process (both those hired and not hired)

INTERNAL SOURCES OF JOB APPLICANTS

- This is using employees who are already part of the organization

Sources Internally:

- Promotions
  - This is a good policy in that it rewards employees for their efforts

- Transfers and relocations
  - This does not involve a promotion but other benefits may be attached
  - Often has some negative aspects including relocation costs (financial and otherwise)
Job rotation
  — Reduces boredom and provides for additional experiences
  —

Rehires and recalls
  — Call back to work someone that has been laid off earlier or taken job elsewhere
  —
  — Avoid retraining costs
  —

Internal Methods:
  ● Job postings
  ● Skills inventories

EXTERNAL SOURCES OF JOB APPLICANTS

■ This is hiring new employees
Sources Externally:

- Employee referral programs
  - Word-of-mouth encouragement by existing employees
  - Some companies offer “finder-fees”

- Walk-ins
  - May work for lower level employees but for management level jobs it has limited value

- Open houses
  - A good way to introduce the company to others

- Other companies
  - Raid companies that have a good record of training their employees

- Employment agencies
  - There are both public and private agencies
  - Some of these are “head hunters”
    * Be sure the pre-screening process used does not filter out potential good candidates

- Temporary help agencies
  - Rapidly growing source of both skilled and un-skilled employees
  - May be the best way to acquire a needed skill
Trade associations and unions
— They supply the needed skills to the company
—

Schools
— All levels and types (high school, vocational and technical schools, universities)
—
— It can be expensive, especially at the university level

Foreign nationals
— Agriculture has special provisions for using “guest workers”

External Methods:

— Not commonly used

Newspapers and trade journals
—
— Can target groups by specialized newspapers or journals
— To get best results, it demands carefully written ads

Computerized services and Internet
— General web-sites for listing jobs
— Most major companies have employment opportunities as part of their web-site

Acquisitions and mergers
INTERNAL SOURCES

Advantages
- Better assessment of abilities
- Motivator for good performance
- Have to hire only at entry level

Disadvantages
- Possible morale problems of those not promoted
- Requires strong management development program

EXTERNAL SOURCES

Advantages
- “New blood,” new perspectives
- No group of political supporters in organization already
- Helps meet equal employment needs

Disadvantages
- May not select someone who will “fit”
- Longer adjustment or orientation time
INCREASING THE APPLICANT POOL SIZE

Methods Employed to Expand Pool Size:

- Enhance the likelihood that the person interviewed will take the position
  - Limit time for acceptance of job offer
  - Offer a signing bonus

- Socialization process
  - How quickly can the newly hired employee become familiar with the job and organization’s culture
  - Pygmalion effort is important

OTHER CONSIDERATIONS

Recruiting a Diverse Workforce

- Becoming a goal of more and more companies
  - Now just because they want to avoid actions taken against them from a legal viewpoint
Legal Considerations

- **Truth-in-hiring**
  - Making promises in hiring to an employee that are not keep

- **Affirmative Action Programs**
  - Intended to ensure proportional and fair representation of qualified individuals on the basis of race, color, ethnic origin, sex and disability
  - More and more companies have hiring goals and plans
    * Required for some government contracts
    * Also required if have a past history of discrimination (consent decree)
    * Voluntary ones are also becoming more common because they feel it is a good business decision

- **Concepts:**
  * Relevant labor market (area or group where potential employees will likely originate)
  * Utilization analysis (how many currently hired)
  * Availability analysis (how many are available from the relevant job market)
  * Underutilization (utilization is below availability)
HOW TO ADVERTISE FOR EMPLOYEES

What

- The job description you have already developed is a good starting point for writing an ad

When

- Start early
  
  * Better to have a pool of people waiting to hear from you
  
  — Already have on file possible ads

How — three main functions

1. Inform
   
   — Job title and brief description of duties
   
   — Other important information (wages, hours, etc)

2. Screen
   
   — The job title and description will do some screening
   
   * Education or experience
   
   * Indicate that references will be needed
   
   — Take care not to violate someone’s civil rights
3. Promote

- Put in things that are attractive to most workers (e.g., flexible work schedule, benefits package, vacation time, etc.)

Where

- Where do they live