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RECRUITMENT AND SELECTION
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- Human Resources Management
- Recruitment
- Internal vs External Recruitment
- Global Sourcing
- Selection

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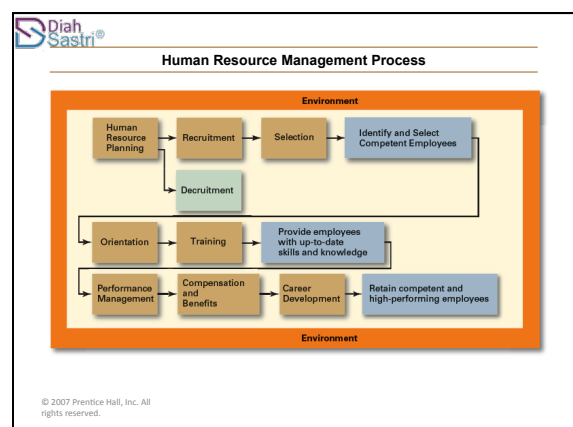## HUMAN RESOURCES MANAGEMENT

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HUMAN RESOURCES MANAGEMENT

"They Said It"

"This may sound soft and mushy, but happy people are better for business. They are more creative and productive, they build environments where success is more likely, and you have a much better chance of keeping your best players."
—Shelly Lazarus (b. 1947) Chairwoman and CEO, Ogilvy & Mather Worldwide?

Human resource management - function of attracting, developing, and retaining enough qualified employees to perform the activities necessary to accomplish organizational objectives. Three main objectives:

1) **Providing qualified**, well-trained employees for the organization.
2) Maximizing **employee effectiveness** in the organization.
3) Satisfying individual **employee needs** through monetary compensation, benefits, opportunities to advance, and job satisfaction.

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Human Resource Management Process

Environment

Human Resource Planning → Recruitment → Selection → Identify and Select Competent Employees

Decruitment

Orientation → Training → Provide employees with up-to-date skills and knowledge

Performance Management → Compensation and Benefits → Career Development → Retain competent and high-performing employees

Environment

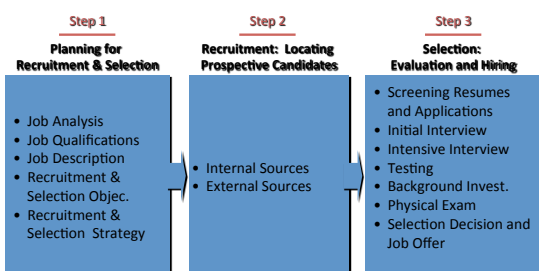**Diah Sastri®**

HUMAN RESOURCES MANAGEMENT

Manpower Planning is a Process by which an organization ensures that

- Right **number** of people
- Right **kind** of people
- At the Right **time**
- At the Right **place**
- Doing the **Right things** for which they are suited for achieving the goals of the organization.

Factors affecting Manpower Planning

- **Sales** and **production** forecasts
- The effects of **technological change** on task needs
- Variations in the **efficiency, productivity, flexibility** of labor as a result of training, work study, organizational change, new motivations, etc.
- Changes in **employment practices** (e.g. use of subcontractors or agency staffs, hiving-off tasks, buying in, substitution, etc.)
- Variations, which respond to **new legislation**, e.g. payroll taxes or their abolition, new health and safety requirements
- Changes in **Government policies** (investment incentives, regional or trade grants, etc.)

Recruitment and Selection Process

Step 1	Step 2	Step 3
Planning for Recruitment & Selection	**Recruitment: Locating Prospective Candidates**	**Selection: Evaluation and Hiring**
• Job Analysis • Job Qualifications • Job Description • Recruitment & Selection Objec. • Recruitment & Selection Strategy	• Internal Sources • External Sources	• Screening Resumes and Applications • Initial Interview • Intensive Interview • Testing • Background Invest. • Physical Exam • Selection Decision and Job Offer

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RECRUITMENT

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DEFINITION

"Recruitment is the process of searching for prospective employees and stimulating and encouraging the to apply for the job." – **(Flippo EB, 1980)**
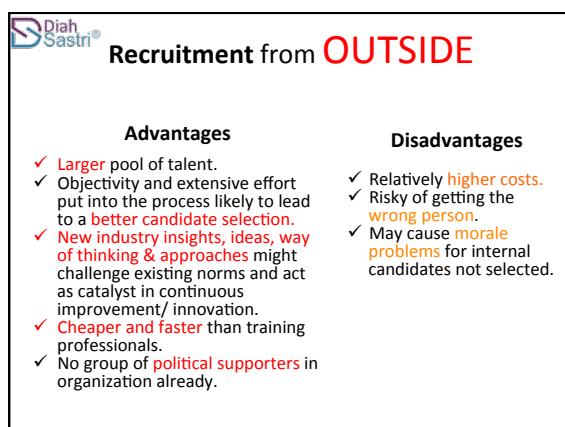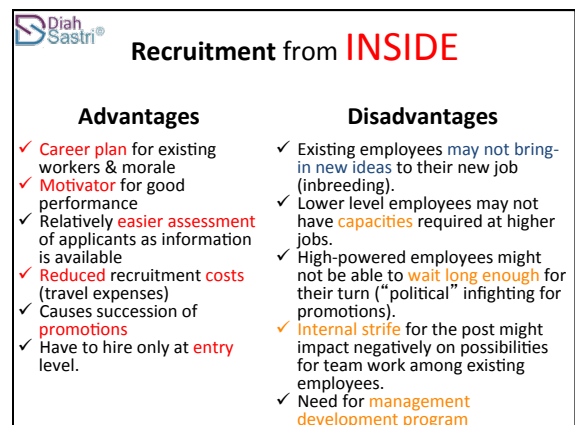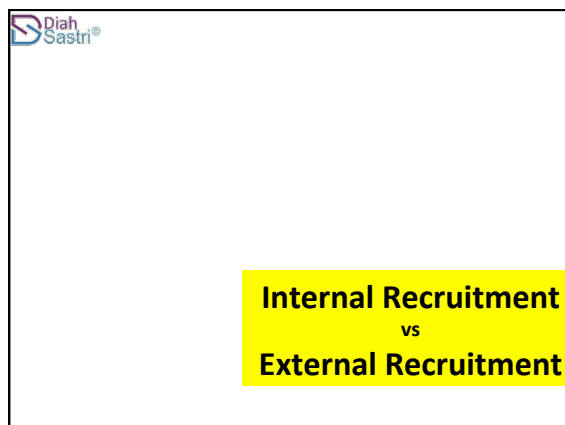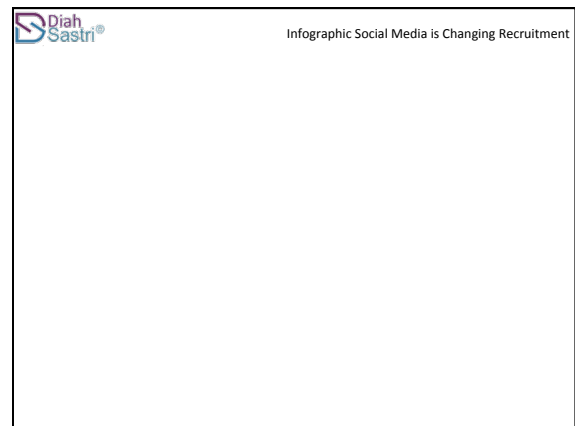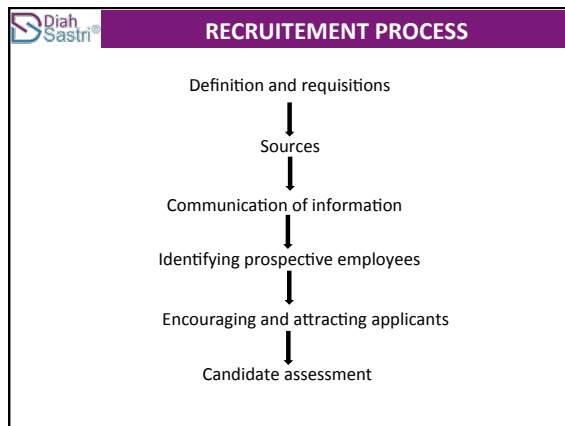
"Recruitment is a process to discover the sources of manpower to meet the requirements of the staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient working force." – **(Yoder D, et al 1972)**

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The process of finding and hiring the best-qualified candidate (from within or outside of an organization) for a job opening, in a timely and cost effective manner.

The recruitment process includes analyzing the requirements of a job, attracting employees to that job, screening and selecting applicants, hiring, and integrating the new employee to the organization

RECRUITMENT

Slide 1

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RECRUITEMENT PROCESS

Definition and requisitions

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Sources

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Communication of information

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Identifying prospective employees

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Encouraging and attracting applicants

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Candidate assessment

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Infographic Social Media is Changing Recruitment

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Internal Recruitment
vs
External Recruitment

Slide 4

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Recruitment from INSIDE

Advantages

✓ Career plan for existing workers & morale
✓ Motivator for good performance
✓ Relatively easier assessment of applicants as information is available
✓ Reduced recruitment costs (travel expenses)
✓ Causes succession of promotions
✓ Have to hire only at entry level.

Disadvantages

✓ Existing employees may not bring-in new ideas to their new job (inbreeding).
✓ Lower level employees may not have capacities required at higher jobs.
✓ High-powered employees might not be able to wait long enough for their turn ("political" infighting for promotions).
✓ Internal strife for the post might impact negatively on possibilities for team work among existing employees.
✓ Need for management development program

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Recruitment from OUTSIDE

Advantages

✓ Larger pool of talent.
✓ Objectivity and extensive effort put into the process likely to lead to a better candidate selection.
✓ New industry insights, ideas, way of thinking & approaches might challenge existing norms and act as catalyst in continuous improvement/ innovation.
✓ Cheaper and faster than training professionals.
✓ No group of political supporters in organization already.

Disadvantages

✓ Relatively higher costs.
✓ Risky of getting the wrong person.
✓ May cause morale problems for internal candidates not selected.

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Global Sourcing

Sourcing Channels

Internal
- Job Posting
- Skills Data Base
- Employee Referrals by Other Departments

External
- Advertisement
- Placement Agencies
- Internships
- Job Sites
- E-Recruiting
- Campus
- Data Base
- Alumni
- Associations/Interest Groups/ Networks
- Temporary Leasing
- Employee Referrals
- Passive Recruiting (Unsolicited application)
- Career Fairs

Recruitment Crowdsourcing explained by TheJobPost

E-recruitment

- IPD's annual recruitment survey (Institute of Personnel and Development, 1999), 32 per cent of UK employers were recruiting through the Internet in 1999(up from 14 per cent in 1997)
- In the US, 90 per cent of large US employers are already using e-recruitment (Capelli, 2001)

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Benefits of e-recruitment

Monster.com
- 18 million employee profiles and CV's available on-line (Capelli, 2001)
- Some companies have also established Internet alumni networks.
- Re-establish contacts with former employees that have left the company to work for competitor organisations.

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Benefits of e-recruitment (Capelli, 2001)

- 43 days to recruit - Using traditional techniques
- 6 days by posting jobs online
- 4 days if on-line application forms were used
- Further 7 days if applications were screened electronically (e-rec - 17 days)
  - Cost benefits
  - Recruitment advertisements are expensive
  - Quality of applicants higher

Hot Recruiting Sites

Career Builder: http://www.careerbuilder.com
Carries its own listings and offers links to sixteen specialized career sites.
Employment Guide: http://www.employmentguide.com
leading career resource site, has thousands of job listings from hundreds of major companies.
FlipDog: http://www.flipdog.com
Features more than 400,000 jobs and 57,000 employers in 3,700 locations.
JOBTRAK: http://www.jobtrak.com
A leading college recruiting site, has more than 40,000 listings and links to 750 campuses in the United States.
JobWeb: http://www.jobweb.com
A college recruiting site run by the National Association of Colleges and Employers.
Monster.com: http://www.monster.com
One of the oldest and largest general recruiting sites on the Internet, with more than 50,000 listings.

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Selection

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Top 5 Hotels in Maldives

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Definition

Selection is the process of choosing from a group of applicants those individuals **best suited** for a particular position.

"Selection is the process of **differentiating** between applicants in order to identify and hire those with a greater likelihood of success in a job."

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Differences between Recruitment & Selection

Recruitment	Selection
1. Searching for and attracting applicants qualified to fill vacant positions.	1. Analyzing the qualifications of applicants and deciding upon those who show the most potential.
2. It is concerned with tapping the sources of human resources.	2. Selection is concerned with selecting the most suitable candidate through various interviews and tests.
3. Recruitment comes first.	3. Selection comes after recruitment.
4. Recruitment is positive process encouraging more and more employees to apply.	4. Selection is a negative process as it involves rejection of the unsuitable candidates.
5. Recruitment is calling large pool of candidates.	5. Selection is choosing the suitable candidate.

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Selection Tools

- Interview – most common method
- Psychometric testing – assessing the personality of the applicants
  - Measures of personality
  - Honesty test (substitute to polygraph)
- Aptitude testing – assessing the skills of applicants
  - Measures of proficiency, achievement, or knowledge
  - Measures of mental ability or intelligence
- In-tray exercise – activity based around what the applicant will be doing
- Presentation – looking for different skills as well as the ideas of the candidate
- Assessment Centres – assortment tests

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The Employment Value Proposition

The set of attributes that the labor market and employee perceive as the value they gain through employment in the organization.

Rewards	Opportunity	Organization	Work	People
Compensation	Development Opportunities	Customer Prestige	Business Travel	Camaraderie
Health Benefits	Future Career Opportunities	Diversity	Innovation	Collegial Work Environment
Retirement Benefits	Organization Growth Rate	Empowerment	Job Impact	Coworker Quality
Vacation	Meritocracy	Environmental Responsibility	Job-Interests Alignment	Manager Quality
	Organizational Stability	Ethics	Location	People
		Great Employer Recognition	Recognition	Management
		Well know Brand	Work Life Balance	Senior Leadership
		Market Position		Reputation
		Product/ Service Quality		
		Organization Size		
		Social Responsibility		
		Technology Level		

Corporate Leadership Council

THANK YOU