Recruitment and Selection Process and Its Current Challenges

Abstract

The use of new methods of recruitment and selection has helped in managing quality of new hires in all HR perspectives and therefore it has received an increased attention of the employers who have become more cautious of the rise in their recruitment budgets. The hiring costs can be controlled by adopting a qualitative approach to hiring process and also having a special focus on competitiveness and performance of the employees in a given industry-specific environments. This paper presents a theoretical overview of qualitative assessment and analyzes that if the selection is resource-targeted and accounts for right SKAOs of the candidates matching their job requirements, such selections will contribute more positively in organizational productivity and these employees will also enjoy the confidence level of their employers.

Written by Brigadier (Retired) Abdus Sattar Niazi, Manager Human Resources and Industrial Relations, Coca Cola Beverages Pakistan Limited

Introduction

Recruitment is defined as a process or art of finding the most suitable candidate for a new or vacant position in any commercial organization or a volunteer-based organization or community group.

Recruiting the right types of employees having the job/organizational fit remain a big challenge to the employers who want to achieve guaranteed success in their business operations and enhance ROI.

HR departments have become strategic entities in their functioning since these have to recruit the best resources, involve them fully in organizational productivity and plan for their value addition in order to ensure retention.

By using the right strategy and assessment tools for candidates' selection process, the recruiters need to obtain complete information of their SKAOs and past behaviors which truly reflect the demonstrated competencies of the candidates.

The recruiters must have complete knowledge of the relevant industry and the job specification/descriptions for the positions to be hired.

The recruiters shall also study the business plans to anticipate industry-specific resource requirements and evaluate the need to recruit people with relevant skills, knowledge and experience.

Objectives of Recruitment Methods

The recruitment methods adopted shall provide the recruiters a firm foundation for accurate hiring decisions and provide the tools and skills to gather and evaluate data effectively. These methods shall be proven, practical, consistent and legally credible. There is no doubt that a selection process of a candidate is a major investment of both, the organization and the candidate him/herself. An effective method of selection or its whole process may have three objectives:-

Accuracy

Accuracy is ability of the selection process to validly predict candidates' job performance. It requires complete knowledge of the candidates' competencies and the work environment where he/she is to work in.

Equity

It is awareness that the selection system gives every qualified candidate a fair and equal chance to be selected. An equitable selection system is based on valid requirements that are applied consistently. It uses the job related hiring standards for all applicants uniformly. It screens out applicants for job-related reasons only and not because of their diversity.

Buy-in

It is the extent to which the people involved in the selection process perceive its worth. Interviewers and candidates buy-in to a selection system so that their time during the selection process is well spent. In this system, everyone benefits by going through the selection process, regardless of the hiring decisions made. It also helps in preserving the image of the organization and the dignity of all applicants.

External/Internal Recruitment Methods

External Recruitment Methods

These are the universal methods used by professional recruiting agencies.

Advertising

It is an important activity for initiating the recruitment process. Detailed job specification/descriptions must be given along with the main responsibilities and also highlighting the regular and occasional tasks to be performed. The detail of reporting lines and team responsibilities if any shall also be listed. The advertisement shall mention the SKAOs needed immediately and also those which can be developed through training at later stages.

Advertising in appropriate publications is the most important phase since it has to attract maximum candidates. For example, appreciation of target employees using national newspapers, specialist trade magazines, audio/video channels etc, is required before selecting the advertising channel. Unless we expect the candidates to relocate to our area, local audio/video channels or print media may be the best option.

The cheapest way to advertise is on company website if same has been launched. But this may be inefficient if the site does not attract enough visitors. You can also advertise on job sites such as www.rozee.pk or many others. It is much easier to post your CV on industry/ business portals.

Employment Agencies

The candidates as well as the employers generally consider those employment agencies, preferably having credibility/experience in the given business sector.

Such agencies are very helpful specially when recruiting specialists or temporary employees or recruits from skills shortage areas.

Job Fairs

These are organized by graduating institutions where companies are invited to set up their stalls and interview the potential candidates as part of talent hunt programme.

Internship Programmers

The graduates are offered internships by the companies/organizations which afford a chance to both potential employers and the internees to develop mutual understanding of competency levels and work environments.

Contingency Firms

These firms are generally used to provide unskilled manpower on contingency/temporary basis during specified time period, usually for seasonal working.

Professional Associates

They help in locating hard-to-find people having specific qualification/experiences or ability to work well within teams. Subject or Research Experts in scientific field are the best examples.

Internal Recruitment Methods

Job Posting and Job Bidding.

Job posting is the procedure for communicating to own company employees, the fact that a job opening exists in their company and they can apply for the same as per their company policy. Job bidding is a technique that permits individuals in an organization who believe that they are qualified and posses the required qualification/experience to apply for a posted job. They are recommended by their supervisors, both existing and the projecting. Such internal moves are based on promotions which are not only the most economical and efficient option but also result into employee motivation and their retention. We must execute employee training and development programmers to develop/prepare them for promotions.

Employee Referrals

This is a cheap technique of recruiting those having specialized skills. Since such people are difficult to locate, therefore existing employees are the most appropriate means to let people know that the company really does want people having specific skills/experience to apply.

Recruitment Websites

Such sites have two main features; firstly job boards allow member companies to post job vacancies where as on other hand, CV (curriculum vitae) data base allows the candidates to upload their résumés, later to be included in searches by member companies.

Recruitment Agencies and Their Selection Processes

Recruitment is now emerging as a strategic function at industry level since it needs more professional approach to be adopted by the recruiters who are to be equipped with right type of knowledge, skills and mechanism for selecting high potential resources. They must conduct two or more interviews in addition to using other assessment tools to ascertain objective assessment of the candidate. They, at the end must include their supervisors being the job-relevant personnel to determine their suitability from knowledge-application point of view. Supervisors shall give all possible information about the job, and ensure that the candidate has understood the whole perspective because any missing link shall later on result into employee frustration. Some of the agencies used for recruitment are traditional agencies, headhunters, in-house recruiting departments and passive candidates research firms.

Traditional Agencies

These agencies historically have a physical location. A candidate visits a local branch for a short interview and an assessment is made by the experts before being taken onto the agency's books. Recruitment consultants then work to match their pool of candidates to their clients' open positions. Suitable candidates are short-listed and put forward for an interview with potential employers on a temporary or permanent basis. These agencies are given different compensation packages, of which the most popular is that a contingency fee is paid by the company when a recommended candidate accepts a job. An advance payment that serves as a retainer, is also paid by the company in some case.

Headhunters

It is an industry term used for a third-party recruiter who seeks out candidates, often when normal recruitment efforts have failed. Headhunters execute typically small operations that make high margins on candidate placements. Due to their higher costs, headhunters are usually employed to fill senior management and executive level positions. Headhunters are also used to recruit very specialized individuals, such as in emerging scientific research areas where there are only a handful of top-level professionals who may be active in their required fields. They may search, prepare a candidate for the interview and help to negotiate the salary.

In-house Recruitment

The HR departments or employers themselves undertake their own in-house recruitment. In addition to coordinating with the agencies mentioned above, in-house recruiters may advertise job vacancies on their own websites, coordinate internal employee referrals, work with external associations, trade groups and/or focus on campus graduate recruitment.

Passive Candidate Research Firms

These firms provide competitive passive candidate intelligence to support company's recruiting efforts. Normally they will generate varying degrees of candidate information from those people currently engaged in the position a company is looking to fill. These firms usually charge a per hour fee or by candidate lead.

RECRUITMENT PROCESS

The recruitment process is based on three main steps, described as below.

Sourcing

Sourcing involves advertising, a common part of the recruiting process described as above.

Screening and Selection

Suitability for a job is typically assessed by looking for skills, e.g. communication, typing, and computer skills. Qualifications may be found through résumés, job applications, interviews, educational or professional experiences. The testimony of references or in-house testing are also part of psychological tests or employment tests.

Orientation

Orientation is the introduction process with regards to work environment and company culture. A well-planned orientation training programme helps new employees to become fully operational in the quickest manner and is often integrated with a new work and company environment. Orientation develops the comfort zone of the new employees and helps them in the recruitment process for retention purposes. Many companies have comprehensive orientation process to retain top talent which is new to the company and it may last from 1 week to 6 months.

Effectiveness of Hiring Process Saves Recruitment Costs

Poor Hiring has Adverse Financial Impact

Hiring a wrong person for the job can be costly since a lot of time and managers/staff effort is spent in the whole selection process. There are enormous costs which are associated with interviewing candidates ,training new hires ,advertising and other related administrative activities. There is always a substantial financial impact of poor hiring decisions on the organization affecting its recruitment budget adversely.

Feed Back Improves Hiring Standards

Recruiters must develop a mechanism for recording the performance of their ex-candidates when employed in real work environment. If necessary, they must arrange post-employment interviews for the employees who have been their candidates during selection process. At times, poor performance may result due to employee shortages or other issues of compensation, empowerment, work life balance etc. We must consider using a qualified consultant for an objective assessment of recruitment problems, such as high employee turnover, frustration and discipline.

Employee Retention Contribute to Customer Satisfaction

It is critical to the long term health and success of the business. Managers readily agree that retaining their best employees ensures customer satisfaction, product sales and satisfied coworkers. It also helps in satisfaction of reporting staff, effective succession planning and deeply imbedded organizational knowledge.

Organizational Development is Key to Operational Success

Organizational development aspects, such as training and development programmers for the employees ,management development programmers, career development centers and Change management programmes help in resolving the organizational issues which need to reviewed in line with on-going changes in technology , skill levels and processes. The employees are given equal opportunities to develop themselves in line with company policies.

Diversity Strengthens Organizational Culture

The diverse culture of the organization helps in setting **up good recruitment procedures which do not discriminate illegally on the basis of gender, race, religion, belief, age, disability, marital status or sexual orientation.**

Conclusion

It is always prudent to deduce evidence of success in candidates' previous work environment. In order to determine his/her success rate, interviewing process shall be able to distinguish between tasks applicant had carried out in his/her single capacity and those areas where he/she had managed the activities of others as part of team. The differentiation in delivering the results will give an over view of his/her personality and management skills. Therefore, interviewing and testing shall remain a central part of the selection process in which interviewers shall check the claims made on applicants' CVs. If interviewers have no experience of the candidate's field of expertise, then they must get someone who has to help them in the testing process for cognitive knowledge, its applications and team management skills. For examples in case of different tests for sales people, the candidate may be provided a fictional customer profile and product description, and then he/she be asked to prepare a presentation within a specified time. The subject experts in process of presentation can ascertain the required skills through question/answer session.

Therefore, if the selection process is deliberated in view of industry-specific requirements and it is resource-targeted, then such selections will contribute more positively in organizational productivity.

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