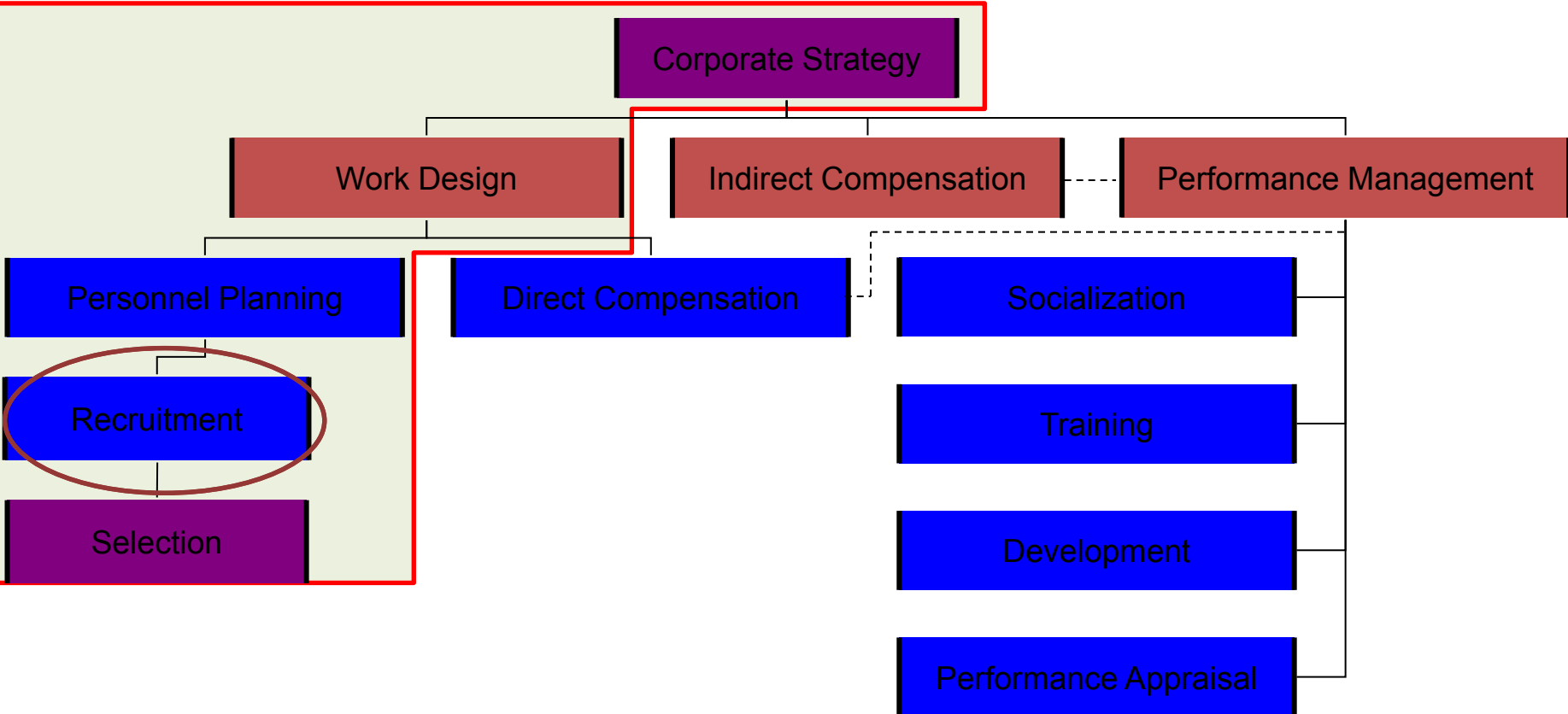


# Strategic Human Resource Management



# Introduction



**Staffing**

**Compensation**

**Performance**

# Staffing: Recruitment of Qualified People



## Section Overview

- This section focuses on the recruitment processes
- We will link this processes to Corporate Strategy and the HR System.
- By the end, you should be able to understand:
  - the linkage between forecasting and recruitment
  - the underlying principles of the recruitment process
  - How to place these principles into practice

# Recruitment

- Recruitment is the process used to obtain a pool of qualified applicants
- It involves searching for and obtaining qualified candidates in sufficient quantity to meet the organizations requirements
- Candidates can be acquired from inside the firm or from the external labour market

# Purpose and Importance

- Determine the present and future recruitment needs of the firm in conjunction with human resource planning and job analysis activities.
- Increase the pool of qualified job applicants with minimum cost.
- Help increase the success rate of the selection process by reducing the number of obviously under qualified applicants.
- Help reduce the probability that job applicants, once recruited and selected, will leave the firm after a short period of time.
- Increase organizational and individual effectiveness in the short and long term.
- Evaluate the effectiveness of various recruiting techniques and sources for all types of job applicants.

- Sources:
  - Promotions
  - Transfers
  - Job rotation
  - Rehires and recalls
- Methods:
  - Job Postings
  - Skills Inventories

# External Sources

- Employee referral programs
- Unemployed, government programmes
- Competitors, other companies
- Employment agencies and head-hunters
- Trade associations and unions
- Schools
- Professional associations
- Use your imagination...



## External Methods

- Media advertising
  - Radio, television, cinema, YouTube, news platforms
- Websites, internet job banks, job sites, social media platforms
- Newspapers, trade journals
- Acquisitions and mergers
- Open houses, Job fairs
- Others, again, use your imagination

## Increasing the Pool and Retention

- Ethical business practices
- Quality products
- Excellent working environment
- Fair compensation programs
- Exceptional management
- Honest and fair interviewing process
- Good performance appraisal system
- Possibility for advancement and development
- Good Public relations

## Conveying Job and Organizational Information

- Job Interview
  - Provide applicant with a realistic preview of the job
  - Include positive and negative aspects of the job
- Reject with Tact
  - Be friendly and personalize the rejection method
  - Summarize applicants' qualifications
  - Inform applicant as soon as possible
- Follow good ethics in recruitment guidelines

## Increasing Recruitment Success

- Ensure all critical information is used to recruit candidates: job, culture, conditions...
- Track and measure the process, monitor costs
- Follow-up with new hires and have them critically evaluate the recruitment process

## Seminar 2 Presentation: Recruitment

Read:

1. Recruiting the Cisco Way
2. USAID Job Fair

Scenario:

Your team has been hired as recruitment specialists by a major construction company in one of your team members' home country. The company's major issue is that they are expanding quickly but can't find new employees. They have positions for unskilled labour, plumbers, electricians, cabinet makers, and cabinet installers. They have tried to get referrals from existing employees but have had no success.

Your job is to develop a comprehensive recruitment campaign that will attract qualified people and provide the company with a qualified pool of candidates from which they can select new hires. Prepare a presentation based on your work and be prepared to present it in the March 24<sup>th</sup> seminar.