

Chapter 6

Employee Recruitment



Introduction

Once an organization identifies its human resource needs through employment planning, it can begin recruiting candidates for actual or anticipated vacancies.

Recruiting brings together

those with jobs to fill

and

those seeking jobs



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Recruiting Goals

- recruiting provides information that will attract a significant pool of qualified candidates and discourage unqualified ones from applying
- recruiters promote the organization to prospective/potential applicants

Recruiter: Represents employer to prospective applicants at colleges and job fairs.



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Recruiting Goals

Factors that affect recruiting efforts:

- organizational size
- employment conditions in the area
- effectiveness of past recruiting efforts
- working conditions, salary, and benefits offered
- organizational growth or decline



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Recruiting Goals

Constraints on recruiting efforts:

- organization's image
- job attractiveness
- internal organizational policies
- government policy and laws
- recruiting costs



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Recruiting Sources

internal searches

employee referrals

external searches

online and alternative

The Internet is blazing trails in recruiting practices



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Recruiting Sources

internal search

Organizations that **promote from within** identify current employees for job openings

- by having individuals bid/offer for jobs
- by using their **HR** management system
- by utilizing employee referrals

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Recruiting Sources

Promoting from Within

Advantages

- good public relations
- morale building
- encourages individuals who are qualified and ambitious
- improves the probability of a good selection, because information on the individual's performance is readily available
- is less costly than going outside to recruit
- helps with recruiting entry level workers
- reduces orientation and training costs
- when carefully planned can also act as a training device for developing middle and top-level managers.

Disadvantages

- Promoting from within an organization creates problems if the organization uses less-qualified internal candidates only because they are there, when excellent candidates are available on the outside.
- Internal searches also may generate **infitting among rival candidates** for promotion and decrease morale levels of those not selected.

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Recruiting Sources

employee referrals

Current employees can be asked to recommend recruits.

Advantages:

- the employee's motivation to make a good recommendation
- the availability of accurate job information for the recruit
- employee referrals tend to be more acceptable applicants, more likely to accept an offer, and have a higher survival rate

Disadvantages:

- the possibility of friendship being confused with job performance
- the potential for nepotism
- employee referrals may also minimize an organization's desire to add diversity to the workplace.

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Recruiting Sources

external searches

Advertisements: Must decide type and location of ad, depending on job; decide whether to focus on job (*job description*) or on applicant (*job specification*).

Three factors influence the response rate:

- identification of the organization
- labor market conditions
- the degree to which specific requirements are listed.

Blind box ads do not identify the organization.

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Recruiting Sources

Employment Agencies:

Assists in matching employees seeking work with employers seeking workers.

- **private employment agencies** provide more comprehensive services and are perceived to offer positions and applicants of a higher caliber
- **management consulting firms** ("headhunters") research candidates for mid- and upper-level executive placement
- **executive search firms** screen potential mid/top-level candidates while keeping prospective employers anonymous

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Recruiting Sources

Schools, colleges, and universities:

- Educational institutions at all levels offer opportunities for recruiting recent graduates.
- may also help companies establish cooperative education assignments and internships

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Recruiting Sources

Job fairs:

attended by company recruiters seeking resumes and info from qualified candidates

- Virtual online job fairs could bring employers and job seekers together online by logging into a specific Web site at a certain time.

Unsolicited applicants (walk-ins):

- may provide a stockpile of prospective applicants if there are no current openings

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Recruiting Sources

online
sources

- most companies use the Internet to recruit employees
- job seekers use online resumes and create Web pages about their qualifications



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Your Own Job Search

Job searching takes training, commitment, Endurance/patience, and support. Start searching well before you plan to start work.

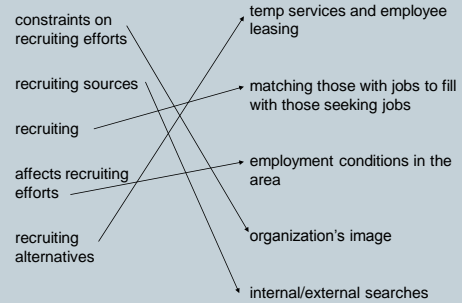
Preparing Your Resume

- use quality paper and easy-to-read type
 - proofread carefully
- include volunteer experience
- use typical job description phrasing
- use a cover letter to highlight your greatest strengths

Use networking to gain access to an organization.

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Matching



Fundamentals of Human Resource Management, 10/e, DeCenzo/Robbins

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