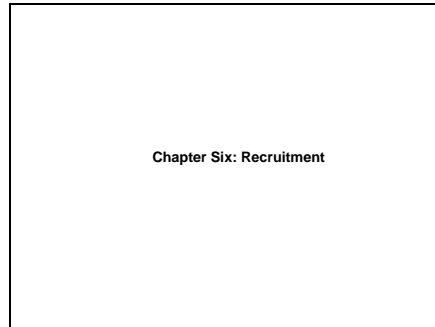


Slide 1



Slide 2

Recruitment

- process of **searching** for job **candidates**:
 - adequate number
 - qualified

from which to select staff needed to **meet** job **requirements**

Slide 3

Constraints on the Recruitment Process

- **promote-from-within** policies
- employment **equity plans**
- **inducements** of **competitors**
- labour shortages

Slide 4

Recruiting Within the Organization:

Advantages

- enhanced morale if competence is rewarded
- more commitment to company goals
- longer-term perspective on business decisions
- more accurate assessment of candidate's skills
- less orientation required

Slide 5

Recruiting Within the Organization:

Disadvantages

- discontent of unsuccessful candidates
- time consuming to post and interview all candidates if one is already preferred
- employee dissatisfaction with insider as new boss
- possibility of "inbreeding"

Slide 6

Recruiting Within the Organization:

Requirements

Job Posting

Human Resources Records

Skills Inventories

Slide 7

Recruiting Within the Organization: Advantages of Job Posting

- equal opportunity for transfer/promotion for all qualified employees
- reduces favouritism
- demonstrates commitment to career growth and development
- communicates organization's policies on transfer/promotion

Slide 8

Recruiting Within the Organization: Disadvantages of Job Posting

- reduced morale and motivation of unsuccessful candidates
- tension if qualified internal candidate passed over for equal/less qualified external candidate
- difficult decision between two or more equally qualified candidates

Slide 9

Recruiting Outside the Organization: Advantages

- larger, more diverse pool of qualified candidates
- acquisition of new skills and knowledge for creative problem solving
- elimination of rivalry for transfers/promotions
- cost savings from hiring skilled individuals with no need for training

Slide 10

Recruiting Outside the Organization:
Planning External Recruitment

- type of job affects recruitment method chosen
- **yield ratios** = percentage of applicants that proceed to next stage of recruitment process
- **time lapse data** = time from start of recruitment to new employee starting work

Slide 11



Slide 12

Recruiting Outside the Organization:
Methods

- online recruiting
- print advertising
- private employment agencies
- executive search firms
- walk-ins and write-ins
- employee referrals

..(cont'd)

Slide 13

Recruiting Outside the Organization:
Methods (cont'd)

- **educational** institutions
- Human Resources & Social Development Canada (**HRSDC**) **programs** – Job Bank; Job Match
- professional and trade associations
- labour organizations
- military personnel
- open houses and job fairs

Slide 14

Recruiting Outside the Organization:
Online Recruiting

Internet job boards

- post a **job** opening **online**
- job seekers post resumes

Corporate career websites

- create a **pool** of candidates with **interest** in the **organization**

Slide 15

Recruiting Outside the Organization:
Print Advertising

- media to be used **depends on:**
 - **type** of **position**
 - **type** of **candidate**
- **construction** of the **ad:**
 - **AIDA** (attention; interest; desire; action)
 - **want ads** vs. **blind ads**

Slide 16

Recruiting Outside the Organization:
Private Employment Agency

- no HR department
- past difficulty in generating pool of qualified candidates
- position must be filled quickly
- desire to recruit designated group members
- desire to recruit individuals currently employed

Slide 17

Recruiting Outside the Organization:
Executive Search Firms

Advantages:

- often specialize in particular type of talent
- adept at approaching employed candidates not currently looking for a job

Disadvantages:

- must provide detailed candidate requirements
- non-professional sales approach e.g. may present poor candidate to make other prospects more appealing

Slide 18

Recruiting Outside the Organization:
Recruiting Non-Permanent Staff



The slide displays three light blue rectangular boxes with a vertical striped pattern, each containing text in yellow. The boxes are arranged horizontally and represent different methods of recruiting non-permanent staff.

- Temporary Help Agencies
- Contract Workers
- Employee Leasing

Slide 19

Recruiting a More Diverse Workforce

- **older** workers
- **younger** workers
- **designated group members:**
 - women
 - visible minorities
 - disabled
 - Aboriginal

Slide 20

Reasons for Using Application Forms

- **facilitates** candidate **comparison**
- requests **information** that **firm requires**
- provides **sample** of **candidate's work**
- requests **authorization** for **reference checking**
- acknowledgement of accuracy protects company in case of falsification
- **requests designated group member status**
 - (optional)

Slide 21

**Application Forms:
Human Rights Issues**

- **cannot** ask **questions** that classify candidates on **prohibited grounds**
- illegal questions may lead to challenge of entire selection process; burden of proof is on employer

Slide 22

Using Application Forms to Predict Job Performance

Weighted Application Blank (WAB)

- responses weighted based on statistical relation to job performance

Biographical Information Blank (BIB)

- data predictive of job success is scored

Slide 23

FIGURE 6.1 An Overview of the Recruitment Process



Slide 24

FIGURE 6.2 Sample Job Posting

Job Advertisement: Description

Position: Senior Technician
Location: Toronto, Ontario
Reports to: Supervisor
Salary: \$45,000 per year

Job Description: The Senior Technician is responsible for the maintenance and repair of all electrical equipment in the plant. The Senior Technician is also responsible for the installation and repair of all electrical equipment in the plant. The Senior Technician is also responsible for the training and supervision of all junior technicians.

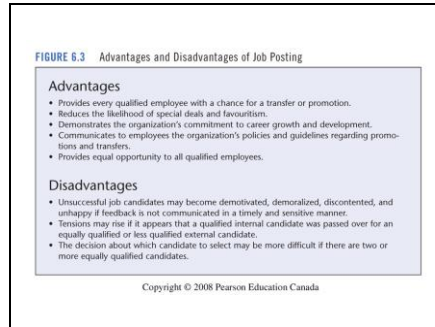
Qualifications: A minimum of five years experience in the electrical trade is required. A minimum of two years experience in the position of Senior Technician is also required. A minimum of two years experience in the position of Supervisor is also required. A minimum of two years experience in the position of Senior Technician is also required.

Responsibilities: The Senior Technician is responsible for the maintenance and repair of all electrical equipment in the plant. The Senior Technician is also responsible for the installation and repair of all electrical equipment in the plant. The Senior Technician is also responsible for the training and supervision of all junior technicians.

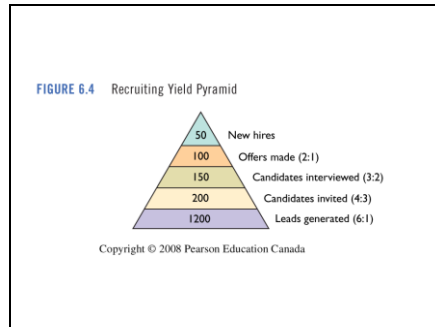
Skills: The Senior Technician must have excellent communication skills. The Senior Technician must have excellent problem-solving skills. The Senior Technician must have excellent organizational skills. The Senior Technician must have excellent time-management skills. The Senior Technician must have excellent interpersonal skills.

Benefits: The Senior Technician will receive a competitive salary and benefits package. The Senior Technician will also receive a pension plan. The Senior Technician will also receive a profit-sharing plan. The Senior Technician will also receive a stock option plan. The Senior Technician will also receive a deferred compensation plan. The Senior Technician will also receive a long-term incentive plan. The Senior Technician will also receive a short-term incentive plan. The Senior Technician will also receive a bonus plan. The Senior Technician will also receive a commission plan. The Senior Technician will also receive a royalty plan. The Senior Technician will also receive a franchise plan. The Senior Technician will also receive a partnership plan. The Senior Technician will also receive a buyout plan. The Senior Technician will also receive a buyback plan. The Senior Technician will also receive a buydown plan. The Senior Technician will also receive a buyup plan. The Senior Technician will also receive a buyin plan. The Senior Technician will also receive a buyout plan. The Senior Technician will also receive a buyback plan. The Senior Technician will also receive a buydown plan. The Senior Technician will also receive a buyup plan. The Senior Technician will also receive a buyin plan.

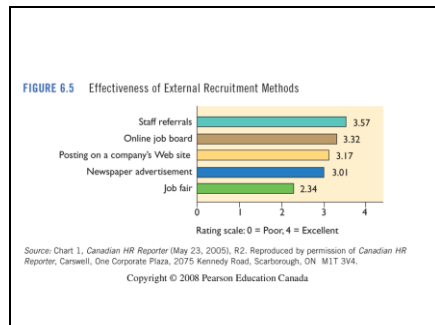
Slide 25



Slide 26



Slide 27



[illegible]

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FIGURE 6.18 Details of Past Recruitment Outcomes

	Web In	Video In	HRDEC	Ads	Employee Referrals	Campus Recruiting	Internet
Total number of applications							
Production	90	70	40	230	30	30	410
Sales	30	40	130	420	20	40	300
Total print (%) ^a							
Production	9	17	4	23	3	3	40
Sales	3	4	13	42	2	4	30
Ratio (%) of acceptance to applications							
Production	30	40	20	30	30	40	8
Sales	30	80	25	30	40	30	12
Ratio (%) of acceptance to job offers							
Production	30	40	30	75	40	75	30
Sales	70	80	80	50	50	40	40
Cost of recruiting per person hired (\$)							
Production	20	40	12	110	20	20	40
Sales	20	30	9	140	20	30	30
Employee turnover within a 12-month period							
Production	14	15	10	12.5	4	7.5	20
Sales	10	5	7.5	15	9	14	18

^aHead denotes the percentage of total applications emerging from this method.

Sources: Adapted from H. Day, Recruitment, Selection, and Deployment of Human Resources, Toronto, ON: Pearson Education Canada, 2007, p. 197. Reproduced with permission of Pearson Education Canada.

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