
Recruiting Talented Employees

Lesson 4

Learning objectives

- After this lecture you should be able to:
 - Explain how overall HR strategy guides recruiting practices.
 - Describe the key elements of HR planning.
 - Explain traits and search patterns of people looking for jobs.
 - Describe the characteristics of organizations that attract recruits.
 - Describe the various recruiting sources.
 - Explain the approaches for evaluating the recruiting
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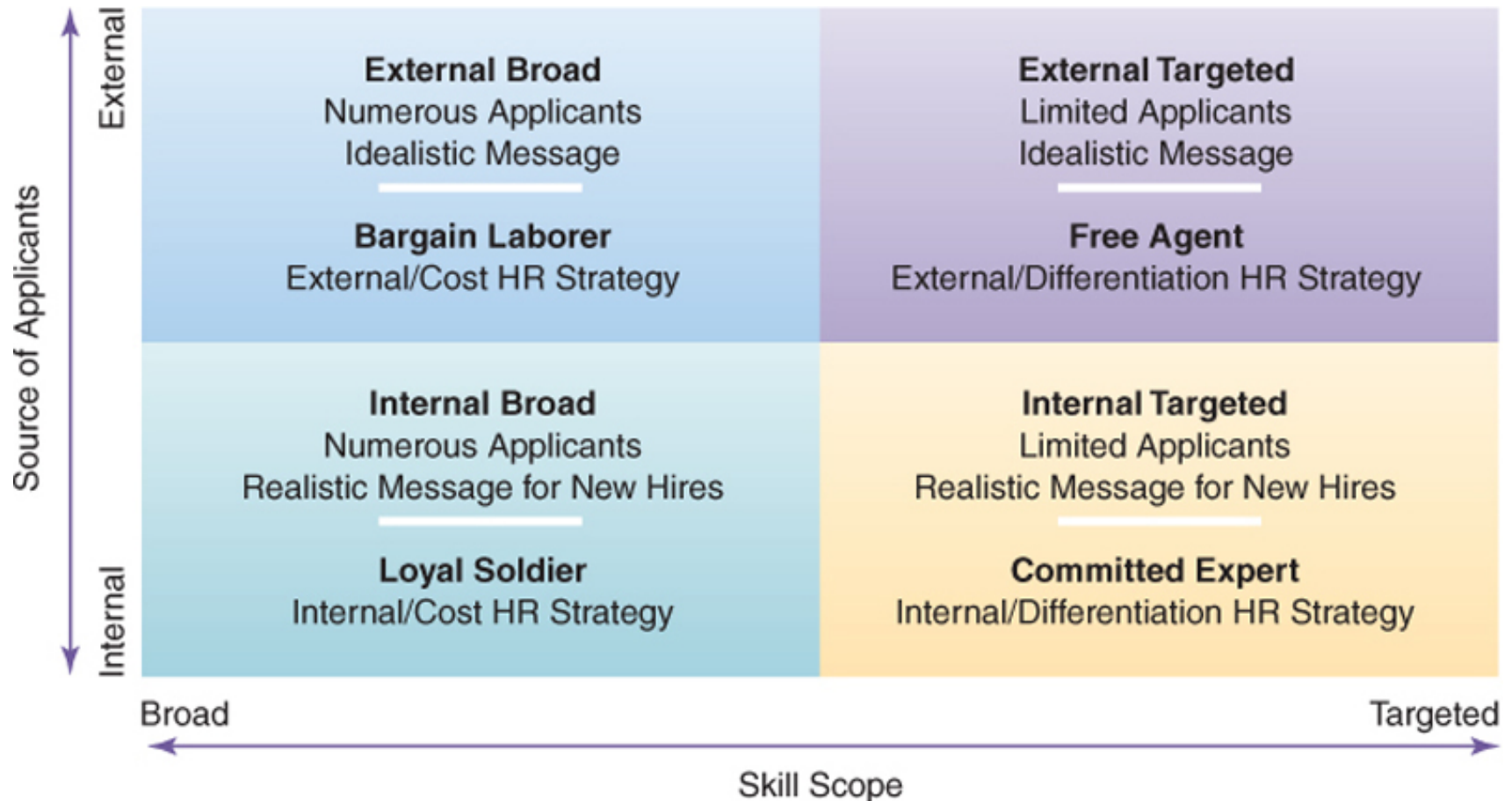
Strategic recruiting

- **Employee recruiting** is the process of identifying and attracting people to work for an organization.
 - A strategic approach to recruiting helps an organization to become an employer of choice and thereby obtain and keep great employees.
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Factors influencing recruiting Strategies

- There are two **approaches**:
 - **Broad scope**, which represents a set of work skills that a lot of people have.
 - **Targeted scope**, which represents a set of skills that only a few people have.
- There are two **sources**:
 - **Internal sourcing** seeks to fill job openings with people who are already working for the organization.
 - These are current employees who are ready for promotions or for different tasks.
 - **External sourcing** of recruits seeks to fill job openings with people from outside the organization.
 - Primary sources of recruits are other organizations.

Strategic Framework for Employee Recruiting



Human Resource Planning

- **HR planning** is the process of forecasting employment needs.
 - The process involves:
 1. assessing current employment levels;
 2. predicting future needs;
 3. planning for internal movement;
 4. predicting external hiring needs.
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The Job Search

- Effective recruiting is understanding the needs, goals, and behaviors of people searching for jobs.
 - There are **three types of people looking for work**:
 1. people entering the workforce for the first time.
 2. people who have been in the workforce, but are currently unemployed.
 3. people who are currently employed, but seeking a different job.
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Organizational Attractiveness

- The four general characteristics that attract applicants to organizations are:

- 1. Familiarity**
- 2. Compensation**
- 3. Specific job traits**
- 4. Recruiting sources**

Familiarity

- **Organizations with a strong brand image** thus have an overall advantage when it comes to recruiting.
- However, efforts to create an image as a generally desirable place to work are very important for less well-known companies.

Compensation and specific job traits

- People like organizations which:
 - ❑ Pay competitively;
 - ❑ Offer better and more flexible benefits;
 - ❑ Help to exploit greater opportunities for advancement ;
 - ❑ Assure higher job security.

 - But we have also to consider **Organizational Traits**
 - ❑ People like working for organizations which have positive reputations such being **friendly, sincere, kind, and trustworthy**.
 - ❑ Another organizational trait is **innovativeness**. People want to work for innovative organizations because they think their work will be interesting and fun.
 - ❑ A third desirable trait is **competence**. People want to work for an organization that is successful .
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Recruitment Sources

- Organizations use a variety of sources to find job applicants.
 - Some sources, such as referrals from current employees, are relatively **informal**.
 - Other sources, such as professional recruiters, are more **formal**.
- Some of the various sources are as follows:
 - job posting, employee referrals, print advertising, electronic recruiting, employment agencies, and campus recruiting.

Factors that Influence Job Recruits

Table 5.1

Factors That Influence Job Recruits

Positive	Negative
Meeting with high-ranking leaders	Disorganized interviewers
Meeting with people actually in the position	Rude, condescending, and uninterested interviewers
Meeting with people similar to themselves	Unorganized meeting schedules and arrangements
Flexibility in accommodating scheduling needs	Being required to pay travel expenses in advance
Impressive hotel and dinner arrangements	Cheap hotels and meals
Frequent contact	Lack of prompt follow-up

Source: Information from Wendy R. Boswell, Mark V. Roehling, Marcie A. LePine, and Lisa M. Moynihan, "Individual Job-Choice Decisions and the Impact of Job Attributes and Recruitment Practices: A Longitudinal Field Study," *Human Resource Management* 42 (2003): 23–37.

Effective Recruiting

- Four common measures include:
 1. **Cost**
 2. **Time**
 3. **Quantity**
 4. **Quality**
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Cost Measures

- **Cost measures** include such things as the money paid for advertising, agency fees, and referral bonuses.
 - Also included is travel expenses for both recruiters and recruits, as well as salary costs for people who spend time and effort on recruiting activities.
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Time Measures

- **Time measures** assess the length of the period between the time recruiting begins and the time the new employee is in the position.
 - Estimates suggest that the average time to fill a position is 52 days.
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Quantity Measures

- Focus on the **number of applicants or hires** that are generated through various recruiting activities.
- Common measures include number of inquiries generated, number of job applicants, and number of job acceptances.
- These are measures of efficiency, and they provide information about the reach of recruiting practices.

Quality Measures

- Is the extent to which recruiting activities locate and gain **the interest of people** who are actually capable of performing the job.
- Typical measures include assessments of how many applicants are qualified for the job, as well as measures of turnover and performance of the people hired.

Effective Recruiting

- The most frequently used measures of recruiting combines assessments of cost and quantity.
 - One measure is **cost per hire**, which is calculated by dividing the total cost of a particular search by the number of hires it provides.
 - The other is **cost per applicant**, which is calculated by dividing the cost of a recruiting method, such as a newspaper advertisement, by the number of people who respond.