Employee Recruitment *(Gathered Articles):* An Innovation Oriented & Global Perspective 1st Edition

RUDOLPH.PATRICK.T.MUTESWA

FIRST EDITION

Employee Recruitment *(Gathered Articles):* An Innovation Oriented & Global Perspective 1st Edition

Rudolph. Patrick. T. Muteswa

BBA, BCom Honors & MCom (UKZN South Africa)

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Author & Book Editor

Rudolph. Patrick. Tawanda. Muteswa is a global Human Resources Management, Entrepreneurship and Business Management Specialist. He received his Master of Commerce in Human Resources Management (MCom), Bachelor of Commerce Honors (BCom Hons) in Human Resources Management and Bachelor of Business Administration in Management (BBA) from the University of KwaZulu-Natal in Pietermaritzburg, South Africa. Rudolph P.T. Muteswa is passionate and committed towards the entrepreneurship, human resources management, business management and board of director career-fields. Rudolph. P. T. Muteswa in his personal life enjoys doing the following: writing inspirational poetry, athletics, vegetable gardening, listening to music, travelling & learning more about the different cultures found in different parts of the world. This book was inspired by his late parents who were passionate about education & travel.

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PREFACE TO THE FIRST EDITION

The global economy continues to change at an accelerated rate and this has put immense pressure on organizations to embrace change as the norm in their day-to-day operations. Notably, the recruitment function is not an exception from change as numerous developments on how to innovate the employee recruitment process in organizations nowadays keeps on occurring on a day-to-day basis. Organizations today can only accomplish their human resources goals by effectively implementing the various human resources management practices such as the recruitment of new employees. The recruitment function helps the organization to succeed in attracting new employees on a regular basis by persuading them to apply for all the advertised jobs in the organization. Hiring employees is vital to any organization as the performance and profitability of any organization lies with its people. Therefore, it is very important that an organization's recruitment process consistently succeeds in recruiting new employees of the right caliber who will help the organization to achieve its human resources and business goals efficiently and effectively. Entrepreneurs, executive directors, heads of departments, organizations, senior management, human resources professionals and other business management professionals must ensure that they have in-depth understanding of the role played by the recruitment function and its importance to the organization so that they consistently support current and future employee recruitment initiatives of the organization. The purpose of this book is to empower ordinary citizens in the continent of Africa, North America, Europe, Oceania and Asia with basic theoretical knowledge about the meaning of employee recruitment, the objectives of recruitment, sources of recruitment and the current role played by human resources technology in influencing the effectiveness of recruitment in an organization today. Another aim of this book was to contribute to the human resources management field by publishing a free *eBook* and *a print hard copy* to empower human resources professionals and or recruiters in the continent of Africa, North America, Europe, Oceania and Asia with basic recruitment knowledge. In general a book is '*a source of wisdom*' that can positively influence others to improve their performance at the workplace and be able to significantly contribute towards societal development.

Acknowledgement:

I would like to thank my 6 siblings (*four brothers & two sisters*) for tirelessly supporting me towards my education and personal life goals. I would also like to take this opportunity to greatly thank my late parents, aunties and uncles for the great role they played in my childhood. Furthermore, I shall forever be grateful and indebted to the great men and women in the continent of North America, Europe, Oceania, Asia and Africa who contributed in the writing of this book in particular all the named leading 'iconic' entrepreneurs, organizations & information sources cited in this book.

Chapter 1: Introduction to recruitment

After reading this chapter you should be able to:

- Define a job description, job analysis and recruitment.
- Describe the global trends of recruitment.
- Identify the parties responsible for the recruitment activity in an organization.
- Discuss how the recruitment function can become a competitive advantage.

1.1 Introduction

The human resources department is the life blood of any organization due to the fact that it caters for the welfare of the organization's most valued assets that is 'its employees'. "Human resources departments serve a variety of functions, but recruitment remains one of the biggest challenges. With the increasingly competitive market for skilled talent, finding (and retaining) employees is arguably the most difficult task facing HR departments and recruiters"[1] (Smalley, 2017, www.randstad.ca/). People with the right skills, knowledge and experience generally add value into the organization's operational activities. Technology has become the central point to achieving high innovations, profitability, increased productivity levels and branding. Thus this has made organizations to invest a lot of their scarce financial resources in finding people of the right caliber and this has increased the general demand for knowledge workers in the global labour market. The recruitment and selection of employees has become a critical task in any organization today and every organization needs to have employees who are responsible for the recruitment function which falls under the human resources department. A recruitment function enables the organization to fulfill its human resources needs and be able to attain higher productivity levels at a profit through employing appropriately qualified people. Today people related issues at the workplace keep on changing on a daily basis and they are also becoming more complex as a result of the highly dynamic operating business environment[2] (Hunter,

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[1] Smalley, K. (2017) *The Biggest Challenges HR is Facing in 2017*. Available from: https://www.randstad.ca/workforce360-trends/archives/top-hr-challenges-of-2017_601/

[2] Hunter, C. (2002) *Managing People in South Africa: a Systematic Approach to Human Resources Management*., Pietermaritzburg: Bytes Document Solutions.

2002:3). An employee in the modern day workplace has become a valuable asset that determines an organization's level of success and or level of failure if inappropriately managed. *Human resources management* refers to the process of carefully managing the organization's employees' affairs on matters relating to compensation, training and development, performance management, career management, talent management, recruitment, selection, work/life balance, job evaluations, labour relations, diversity and inclusion management, induction/on-boarding and many other functions on a day-to-day basis at the workplace so that employees may continue to enjoy their work and be willing to identify with the organization (Hunter, 2002). Every organization needs a steady supply of current and future human resources with the appropriate skills, experience and personal qualities to use in achieving its set business goals. Thus, one of the most guaranteed ways of achieving a steady supply of current and future human resources is through carrying-out effective human resources planning and recruitment practices. Human resources planning enables the organization to accurately predict the actual number of future human resources that the organization will need at a particular time or period of time. The human resources planning information helps the human resources department sub-activity (*the recruitment function*) to become fully knowledgeable of the number of job applicants it must recruit at a particular time in order to provide the organization with a sufficient supply of human resources it needs to achieve its human resources objectives. The recruitment of employees in an organization first starts with the drafting of a job description and a person specification to determine the type of job applicant the organization needs to fill in the open vacancy and this information is obtained after carrying-out the job analysis process. "A *job analysis* is a process of identifying the tasks performed in a job and collecting and analysing information relating to those tasks. The objective of job analysis is to provide accurate and detailed information about jobs from which a variety of different personnel systems such as job description, job specifications and training programmes can be developed" (Hunter, 2002:61). A *job description* should be created to clearly list the duties, responsibilities and working conditions of the job. The *person specification* will also be created to determine the qualities the job incumbent is required to possess such as education, experience and interpersonal skills (Hunter, 2002:74). When the job description and person specification have been developed the recruitment process must commence. In addition the definition of recruitment will be covered in the following section.

1.2 Definition of recruitment

Generally the term 'staffing' encompasses all the policies, procedures and principles that firms utilize in order to attract, keep and nurture their human resources[3] (O'Meara and Petzall, 2009:5). The term 'staffing' is old and in the past it was used to refer to recruiting. According to Hunter (2002:83) *recruitment* is the process of encouraging people to apply for jobs in an organisation and its objective is to have a pool of suitably qualified and experienced applicants from whom one or more employees can be selected (Hunter, 2002:83). "*Recruitment* can be defined as searching for and obtaining a pool of potential candidates with the desired knowledge, skills and experience to allow an organisation to select the most appropriate people to fill job vacancies against defined position descriptions and specifications"[4] (Australian HR Institute, 2018, www.ahri.com.au/). In general recruitment is a vital part of the human resources function and it is a prerequisite for each and every human resources professional or businessperson to fully understand the meaning/purpose of recruitment in order to help the organization achieve its set goals. The type of people that are employed by an organization help to determine its future prosperity, profitability or failure in most instances[5] (Izuogu, 2015:162). The above definitions clearly highlight that organizations should first search for people to hire through the recruitment process and the main goal of recruitment is to attract job applicants who apply for jobs in the organization. Generally soon after the human resources plan has been finalized the next phase that must be implemented is recruitment and it is done only when the human resources plan clearly points-out that the organization must hire new people who will help it to fill-in vacant positions and also to replace individuals who would have been dismissed, retrenched or relocated in line with the human resources strategy of the organization. "Acquiring the best applicants for a role can be a competitive advantage for an organisation whereas ineffective recruitment and selection can result in enormous disruption, reduced productivity, interpersonal difficulties and

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[3] O'Meara, B. and Petzall, S.(2013) *The Handbook of Strategic Recruitment and Selection: A Systems Approach.* First Edition. West Yorkshire: Emerald Group Publishing Limited, p3-7.

[4] Australian HR Institute (2018) *Recruitment and Selection.* Available from:
https://www.ahri.com.au/assist/recruitment-and-selection

[5] Izuogu, S. A. (2015) Impact of Organizational Culture on Recruitment & Selection Practices in the Oil & Gas Construction Industry in Nigeria: SAIPEM in Focus. *European Scientific Journal June Vol 11(16),* p161-165.
Available from: https://eujournal.org/index.php/esj/article/viewFile/5861/5584

interruptions to operations, customer service and long term costs" (Australian HR Institute, 2018, www.ahri.com.au/). The global trends of recruitment will be covered in the following section.

1.3 Global trends of recruitment

"From social media to the news agenda of the day – we're all interested in what's trending. Recruitment is no different; keeping up to date with the latest developments and analysing trends will help you to stay ahead of the recruitment game. Here are Manning Global's magnificent seven trends worth looking out for in 2018… With the explosion of social media, more and more companies are using platforms such as LinkedIn, Twitter to connect with potential candidates and job seekers, helping to promote their brand and engage with fans through easily-shareable viral content, including memes, pictures, videos and infographics"[6] (Manning Global Inc., 2018, www.manningglobal.com/ and blog.manningglobal.com). "*TWITTER, TWEET, RETWEET and the Twitter logo are trademarks of Twitter, Inc. or its affiliates*." "*Used with permission from Microsoft*". "New jobs are emerging, talent pools are shrinking, and competition is getting more intense. The only way to get ahead of all this is understanding the trends that are shaping how companies recruit and getting ahead of them. There are four trends in recruiting that we believe are transforming how you hire:

- Diversity: the new global mindset
- Candidate assessment tools: newest ways to identify top performers
- Data: the new corporate superpower
- Artificial Intelligence: your secret workhorse"[7] (LinkedIn, 2018). *"Used with permission from Microsoft").[Employee Recruitment: An Innovation Oriented & Global Perspective 1ˢᵗ Edition] is an independent [publication] and is neither affiliated with, nor authorized, sponsored, or approved by, Microsoft Corporation.*

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[6] Manning Global Inc. (2018) *Future of Recruitment: Manning Global's Top Trends for 2018*. Available from: https://www.manningglobal.com/recruitment-trends/future-recruitment-manning-globals-top-trends-2018/

[7] LinkedIn (2018) *GLOBAL RECRUITING TRENDS 2018: The 4 ideas transforming how you hire*. Available from: https://news.linkedin.com/2018/1/global-recruiting-trends-2018 [Accessed 2018, 12 September] *"Used with permission from Microsoft."*

According to LinkedIn (2018) LinkedIn Talent Solutions has released its *Global Recruiting Trends 2018: The 4 Ideas Changing How You Hire* report, including insights from 8,800+ recruiters and hiring managers on how the topics of diversity, new interview methods, data and artificial intelligence, are impacting recruiting today.

- *Diversity hiring.* Diversity hiring is the most embraced trend with 78 percent of talent leaders responding that they are tackling hiring diverse talent, head on. Why? Well, 78% of companies indicated they are prioritizing diversity to improve culture, and 62% are doing so to boost financial performance.

- *Reinventing the interview.* New interview techniques are gaining favor, such as assessing candidate soft skills (63%), understanding candidate weaknesses (57%) and interviewer bias (42%).

- *Data.* This new era of talent intelligence is a big step forward as it allows talent leaders to use data to influence future hiring. The top three ways companies noted they are using data is to increase retention (56%), evaluate skills gaps (50%), and build better offers (50%). *Artificial intelligence.* Recruiters and hiring managers, globally, shared that AI is a bold disrupter, and is helping them save time (67%), remove human bias (43%) and deliver the best candidate matches (31%). Respondent also said that AI is most helpful when sourcing candidates (58%), screening (56%) and nurturing candidates (55%)[8] (LinkedIn, 2018. *"Used with permission from Microsoft."*

In addition based on a survey of 4000 Talent Acquisition decision makers working in HR, at Manager level or higher, on behalf of LinkedIn the following 2018 recruitment trends facts and figures were gathered. "56% of leaders say that their team's hiring volume will increase and in order to measure success they are focusing on how long a new hire stays at the company, hiring manager satisfaction, and time to fill. While nearly 70% of recruiting budgets are spent on job boards, recruiting tools and staffing agencies, talent leaders identify employer branding as the number one area where they wish they could invest more. Over 80% of leaders acknowledge that employer branding has a significant impact on their ability to hire talent. As many recruiting

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[8] LinkedIn (2018) *LinkedIn 2018 Report Highlights Top Global Trends in Recruiting: Diversity ranked top priority for companies in 2018.* Available from: https://news.linkedin.com/2018/1/global-recruiting-trends-2018 [Accessed 2018, 12 September] *"Used with permission from Microsoft."*

teams are struggling with resourcing employer branding, they look to their marketing partners for support. This usually includes joint ownership of social media channels and asset production" (Manning Global Inc., 2018, www.manningglobal.com/ and blog.manningglobal.com). *"Used with permission from Microsoft."* "Fresh applicants are already jaded that even job boards are boring to them! They ignore targeted ads and don't bother polishing their resumes and CVs. They think that these job platforms are antiquated, hard to navigate, and spammy. *Top Echelon's State of the Industry Report* illustrates this quite well: they found that referrals were the most popular source for finding high-quality candidates (43.6%). Job boards were on the bottom of the list, at only 9.5% popularity. Other recruiters are taking a more proactive stance in hiring people for specific jobs– Social Media Integration is now seen as the new wave of recruitment. LinkedIn is of course top of mind when it comes to the network of professionals and employees. Because that's where the eyeballs are, thus you automatically have a receptive audience for your job posts."[9] (Rensol Recruitment & Consulting, 2018, https://rensol.com/). "*TWITTER, TWEET, RETWEET and the Twitter logo are trademarks of Twitter, Inc. or its affiliates.*" "*Used with permission from Microsoft*". *[Employee Recruitment: An Innovation Oriented & Global Perspective 1ˢᵗ Edition] is an independent [publication] and is neither affiliated with, nor authorized, sponsored, or approved by, Microsoft Corporation.* The responsibility of the recruitment function is the next topic that will be covered in the following section.

1.4 Responsibility of recruitment

The hiring of new employees in the organization involves many people. It is important to point-out that some organizations today recruit employees and offer them job opportunities that allow them to do what they are good at and strongly passionate about in their career field. The human resources department plays a pivotal role in ensuring that the recruitment process commences and adheres to the organization's human resources policies. An organization can use either its internal human resources department or an external employment/staffing agency to find job candidates it needs to fill in an open vacancy. The following section will cover the parties involved in the recruitment process if an internal human resources department is used by the organization to find job candidates.

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[9] Rensol Recruitment & Consulting (2018) *Trends in International Recruitment, and Why It Matters to You?*
Available from: https://rensol.com/trends-international-recruitment-why-it-matters/

1.4.1 The parties that are responsible for the recruitment function in an organization

There are several parties or job titles involved in the recruitment process of an organization. The parties that are responsible for the recruitment function in an organization are depicted by Figure 1.1 below.

Figure 1.1 Parties responsible for the recruitment function in an organization

The parties that share the responsibility of the recruitment function in an organization include the following:

• *The executive vice president of human resources or human resources director and or the human resources manager* – is the head of the overall functions of the human resources department namely; compensation, training & development, human resources management information systems & technology, talent management, labour relations, recruitment and so on. In multinational or global conglomerate organizations the head of the human resources department is called the executive vice president of human resources or the human resources director of human resources. All the managers who are responsible for the above mentioned human resources department functions all report to the executive vice president of human

resources or human resources manager and or the human resources director. In general the human resources manager is responsible for the recruitment function in an organization and he/she ensures that they work closely with the recruitment manager, recruitment officers (*also known as recruiters*) and the line manager in the department where the vacancy exists in order to ensure that they gather accurate information to use in drafting the job description and person specification. The human resources manager must first be consulted for permission before a job advert is posted and he/she is responsible for ensuring that the job adverts meet the organization's human resources policy required standards. The human resources manager is responsible for the following: (1) creating the human resources budget and ensuring that the recruitment budget is sufficient to allow the organization to fulfill its human resources objectives on a regular basis, (2) drafting the recruitment policy that is in direct alignment with the organization's human resources strategy, (3) approving the form of media to use to advertise open vacancies in the organization, (4) approving the forms of technologies to use when conducting the recruitment process, (5) liaising with the recruitment manager and the head of the department where the open vacancy exists on all matters pertaining to the open vacancy, (6) designing the training and development programs of the human resources department employees such as the recruiters, (7) ensures that all recruitment activities in the organization are adhering to the organization's human resources policy and the recruitment policy in order for them to be in direct alignment with the business strategy.

• *The head of department where the open vacancy exists* – as mentioned earlier the human resources department professionals in particular the human resources manager, the recruitment manager and the recruitment officers (*also known as recruiters*) are required by the human resources policy to liaise with the head of department where the open vacancy exists. Therefore, the head of department where the open vacancy exists is also responsible for the recruitment function in general and they also help to provide accurate information about the qualities the desired job incumbent must possess including information about the day-to-day duties he/she will perform on the job in question. Some jobs are highly complex to the extent that the human resources department professionals need to be guided by the head of the department where the vacancy exists by being supplied with the appropriate information when drafting the job description and person specification. A typical good example of complex jobs are mathematics, sciences and information technology related career fields since they have highly complex

information or job requirements that require someone with a certain level of knowledge in these career fields to understand.

• *Recruitment officers or recruitment consultants* – they are responsible for the handling of all the paperwork in the organization that is related to recruitment. For instance, recruitment officers or consultants often write down the various tasks and duties that are conducted by the job incumbent of the open vacancy while simultaneously liaising with the (1) human resources manager, (2) head of department where the open vacancy exists and (3) the recruitment manager. In addition they are also responsible for placing job adverts inside or outside the organization. Recruitment officers or consultants are generally also responsible for receiving and screening all the job applications of advertised job posts. Furthermore, recruitment officers or consultants at the workplace on a day-to-day basis they report to the recruitment manager and their decision-making powers are limited since they mainly follow instructions that are communicated by the recruitment manager.

• *The recruitment manager* - is the overall head of the recruitment function in the organization and is responsible for the recruitment activities in the organization. In general the recruitment manager on a day-to-day basis at the workplace he/she reports to the human resources manager and it is important to point-out the fact that the final decision making authority of all human resources related issues lie with the human resources manager in the organization. The recruitment manager is responsible for the following: (1) for choosing the person specification/job description to use in recruiting a new employee, (2) creating the recruitment budget, (3) choosing the form of media to use to advertise the open vacancy, (4) choosing the various technologies that the organization must adopt during the recruitment process, (5) liaising with the human resources manager and the head of department where the open vacancy exists in order to accurately gather all the necessary information pertaining to the open vacancy, (6) designing training programs of the recruiters, (7) ensuring that all recruitment activities adhere to the organization's recruitment policy and many other responsibilities.

• *Job applicants* – people searching for employment play a vital role during the recruitment process by sending their curriculum vitaes/resumes and application forms to the organization's human resources department to apply for jobs. Thus an organization's hiring process cannot commence if the job seekers in the labour market are not consistently sending their job

applications to the organization's human resources department. The following section will cover the parties involved in the recruitment process if an employment/staffing agency is used by the organization to find job candidates.

1.4.2 The parties involved in recruitment if a staffing/employment agency is used to find job candidates

Today there are various parties or job titles that are involved in the recruitment process of job candidates if a employment/staffing agency. The parties that are responsible for the recruitment function when an organization opts to use an employment/staffing agency are depicted by Figure 1.2 below.

Figure 1.2 Parties involved in recruitment if a staffing/employment agency is used
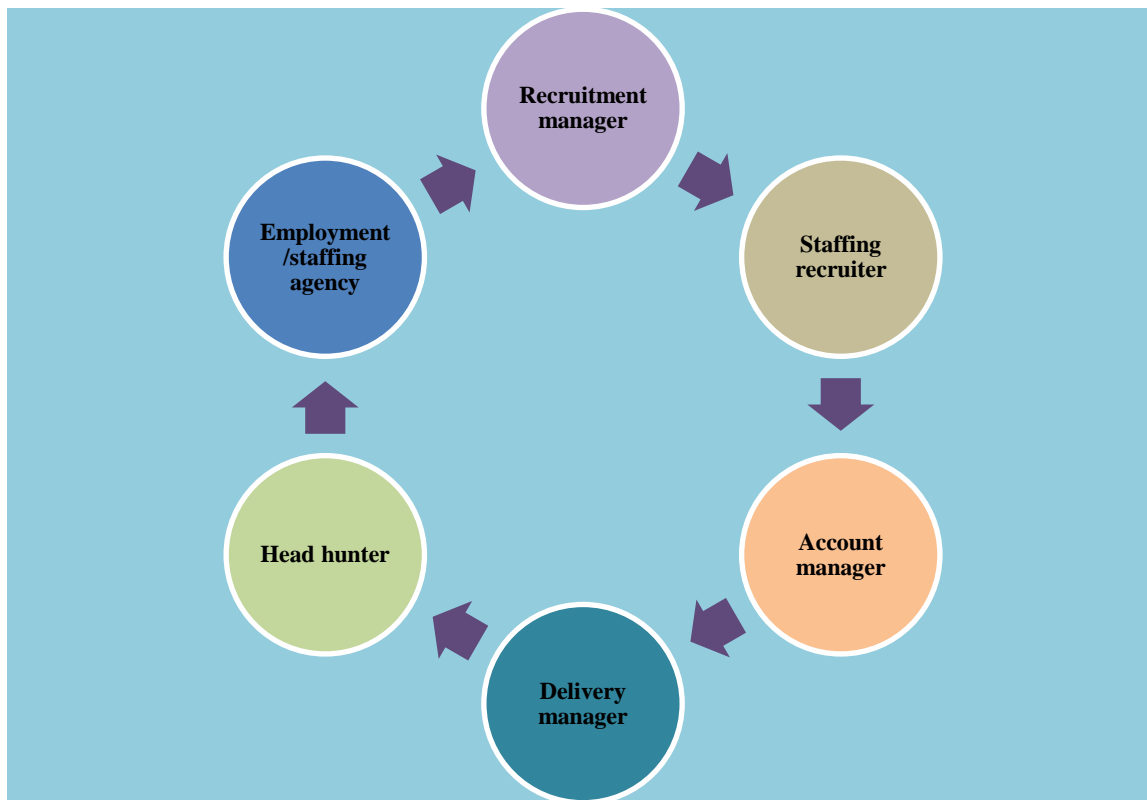
Source: Modified: (WayUp, 2020, www.wayup.com/)

As depicted by Figure 1.2 above some of the parties or job titles that are involved with the recruitment process of job candidates if an external employment/staffing agency is used by an organization include the following:

• *The recruitment manager* - is the overall head of the recruitment function in the organization and is responsible for the recruitment activities in the organization. In general the recruitment manager on a day-to-day basis is responsible for ensuring that the appropriate agency is selected to fill in job candidates and usually employment contracts that range within 6 months to 12 months require the services of an employment agency. While on the other hand employment contracts that offer fixed term appoints ranging from 2 years or more generally require the services of staffing agencies. In addition the recruitment manager is responsible for liaising with employment agencies in order to: develop harmonious working relationships, achieve a shared vision that is in alignment with the organization's human resources strategy and mission statement. The recruitment manager is also responsible for ensuring that the staffing/employment agency is well educated about the organization's operational history, principles, values, culture, ethics, governance statement, processes, products, services, markets and customers so that they may use this information in finding the right people with a person-organization match. It is the role of the recruitment manager to ensure that they provide the employment/staffing agency with the list of requirements (*such as education, qualifications, experience, person qualities and so on)* that job applicants must possess in order for them to be considered for the job including setting up a formal meeting with the head of the department where the new employees will be working to discuss any issues related to the open job vacancy in question with the account managers/agency.

• [10]*"Staffing Recruiter*. Let's tackle this one first. You might hear the word "recruiter" and think that this role falls within Human Resources. But it's more related to sales than HR. That's because Staffing Recruiters "sell" amazing candidates on a specific company and role. To help their clients fill specific high-priority positions, staffing recruiters post job listings, find and reach out to qualified candidates, and manage the candidate experience throughout the recruitment process. That's why thriving in this role requires, among other qualities, strong relationship-building skills"" (WayUp, 2020, www.wayup.com/).

• "*Account Manager*. While Staffing Recruiters focus on building relationships with candidates, Account Managers build relationships with clients. These clients turn to companies like Apex to

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[10] WayUp (2020) *Here Are All The Recruiting Terms And Titles You Need To Know.* Available from: https://www.wayup.com/guide/apex-2792925-sponsored-recruiting-terms-titles-need-know/

help fill open roles. It's the Account Manager's job to ensure all clients are getting the candidate results they're looking for*"* (WayUp, 2020, www.wayup.com/).

• "*Delivery Manager.* One thing Account Managers do not do is manage and support Staffing Recruiters. That is the responsibility of the Delivery Manager. This role is tasked with equipping Staffing Recruiters with the tools they need to be successful with clients. That can include things like training, helping allocate which positions they work on each day, and facilitating team and one-on-one meetings" (WayUp, 2020, www.wayup.com/).

• *Headhunter*. "A headhunter could refer to someone who identifies candidates before finding positions that perfectly match them. That distinguishes them from Recruiters, who know the position before they find the ideal candidate" (WayUp, 2020, www.wayup.com/).

• "*Employment Agency vs. Staffing Agency*. Many people think these are the same thing, but they're actually pretty different. Employment agencies typically focus on temporary employee placements with faster turnaround times. For example, if a company needs someone to fill in for six months while the full-time employee is on leave, it would likely use an employment agency. Staffing agencies, on the other hand, place employees in long-term, (often) full-time assignments. Because of this, the process is a bit more consultative and strategic" (WayUp, 2020, www.wayup.com/). The recruitment function can become a competitive advantage to the organization and this will be covered in the following section below.

1.5 Recruitment as a competitive advantage

"A *competitive advantage* is an attribute that allows a company to outperform its competitors. Competitive advantages allow a company to achieve superior margins compared to its competition and generates value for the company and its shareholders"[11] (Corporate Finance Institute Education Inc., 2018, https://corporatefinanceinstitute.com/). According to TalentLyft (2018) *competitive advantage* in HR refers to the quality of the employees who cannot be copied, unlike company's systems and processes. It comes down to the fact that companies with better

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[11] Corporate Finance Institute Education Inc. (2018) *Competitive Advantage*. Available from:
https://corporatefinanceinstitute.com/resources/knowledge/strategy/competitive-advantage/

employees have the competitive advantage[12] (TalentLyft, 2018, www.talentlyft.com/). *"3 Steps to Make Recruiting Your Competitive Advantage.* I heard three things:

1.5.1 Properly staff your talent acquisition team. If recruiting is marketing, then organizations need to start putting their money where their mouth is. I've never worked for a company where sales and marketing positions were filled using requisitions. When a great sales person was identified, they were hired. We found the budget. Sales was *that* important. If talent is important to the company, then start doing the same for recruiters.

1.5.2 Train the talent acquisition team. Everybody needs training. Everybody. It undermines the credibility of the talent acquisition function to look for candidates that are self-learners and then not do the same for themselves. Professional development can improve morale, engagement, and retention. Organizations should want the individuals selling people on working for the company to be as excited as the candidates.

1.5.3 Give recruiters the tools. New recruiting tools are coming out all the time, especially in technology. Recruiters need to be exposed to those new tools, so they can be determine if they're right for the organization. True – There are some old-school recruiting methods that are still very effective and those shouldn't be abandoned. But recruiting sources should be regularly evaluated for their effectiveness"[13] (HR Bartender, 2017, www.hrbartender.com/).

1.5.4 Effective recruitment & selection processes result in the organization achieving a competitive advantage. Today the labour market is currently battling the 'war for talent' especially the highly scarce skills and as a result this has complicated the recruitment function of each and every organization in the world that is currently seeking talented job seekers in the global labour market. The cost of recruiting has significantly increased over the past years due to the high demand for skills in the global labour market. Thus organizations that want to prosper in

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[12] TalentLyft (2018) *What is a Competitive Advantage*. Available from;
https://www.talentlyft.com/en/resources/what-is-competitive-advantage-in-hr

[13] HR Bartender (2017) *3 Steps to Make Recruiting Your Competitive Advantage*. Available from:
https://www.hrbartender.com/2017/recruiting/recruiting-competitive-advantage/

the recruitment activities are now required to offer their job applicants highly attractive remuneration rates in order to retain them over a long time period. In general an organization that consistently: (1) hires job applicants that possess the much sought after highly scarce skills; (2) successfully retains its highly skilled employees over a long time period; (3) attains a good positive reputation in the labour market as 'a great place to work' due to its fair or transparent recruitment process thus it can easily attain a competitive advantage in the labour market. The 'war for talent' is consistently becoming more complicated on a daily basis therefore making the recruitment of scarce skills a bit more challenging for most of the organizations and this makes organizations that prosper in hiring top talent to easily attain a competitive advantage in recruiting. The conclusion of this chapter will be covered in the next section.

1.6 Conclusion

One of the most challenging task most human resources management professionals are faced with today is locating the right job applicants with the required competencies, qualifications and expertise. The recruitment and selection of employees has become a critical task in any organization today and every organization needs to have employees who are responsible for the recruitment function. Therefore, the role of recruitment is to produce an adequate number of job applicants to help secure the availability of adequate people with the prerequisite skills and requirements who will fill up job vacancies that may arise in the organization. Today organizations are now building their competitive advantage through the recruitment function by offering an amazing candidate experience, creating and displaying an attractive organizational culture.

1.7 Review questions

(1) Define the following terms 'job analysis', 'job description', 'job specification' and recruitment?

(2) Explain why the job analysis is important during the recruitment activity?

(3) Discuss the *four* parties that are responsible for the recruitment activity in an organization? Define the term 'job applicant' and briefly describe the role played by job applicants during the recruitment process in an organization?

(4) Describe at least *four* ways a human resources department can use the recruitment activity to build a competitive advantage?

Chapter 2: Objectives of recruitment

After reading this chapter you should be able to:

- Discuss the objectives of recruitment in an organization.
- Explain why employee recruitment is interrelated to the business strategy.
- Describe what is recruitment research and its importance to the organization.
- Outline the various recruitment process steps.

2.1 Introduction

Every human resources department in each and every organization aims to carry-out the recruitment process at the lowest possible cost while simultaneously attracting a large number of job applications. This has resulted in the setting of recruitment objectives by the human resources department in order to prioritize the recruitment tasks that are carried-out by the department on a day-to-day basis. Generally the first contact most job applicants have with the organization is via the recruitment process and in most instances that is when they decide if they want to be employed by the organization or not. It is therefore important for the human resources management function professionals to thoroughly prepare for the recruitment process to attract the right number and caliber of job applicants. Generally the recruitment activity is similar to marketing/sales due to the fact that all the recruitment communication efforts tend to have a specific targeted audience namely, suitable job applicants[14] (Hunter, 2002:83). The objectives of the recruitment activity in an organization will be discussed in the following section.

2.2 Objectives of recruitment in an organization

The ultimate aim of recruitment is to recruit and select employees of the right caliber while simultaneously adhering to the set codes of ethical practice and government legislation. Its main purpose is to ensure that the hiring of employees adheres to the organization's code of conduct and the labour legislation of the country through the guidance of the organization's recruitment

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[14] Hunter, C. (2002) *Managing People in South Africa: a Systematic Approach to Human Resources Management*. Pietermaritzburg: Bytes Document Solutions.

policies such as the recruitment of women and people living with disabilities (Izuogu, 2015:162), Effective recruitment practices play a critical role in lowering the organization's employee turnover rate and improving employee motivation[15] (Izuogu, 2015:162). Organizations that allocate adequate financial and time resources in their recruitment practices often deliver a win-win result for (1) the human resources department, (2) the department where the newly hired job incumbent will be working, (3) the recruitment function and (4) the organization as a whole. The various objectives of recruitment in an organization are depicted in Figure 2.1 below.

Figure 2.1 Common objectives of recruitment in an organization

- **Recruiting job candidates with a ethical, loyal and trustworthy character**
- **Adhering to the allocated recruitment budget during the recruitment process**
- **Hire innovators**
- **Implementation of a non-discriminatory and legally compliant recruitment process**

- **Hire top performers**
- **Hire those who stay**
- **Hire individuals with advanced skills**
- **Hire top college grads**

- **A low new-hire failure rate**
- **No positions went unfilled**
- **Hire diversity**
- **Maximizing your business impact goals - (1) No significant revenue loss (2) No project delays**

Source: Modified: (Sullivan, 2014, www.ere.net/)

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[15] Izuogu, S. A. (2015) Impact of Organizational Culture on Recruitment & Selection Practices in the Oil & Gas Construction Industry in Nigeria: SAIPEM in Focus. *European Scientific Journal June Vol 11(16),* p161-165. Available from: https://eujournal.org/index.php/esj/article/viewFile/5861/5584

2.2.1 Recruiting job candidates with a ethical, loyal and trustworthy character

Good character is generally the back-borne of hard work, trust, commitment, ethics, honesty and loyalty at the workplace. The number one question most of the world's largest corporations keep asking themselves is *'who will get there first?'* in terms of being considered to be a 100% ethical & compliant organization in the global marketplace. This golden question has immensely put pressure on board of directors, CEOs and managers in organizations around the world to continuously shift their focus on re-inventing their core beliefs, principles and corporate culture to reduce their ethics and compliance risk. One definite way of achieving this is through hiring honest and highly ethical people on regular basis. During the recruitment of new employees good character must never be outweighed by qualities such as experience, educational background and so on. Thorough background checks help the recruitment function in the organization to clearly enquire with the job applicant's former employers or educational institutions academics in order to clearly get truthful information about the job applicant's true character (*such as honesty, skills and work ethics*).

2.2.2 Adhering to the allocated recruitment budget during the recruitment process

 Every human resources management activity in the organization costs money thus one of the few aims of recruitment is to ensure that the process of hiring new employees is to adhere to the allocated financial budget limits in terms of the cost of employment of the new hire (*salary*) and other benefits package. Generally job applicants who are highly skilled or talented are in high demand in the labour market nowadays and they often receive multiple job offers therefore the recruitment function must aim to hire them without exceeding the allocated remuneration budget. This is usually made possible through offering highly attractive working environments, autonomy, balanced work/life schedules, employee wellness programs, recreational facilities, canteen services, training and development opportunities, consistent job design programs, performance based bonus incentives and so on. The recruitment process must be able to properly screen and select job applicants who possess the required skills/educational qualifications who appreciate the salary and benefits packages being offered by the organization.

2.2.3 "Hire innovators — the goal is to attract and hire individuals in key jobs that produce and implement innovations while on the job that improve the existing approach by 25 percent or more" (Sullivan, 2014, www.ere.net/).

2.2.4 Implementation of a non-discriminatory and legally compliant recruitment process

The labor laws of almost all the countries in the world strictly prohibit any form of discrimination at the workplace including the implementation of unreliable recruitment/selection practices on job applicants or employees. One of the key aims of the recruitment of new employees is to abide by the organization's recruitment policy which often stipulates that any form of discrimination and unfair labor practices is strictly prohibited in order to adhere to the labour laws of the country the organization operates. For instance, denying job offers to job applicants based on their responses on questions relating to marital status, religion, gender and so on is also prohibited.

2.2.5 [16]*"*"*Hire top performers* — the goal is to attract and hire individuals in key jobs that within two years produce results among the top 10 percent of those in their job. In addition, in a survey, at least 75 percent of hiring managers report that at least 95 percent of their new hires "meet or exceed" their on-the-job performance expectations. A sub-goal may be to calculate the added dollar value provided by each top-performing new hire (compared to an average performing hire)"" (Sullivan, 2014, www.ere.net/). A good example of a leading global organization that aims to recruit skilled employees of the right caliber during its recruitment process is automobile manufacturer Bayerische Motoren Werke AG known as BMW which is headquartered in Munich, Germany which was founded on 21 July 1917 as Rapp Motoren Werke but was renamed to Bayerische Motoren Werke. [17]After the Great War the brand "BMW" as well as all assets of the (aero-) engine business were transferred from this company to Bayerische Flugzeugwerke [BFW], which was founded on 7 March 1916. Since then, the BFW was named "Bayerische Motoren Werke"[18] (BMW Group, 2018). [19]*"A WORLD OF OPPORTUNITIES* - we

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[16] Sullivan, J. (2014) *These Strategic Goals Can Help to Focus Your Recruiting Function*. Available from: https://www.ere.net/these-strategic-goals-can-help-to-focus-your-recruiting-function/

[17] BMW Group (2018) *Five BMW Milestones*. Available from: https://www.bmwgroup.com/en/company.html

[18] BMW Group (2018) *The Right Application*. Available from: https://www.bmwgroup.com/en/careers/the-right-application.html

assume you have a passion for our vehicles and products as well as a fascination for innovation and technology. You're also highly motivated to join the BMW Group, whatever stage of your career you may be at. Depending on your qualifications and experience, we offer a diverse range of possibilities. Whether you're a recent graduate or an experienced professional − if you're ready to take the next step in your career and are searching for a new challenge, our doors are always open. When it comes to choosing a profession or planning your career, we offer unique opportunities for you to get to know us and work as an integral part of our team. As a graduate, we'll give you a job responsibility from day one so that you can really put your theoretical knowledge into practice. As a student, we'll give you the opportunity to gain a thorough understanding of our business as an intern while you work for a degree. What's more, as a pupil, we'll give you the chance to explore different career options or start the job of your dreams as an intern or apprentice" (BMW Group, 2018). Furthermore, according to BMW Group (2018) *Turn your visions into reality. In all fields* - whether in research, development, production or any other field: you can look forward to an exciting working environment filled with all the challenges, responsibilities and rewards you'd expect from the BMW Group (BMW Group, 2018).

2.2.6 "Hire those who stay — the goal is to attract and hire individuals with a low voluntary turnover rate, so that new hire tenure exceed the target"[20] (Sullivan, 2014, www.ere.net/).

2.2.7 *"Hire individuals with advanced skills* — the goal is to attract and hire individuals in key jobs who have the advanced skills, knowledge, and experience (especially in technology) that your organization will need in the future. A sub-goal may also be to hire individuals who have the ability to quickly learn and then adapt to a fast-changing world" (Sullivan, 2014, www.ere.net/).

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[19] BMW Group (2018) *Careers*. Available from:

[https://www.bmwgroup.com/en/careers.html#location=DE,DE/Berlin,DE/Bonn,DE/Bremen,DE/Chemnitz,DE/Dingolfing,DE/Dortmund,DE/Dresden,DE/Eisenach,DE/Goettingen,DE/Hamburg,DE/Hanover,DE/Landshut,DE/Leipzig,DE/Mannheim,DE/Munich,DE/Nuremberg,DE/Regensburg,DE/Saarbruecken,DE/Stuttgart,DE/Ulm,DE/Wackersdorf,DE/OTHER](https://www.bmwgroup.com/en/careers.html)

[20] Sullivan, J. (2014) *These Strategic Goals Can Help to Focus Your Recruiting Function*. Available from:

https://www.ere.net/these-strategic-goals-can-help-to-focus-your-recruiting-function/

2.2.8 "Hire top college grads — the goal is to attract and hire college students in targeted majors who within two years meet or exceed the preset on-the-job performance and retention targets"[21] (Sullivan, 2014, www.ere.net/).

2.2.9 "A low new-hire failure rate — the goal is to be able to show that the number of new hire failures who had to be terminated within the first six months was below the target. A sub-goal may be to calculate the dollar costs of each new hire failure" (Sullivan, 2014, www.ere.net/).

2.2.10 ""No positions went unfilled — because open positions that are never filled result in less needed work getting done, the goal is for recruiting to be able to demonstrate that the recruiting team filled its target percentage of open positions by the hiring manager's "need date."" (Sullivan, 2014, www.ere.net/).

2.2.11 "Hire diversity — the goal is to attract and hire diverse individuals in exempt jobs who increase our ability to understand and serve our diverse customer base" (Sullivan, 2014, www.ere.net/).

2.2.12 ""Maximizing your business impact goals. No significant revenue loss — the goal is to be able to show that your firm did not lose significant revenue by having excess "position vacancy days" as a result of slow recruiting for revenue-generating positions. *No project delays —* because almost all new product development and innovations operate on a project basis, the goal is to be able to demonstrate that weak recruiting didn't result in the slowing or stopping of any critical work or projects during the year. Whether you've reached this "project delay goal" is determined by surveying project managers on a quarterly basis to identify if any projects have been negatively impacted by weak recruiting. A sub-goal may be to calculate the dollar costs of each project delay related to weak recruiting"" (Sullivan, 2014, www.ere.net/). The reasons why recruitment is interrelated to the business strategy will be highlighted in the next section.

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[21] Sullivan, J. (2014) *These Strategic Goals Can Help to Focus Your Recruiting Function*. Available from: https://www.ere.net/these-strategic-goals-can-help-to-focus-your-recruiting-function/

2.3 Why recruitment is interrelated to the business strategy

It is the responsibility of the human resources manager to ensure that all human resources department activities including the recruitment function are directly interrelated to the business strategy. ""The use of strategy has literally changed the map of the world and caused the rise and fall of many a nation and its people. The unique combination of wisdom, science and craft have made strategy creation and its application a universally sought after skill. A look back at where it all began and provides the foundation for a more thorough grasp of what often seems ungraspable. Strategy sprung from the need for people to defeat their enemies. The first treaties that discuss strategy are from the Chinese during the period of 400 – 200 B.C. The term "*strategy*" is derived indirectly from the Classic and Byzantine (330 A.D.). However, the current use of "strategic" and "tactical" stems from World War II. "*Strategic*" is associated with long-range aircraft and while "*tactical*" is referred to shorter-range aircraft. *Embracing Uncertainty* - the development of strategy requires the courage to accept uncertainty. Strategists must accept that they will not have all of the information and not see the spectrum of events, yet be committed to creating and implementing the strategy. The uncertainty that exists is not only a product of not having complete information and being able to predict future events, it also is a product of the events generated by a dynamic and thinking opponent"" (Horwath, 2006:1, https://www.strategyskills.com/Articles_Samples/origin_strategy.pdf). Business strategy is the key ingredient that ultimately leads to the success of each and every organization. Generally every business strategy is well executed through the formulation of effective strategic business plans, human resources and marketing strategies that lead to business growth. A *business strategy* is a carefully set-out pathway that is designed and followed by an organization with the aim of attaining the following: (1) it's clearly outlined desired future, (2) high priority business objectives/goals, (3) good corporate governance standards, (4) a better competitive position, (5) better financial health and so on. Thus, a firm that is following a growth strategy invests more resources on its recruitment activities in order for it to hire and retain the much needed skills that will help it to grow its operations and outstand its global competitors in the marketplace at a profit. Therefore, this is one of the reasons why the recruitment activities of a firm must be directly aligned to the business strategy.

[22]According to Haviar (2018, www.smartrecruiters.com) in many organizations, recruitment is reactive. Businesses only start seeking people once a glaring hole in the company becomes apparent instead of preemptively seeking people as part of a business strategy. Yet, people are key to reach any business goal. Take the following three objectives for example.

• Build a new workout app.

• Market footwear to the right audience.

• Put on a world-class event to showcase your new SaaS platform.

The necessary ingredient to accomplish any of these objectives is people – people with the right skills and at the right time. Your business strategy could fall apart if you don't have the right team which means recruitment can't be an afterthought. *Make recruiters your partners in strategy* **-** involving recruitment in your key business strategy decisions is beneficial for creating realistic budget and time expectations. Recruiters can help you figure out whether the people you need to make your business strategy a reality are available in the recruitment market at the moment. If they are not, then recruitment can also advise on how long it might take to recruit those people, and therefore how long it will take to put your business strategy into practice. An additional advantage of including a representative from your recruitment team in your business strategy meetings is that the recruiter can gauge the direction in which the organization is moving, and can start the recruitment process with the future of the company in mind. This means that when the organization does firmly decide on a business strategy, the necessary recruitment process is already underway (Haviar, 2018, www.smartrecruiters.com). In-depth information about recruitment research will be covered in the following section.

2.4 Recruitment research

The first rule of recruitment nowadays is conducting research. Recruitment research helps the recruitment function to learn more about the current and future recruitment trends in advance and

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[22] Haviar, T. (2018) *How Recruitment and Your Business Strategy Are Inseparably Linked. Available from:* https://www.smartrecruiters.com/blog/how-recruitment-and-your-business-strategy-are-inseparably-linked/

be able to make well informed decisions about the following: (1) job candidate identification, (2) talent mapping, (3) CV/resume screening, (4) selection recruitment advertising platforms, (5) hiring and so on. The various types of recruitment research offerings that can be done by a recruitment function in an organization are many. [23]According to Qualigence.com (2018, https://qualigence.com) research offering include:

• *Name Generation* - name generation lists help to support your pipeline of qualified candidates. Lists come complete with that-day accurate candidate names, titles, emails, phone numbers, and locations.

• *Organizational Charts* - Org charts are hyper-targeted breakdowns of your competition's inner-workings, like their top performers, how to reach them, reporting structures, and lines of communication.

• *Talent Profiles* - talent profiles provide you with robust candidate data to maximize recruitment efforts. Profiles include first and last name, experience, education, job function, contact information, and more.

• *Structured data* – we move beyond unstructured social networks and online databases to find your next best hire. We replace inconsistent sourcing methods with proprietary online, office and various phone techniques to reach the most desirable talent pools and we organize them structurally and securely (Qualigence.com, 2018, https://qualigence.com).

• *Active candidates* - *"Active candidates* are the ones reaching out to their professional networks, answering job ads, and sending resumes to your hiring manager. Experience demonstrates, however, that the most highly qualified, in-demand talent isn't out there surfing job boards. They already have jobs and they are generally satisfied with their positions. But if the right offer came along, a significant majority of these employees would be willing to talk with a recruiter and consider a new position. These are the *passive candidates*, and they are the ones you should be aggressively recruiting. *Why Should You Seek Out Passive Candidates?* Passive candidates may seem elusive and difficult to engage, but there are several reasons you should seek them out:

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[23] Qualigence.com (2018) *Recruitment Research: Research Offering*. Available from:
https://qualigence.com/recruitment-research/

• *They have the right skill set*—Seeking out candidates with the exact skill set you need means a better fit for your company than you will likely find in the stack of resumes on your desk. Passive candidates are those who have the talent and work ethic to get the job done - that's why they already have a job.

• *They are unlikely to inflate their qualifications* - it's easy to pad a resume when you're desperate for a job, but a passive candidate has no need to lie about qualifications. You contacted them, so why should they?

• *They are good employees* - most passive candidates have a job they enjoy, and they tend to be good team members. That means they will probably make a good fit for your team as well"[24] (Hire Velocity, 2018, www.hirevelocity.com/). [25]"When the Active vs. Passive phrase is used within the recruiting industry, most people apply it to the type of candidate under consideration: (1) *An Active candidate* is someone who is actively seeking new employment. This type of candidate is actively searching the job boards, has his/her resume posted online, and is highly motivated to find new employment. Most studies indicate that less than 20% of the workforce is actively seeking new employment. (2) *A Passive candidate* is someone who is not actively looking for a new job. This type of candidate is probably too busy doing what they need to do to be successful to even worry about what's happening in the job market. A company and/or a recruiting firm can post all the ads they can write, and a passive candidate will likely never see them, and thus will never respond to them" (DigitalTalentgroup, 2018, www.digitaltalentgroup.com/). In general passive candidate research is interrelated to poaching. Therefore, *passive candidate research* is whereby the recruiters carryout in-depth research that is specifically targeted at highly talented individuals who do not have any plans to leave their current employers in order to gather the following information: their real names, current job position title, mobile and landline phone numbers, email addresses, social media network profile links, hobbies, educational background, work experience and so on. Soon after completing the recruitment research activity the recruitment process may then commence. The following section will cover aspects about the recruitment process in greater detail.

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[24] Hire Velocity (2018) *Passive vs. Active Candidates: What's the Difference?* Available from; https://www.hirevelocity.com/passive-vs-active-candidates-whats-difference/

[25] Digital Talent Group (2018) *Active vs. Passive Candidates*. Available from: www.digitaltalentgroup.com/active-vs-passive-candidate.html

2.5 The recruitment process

The recruitment process is a continuous process not a once-off activity. Steps in the recruitment process are depicted in Figure 2.2 below.

Figure 2.2 The seven steps in the recruitment process

Step 1: Identify the recruitment need

Step 2: Formulate the job description and person specification

Step 3: Align the recruitment process with the recruitment policy and procedures

Step 4: Select the recruitment method

Step 5: Short list job candidates

Step 6: Contact all short listed job applicants

Step 7: Start the selection process and give feedback on process
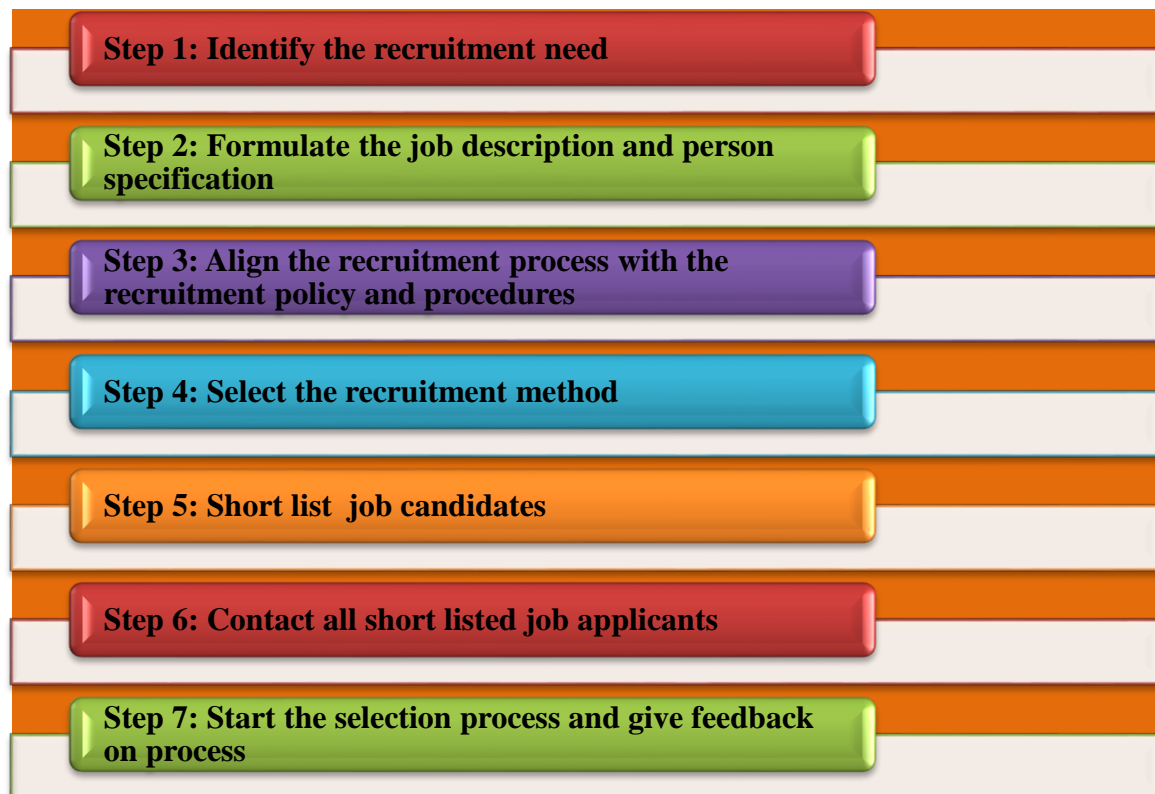
2.5.1 Identify the recruitment need

Figure 2.2 helps to depict that step 1, is where the recruitment team identifies the recruitment need in the organization. Usually after human resources planning and the human resources plan has been fully established the organization's human resources management specialists become fully aware of the number of people the organization needs to fill up vacancies. In most organizations people retire because of various reasons such as age, emigration to other countries, better job offers elsewhere and so on. Therefore, the human resources planning activity, retrenchments, dismissals and retirements within the organization create the need for the human resources professionals to start the recruitment process in the organization. Before the recruitment process begins human resources professionals should first seek permission to start

searching for job applicants from management since it is an expensive process for it to be cancelled later on.

2.5.2 Formulate the job description and person specification

A job description should be created to clearly list the duties, responsibilities and working conditions of the job. The person specification will also be created to determine the qualities the job incumbent is required to possess such as education, experience and interpersonal skills. After the job description and person specification have been created all the main areas considered to be critical in the job will be determined by the human resources management and this information will be used for training and performance appraisals in the future (Hunter, 2002:74).

2.5.3 Alignment of the recruitment process with the recruitment policy and procedure

The recruitment process should be in direct alignment with the organization's recruitment policy. Human resources management should ensure that all job adverts and other steps of recruitment do not breach any stipulated policy guidelines. For example, if the policy clearly stipulates that the employment of people over the retirement age of 65 years old is prohibited then the human resources management should ensure that job applications from people over the retirement age of 65 years old are not processed.

2.5.4 Select the recruitment method

The recruitment method should be guided by the recruitment policy all the time. However in cases where the recruitment policy allows both internal and external sources of recruitment to be used the recruitment method that will be used is therefore determined by the person specification including the job grade of the vacant position in the organizational structure. *Internal recruitment sources* refer to the recruitment of job applicants from within the organization and or the recruitment of job applicants currently employed in the organization while *external recruitment sources* refer to the process of recruiting from outside the organization job applicants who are not already employed by the organization via the use of newspapers, recruitment agencies and so on (Hunter, 2002:86). Previously used recruitment methods are worth considering at this step of the recruitment process since the human resources management will be more familiar with their effectiveness when it comes to recruiting the right people. It is important to note that this is the

step where the human resources management selects the recruitment method they think is suitable to use to carry-out the recruitment and when they have done so then they will implement it. Furthermore, if the external recruitment method will be used the job advertisement must be placed in the newspaper or a popular job website. A closing deadline to send curriculum vitaes (*CVs*) or resumes should be placed in the job advertisements.

2.5.5 Short list job candidates

Soon after placing the job advertisements the recruiter should be patient and give applicants sufficient time to respond to the job advertisements. When the deadline day arrives all application CVs/resumes and forms received should be screened according to the job requirements and person specification. Reference checking of all job applicants CV/resume references and other background checking is done in this step. It is important to note that during this step the human resources management and line managers in the department the job incumbent will be working in must be involved when short listing candidates. This is critical since the organization can receive applications from people with the required high quality skills but lacking working experience or vice versa. Thus the human resources management and the line manager of the department with the open vacancy must decide together on whether to start the recruitment process again until they find the right person or continue with the current process and later on use training and development to assist the job incumbent to quickly gain the required knowledge or experience to help them improve their work performance.

2.5.6 Contact all short listed job applicants

The recruiter should contact short listed job applicants to inform them that they have been shortlisted for an interview whilst at the same time the recruiter should contact all the unsuccessful job applicants. Successful applicants should be informed about the dates and time to come for interviews or selection tests. Written communication is the best form of communication with job applicants as it helps to avoid misunderstandings since job applicants can re-read the written message as many times as possible to clearly understand the message being communicated by the organization. For example written communication can be sent via: (1) electronic mail (*e-mails*), (2) formal letters with the organization's letterhead which are sent

via the post office mail delivery system and (3) use of the mobile phone short-message-services (*SMS*) or texts.

2.5.7 Start the selection process

Short listed candidates will be interviewed and or tested on the specific dates and times communicated to them. [26]The organization if it decides to use selection tests they should be in compliance with the labour laws of the country such as the U.S. Equal Employment Opportunity Commission, 2018, *Title VII of the Civil Rights Act of 1964; Equal Employment Opportunity Act of Commonwealth Authorities of 1987 (Australia);* Trade Union & Labour Relations *(Consolidation) Act 1992*) (*United Kingdom*) and many other country specific labour laws[27] [28]. The human resources management department in this step can use the various types of interviews to select suitable job applicants. After weighing all the scores of the candidates from the interviews and or selection tests the candidate with the highest score should be offered a job and given a set time limit to accept or refuse the job. A typical good example of a global organization that has a remarkable employee selection process is automobile manufacturer Bayerische Motoren Werke AG known as BMW which is headquartered in Munich, Germany. "*OUR SELECTION PROCESS - depending on the applicant's entry level and occupation they seek, we use various selection criteria and selection tools to assess candidates. By the way: school pupil placements are awarded only on the basis of your documents, i.e. without conducting a prior telephone interview or face-to-face interview with you. Selection criteria - we attach different weighting to our selection criteria, depending on the job vacancy. Ultimately, it is the candidate's*

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[26] U.S. Equal Employment Opportunity Commission (2018) *Title VII of the Civil Rights Act of 1964*. Available from: https://www.eeoc.gov/laws/statutes/titlevii.cfm

[27] United Kingdom Government Legislation (2018) *Trade Union and Labour Relations (Consolidation) Act 1992*. Available from: http://www.legislation.gov.uk/ukpga/1992/52/contents [Accessed 2015, 24 October] © Legislation.gov.uk, 2018. This information is licensed under the Open Government Licence v3.0. To view this licence, visit http://www.nationalarchives.gov.uk/doc/open-government-licence/ OGL v3.

[28] Australian Government Federal Register of Legislation (2015) *Equal Employment Opportunity (Commonwealth Authorities) Act 1987.* Available from: https://www.legislation.gov.au/Details/C2004C00712 [Accessed 2015, 30 October] © Commonwealth of Australia 2018.

overall impression that counts. An ideal mix of required skills and knowledge and the candidate's personality determine whether or not we choose a certain applicant"[29] (BMW Group, 2018). In this final step the human resources management has the responsibility to continuously assess the effectiveness of the recruitment process through checking the organizational tenure rates and employee turnover rates. Therefore, if the organizational tenure rates and employee turnover rates are high it means that the organization has to correct some of the recruitment process steps. The conclusion of this chapter will be covered in the next section.

2.6 Conclusion

In general every human resources department in each and every organization aims to carry-out the recruitment process at the lowest possible cost while simultaneously attracting a large number of job applications. It can be concluded that the recruitment activity is similar to marketing/sales due to the fact that all the recruitment communication efforts tend to have a specific targeted audience namely, suitable job applicants. The ultimate aim of recruitment is to recruit and select employees of the right caliber while simultaneously adhering to the set codes of ethical practice and government legislation. It is the responsibility of the human resources manager to ensure that all human resources department activities including the recruitment function are directly interrelated to the business strategy. Recruitment research helps the recruitment function to learn more about the current and future recruitment trends in advance.

2.7 Review questions

(1) Outline and discuss in great detail at least five recruitment objectives an organization can use to achieve its human resources strategy?

(2) Define the term 'recruitment research' and describe four recruitment research offerings an organization's recruitment function can perform on a regular basis?

(3) Define the term passive candidate research and discuss how it helps the recruitment function?

(4) Discuss the seven recruitment process steps that a human resources department in an organization can use to hire new employees?

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[29] BMW Group (2018) *The Right Application*. Available from: https://www.bmwgroup.com/en/careers/the-right-application.html

Chapter 3: Micro environmental factors affecting recruitment

After reading this chapter you should be able to:

- Discuss how the business environment affects the human resources management function in general.
- Describe how the recruitment function is affected by the business environment.
- Explain how the micro environmental factors affect recruitment.
- Discuss how the macro environmental factors affect recruitment.

3.1 Introduction

Change is now everywhere as a result of the highly dynamic business environment. The business environment has become a key part of the modern day global economy and has played a critical role in the shifting of the global economy from being industry-oriented to being service and technology oriented[30] (O'Meara and Petzall, 2013:3). ""Over the years we've seen the workplace go through a number of dramatic changes: The dress code has shifted away from the suit and tie. And that's just within the last five or 10 years; imagine how much different it will look several decades from now""[31] (Stanger, 2016, www.businessinsider.com/). Organizations that conduct effective planning and change management tend to thrive in today's highly dynamic business environment. The recruitment activity is one aspect of the human resources department that is significantly affected by both the micro and macro environmental factors on a day-to-day basis. An organization must ensure that it formulates objectives, strategies and policies that help it to cope with its business environment as it has no direct control over it despite the fact that the business environment greatly influences its operational activities on a daily basis. The

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[30] O'Meara, B. and Petzall, S.(2013) *The Handbook of Strategic Recruitment and Selection: A Systems Approach*. First Edition. West Yorkshire: Emerald Group Publishing Limited, p3-7.

[31] Stanger, M. (2016) *9 Ways The Workplace Will Be Different in 2050*. Available from: https://www.businessinsider.com/ways-the-workplace-will-look-different-in-the-future-2016-1

environmental factors that affect the recruitment function in an organization will be covered in the next section.

3.2 Environmental factors affecting recruitment

Factors affecting recruitment include micro (*internal*) factors that the organization has direct control and influence over. Macro environmental (*external*) factors in general cannot be controlled and influenced by the organization. The scope and degree of recruitment activities differ from organization to organization. Factors affecting recruitment will be discussed in greater detail in the following section.

3.2.1 Micro environmental factors affecting recruitment

Therefore the micro factors affecting recruitment will be depicted in Figures 3.1 below.

Figure 3.1 Micro environmental factors affecting recruitment

Source: Modified: (Aswathappa, 2013:194)

3.2.1.1 Size of the organization

The size of an organization generally has a significant influence on its recruitment & selection process. In general large organizations that employ thousands of employees usually hire specialized recruitment professionals who are experts in the recruitment & selection of talented employees in an organization and they are better able to implement modern day recruitment

processes, systems or technologies[32] (Aswathappa, 2013:194). Small organizations carry-out recruitment once in a while due to limited financial resources as a result of their small scale operations that employ fewer people. Large organizations often conduct recruitment on a regular basis as a result of their large scale operations that require the employment of large numbers of people. In addition large organizations often conduct recruitment on a regular basis as a result of their adequate financial resources (Aswathappa, 2013:194).

3.2.1.2 Cost of recruiting

Generally the cost of recruiting is one of the most critical environmental factors that influences the recruitment & selection of employees in an organization. The cost of recruiting is generally calculated according to each and every new hiring activity the organization conducts on a regular basis and nowadays the financial costs of recruiting tend to be high (Aswathappa, 2013:194). Every organization whether small or large must first determine the cost of recruitment on a regular basis to accurately carry-out future human resources planning and be able to allocate sufficient recruitment budgets (Aswathappa, 2013:194). A startup architectural design firm based in Rio de Janeiro, Brazil might fail to carry-out recruitment interviews with university graduates located in a different city or country due to limited financial resources to pay for their transport and accommodation costs so that the job applicants can attend the selection interviews and practical tests. Therefore, the startup architectural design firm has to determine more cost effective recruitment strategies it may adopt (*such as email, Internet voice & video conferencing calling interviews, telephone interviews and so on*) to avoid incurring high recruitment costs. Generally telephonic and Internet voice & video conference calling interviews tend to be much cheaper especially when there is high geographical distance involved between the organization and its job applicants (*for example the Skype software provides Internet communications products. "Used with permission from Microsoft").* "[Skype is a trade mark or other intellectual property of the Microsoft group of companies] and [*Employee Recruitment: An Innovation Oriented & Global Perspective 1st Edition*] is not affiliated, sponsored, authorized, or otherwise associated with or by the Microsoft group of

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[32] Aswathappa, K. (2013) *Human Resources Management: Text and Cases*. 7th Edition. New Delhi: McGraw-Hill Education (India) Private Limited, p192-198.

companies." Some of the most effective ways that organizations can use to lower the costs of recruiting is by: (1) carrying-out the recruitment and selection process for several job positions at the same time and (2) offering employees an excellent working environment in order to reduce their intentions to leave the organization (Aswathappa, 2013:194).

3.2.1.3 Form of organization

Historically organizations can either conduct their day-to-day operational activities whilst registered as a (1) for-profit organization and or (2) as a not-for-profit organization (Anderson, 2018, https://recruiterbox.com/). Recruitment in the private sector seeks to find qualified employees who can (1) quickly make more money for the organization, (2) increase both its brand and market value. Whereas government recruitment is focused on providing people with (1) decent employment (*earning a fixed salary & benefits*) and (2) life changing career development opportunities[33] (Anderson, 2018, https://recruiterbox.com/). Nonprofit organizations often prefer to recruit candidates with a passion for what they do in the sector they operate since their main aim is to offer help to people in need of it (Anderson, 2018, https://recruiterbox.com/). "Hiring typically means finding someone with a specific set of skills to handle particular responsibilities. The difference for Nonprofit Organizations is that employees often wear a lot of hats instead of doing the same tasks day-after-day. Because of that, it can be a good approach to look for someone who is passionate about your organization's mission, rather than seeking a candidate with a certain skillset" (Anderson, 2018, https://recruiterbox.com/). For example, employees who work for nonprofit organizations that specialize in food security, health, protection of women & children rights in various countries where there are civil war conflicts show their high dedication and passion for their work despite their immediate dangerous working environment. Therefore, the type of an organization tends to affect its recruitment & selection activities for instance this is seen in high-tech organizations which often hire highly talented knowledge workers. Generally most of the high-tech organizations use complex recruitment & selection processes.

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[33] Anderson, D. (2018) *How Nonprofit Organizations (NPOs) Can Hire Great Employees*. Available from: https://recruiterbox.com/blog/how-nonprofits-npos-can-hire-great-employees

3.2.1.4 Policies of the organization

A recruitment policy clearly stipulates whether internal recruitment (*hiring of current employees*) and external recruitment (*hiring of job applicants from outside the organization*) is permitted thus this internal factor has a significant influence on the organization's recruitment and selection activities[34] (Aswathappa, 2013:194). The organization's recruitment policy strongly influences its recruitment activities since everything the human resources management specialists can and cannot do during the recruitment process is clearly stipulated. Recruitment policies provide guidance on the minimum/maximum costs of recruitment, nepotism, recruitment laws, equal employment opportunity, the employment of people who have reached the retirement age, employment of part-time or full-time employees, preferred recruitment methods and so on. Conflict and other communication breakdowns are prevented by the recruitment policy especially between the human resources management and other functional managers since everyone is supposed to follow the recruitment policy when carrying-out recruitment (Hunter, 2002:83).

3.2.1.5 The reputation of the organization

Job applicants are mainly concerned about an organization's image before they submit their job application therefore the image of an organization has a great influence in its recruitment & selection process. Generally the majority of blue chip organizations easily attract a large number of job applicants as a result of their good reputation and the positive perception they have amongst job applicants in the labour market. Generally how the image of the organization is perceived in the labour market generally affects its recruitment process (Aswathappa, 2013:194). Nowadays most organizations are now focusing on improving their brands as employers. Organizations now use advertising to try portray themselves as having the best workplace were employees can grow, learn, succeed and one way they can easily use to brand themselves is recruitment[35] (Hunter, 2002:85). Organizations that are famous for treating their employees well

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[34] Aswathappa, K. (2013) *Human Resources Management: Text and Cases*. 7th Edition. New Delhi: McGraw-Hill Education (India) Private Limited, p192-198.

[35] Hunter, C. (2002) *Managing People in South Africa: a Systematic Approach to Human Resources Management*., Pietermaritzburg: Bytes Document Solutions.

and investing in their growth attract more talent. For example the BMW Group, Qantas, Ford Motor Corporation, Procter & Gamble (*P&G*), Microsoft, LinkedIn, Google Inc. and many other well known employer brands in the global labour market. *©2017 Google LLC, used with permission. Google and the Google logo are registered trademarks of Google LLC.* "*Used with permission from Microsoft*". *[Employee Recruitment: An Innovation Oriented & Global Perspective 1ˢᵗ Edition] is an independent [publication] and is neither affiliated with, nor authorized, sponsored, or approved by, Microsoft Corporation.*

3.2.1.6 Recruitment requirement

The prerequisite for carrying-out a successful and effective recruitment process is the job description and person specification. Human resources management specialists can only understand more about the job they are conducting the recruitment process for when they thoroughly read and understand the job description and person specification. When the human resources professionals read the job description and person specification it enables them to become more knowledgeable about the qualities they must look for in job applicants (Hunter, 2002:85). Therefore, the information that is obtained from the person specification and job description generally affects the recruitment process in terms of: (1) choosing the recruitment method to use and (2) the preparation of the financial budgets that will cover the recruitment expenditure.

3.2.1.7 Sons of the soil

In certain countries there are local labour laws that strictly prohibit the employment of people from foreign countries in order to give first preference job opportunities to their local residents or citizens since this helps to reduce their national unemployment rates[36] (Aswathappa, 2013:193). However, the globalization of the world economy has opened the global labor market and made the world a borderless economy and interestingly most of the world's richest economies continue to prosper as a result of recruiting foreign labour which consistently provides them with the following: (1) highly innovative new ideas, (2) technology and research transfer, (3) knowledge,

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[36] Aswathappa, K. (2013) *Human Resources Management: Text and Cases*. 7ᵗʰ Edition. New Delhi: McGraw-Hill Education (India) Private Limited, p192-198.

(4) skills, (5) diverse culture (6) it helps to strengthen their government's foreign policies and so on. There seems to be a plethora of benefits associated with embracing people from different countries on a regular basis than vice versa. The macro environment also affects the recruitment activity and this will be covered in the following section.

3.2.2 Macro environmental factors affecting recruitment

The uncontrollable macro environment also plays a significant role in influencing the recruitment activity in an organization. Figure 3.2 helps to depict the macro environmental factors affecting the recruitment activity.

Figure 3.2 Four macro environmental factors affecting recruitment
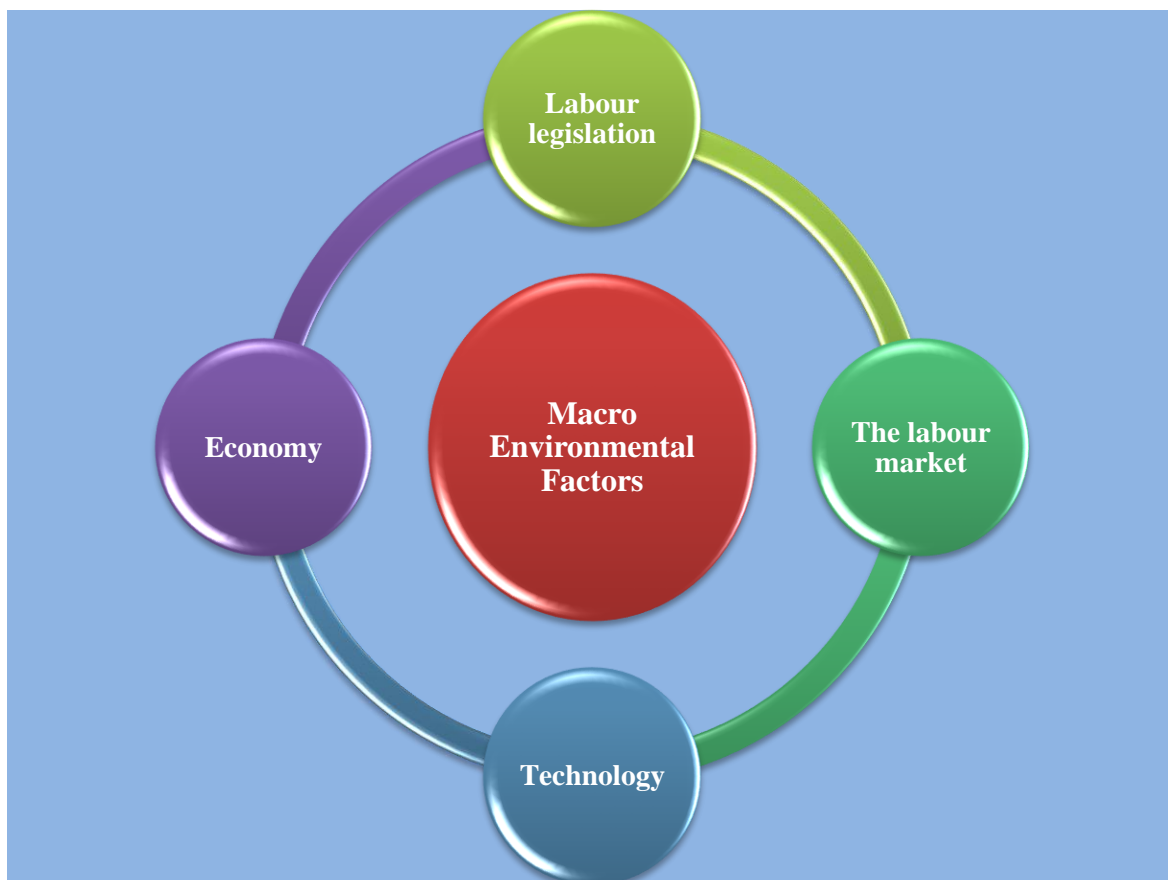
Source: Modified: (Aswathappa, 2013; Global Finance, 2018)

3.2.2.1 Labour legislation

As depicted in Figure 3.2 globally in most countries the recruitment of new employees is strongly influenced by the Equal Employment Opportunity and Employment Relations laws such as the U.S. Equal Employment Opportunity Commission (2018) *Title VII of the Civil Rights Act of 1964,* Equal Employment Opportunity Act of Commonwealth Authorities of 1987, the Employment Relations Law, Trade Union & Labour Relations *(Consolidation) Act 1992*) (*United Kingdom*) and many other labor laws[37]. When the human resources management specialists decide to use selection tests to choose job applicants they must first ensure that the tests are reliable in the sense that they will not unfairly discriminate job applicants. In terms of short listing candidates human resources management specialists should ensure that they comply with the requirements of the Anti-Discrimination and Employment Opportunity laws of the country to avoid unfair discrimination of job applicants (*on issues pertaining to race, gender, marital status, disability, HIV status, political opinion, religion, and so on*) as stipulated by the above mentioned laws. Human resources management specialists should only discriminate job applicants on the basis of the person specification. Generally in most countries the labour law advises employers to treat job applicants as employees therefore the recruitment of employees is greatly affected by labour legislation.

3.2.2.2. The labour market

In general the labour market is the place where both job seekers and employers are found. The demand and supply of skills in the labour market significantly influences the recruitment function. The local labor labour market conditions have a significant influence on the recruitment and selection process of an organization. Low, middle and high level job openings that occur in an organization are affected by the current conditions of the labour market[38] (Aswathappa, 2013:193). Therefore, when there is a high skills shortage of critical skills in a country most of the organizations struggle to find the right people. Thus most organizations facing skills

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[37] U.S. Equal Employment Opportunity Commission (2018) *Title VII of the Civil Rights Act of 1964*. Available from: https://www.eeoc.gov/laws/statutes/titlevii.cfm

[38] Aswathappa, K. (2013) *Human Resources Management: Text and Cases*. 7th Edition. New Delhi: McGraw-Hill Education (India) Private Limited, p192-198.

shortages in their recruitment activities often end-up lowering their recruitment standards and later on spend more money on training their newly hired employees in order to develop them to reach the required level of knowledge and expertise. When the labour market has high skills shortages smaller organizations are negatively affected as well especially when it comes to finding the right people to employ and this also puts enormous pressure on them to conduct their recruitment activities on a special needs basis while simultaneously hiring more part-time employees. Furthermore, most of smaller organizations often opt to outsource some of their recruitment activities during time periods of high skills shortages in the labour market and others often prefer to employ less experienced cheaper new graduates still seeking work experience.

3.2.2.3 Economic

In general economic factors such as the current interest rates, inflation rates, unemployment rate, gross domestic product (*GDP*), foreign direct investment rate (*FDI*) and so on influence the recruitment process. A typical good example of a country that is characterized by low levels of unemployment, low inflation rates and many other good economic factors is Switzerland. "Switzerland's economy benefits from a highly developed service sector, led by financial services, and a manufacturing industry that specializes in high-technology, knowledge-based production"[39] (Global Finance, 2018). The inflation data for Switzerland was recorded to be -0.4% during the year 2016 while in 2017 it was estimated to be 0.00% (Global Finance, 2018). In addition the unemployment rate for Switzerland for the year 2016 totaled 3.5% and during the following year in 2017 it dropped to an estimated 3.4% (Global Finance, 2018). Switzerland is one of the most prosperous economies in the world with international foreign currency reserves totaling USD$568.6 billion during the year 2015 (Global Finance, 2018). Notably, the Gross Domestic Product (GDP) of Switzerland totaled USD$659.8 billion during the year 2016 while the following year in 2017 its GDP was estimated to be USD$684.4 billion (Global Finance, 2018). In general when there is a high economic growth rate in a country most of the industry sectors perform well and the recruitment & selection of new employees is done on a regular basis as most organizations tend to increase their production capacities to successfully satisfy rising demand which leads to more job openings in the organizations.

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[39] Global Finance (2018) *Switzerland GDP and Economic Data*. Available from: https://www.gfmag.com/global-data/country-data/switzerland-gdp-country-report

3.2.2.4 Technology

The technological factor has an enormous impact on various human resources management functions and one of them is the recruitment activity. Every day the world is adapting new *technological changes* in the form of new equipment, computer software systems, and processes as these positively influence an organization's productivity levels. For instance, the use of human resources management information systems (*such as the payroll administration software, online job application forms and predictive analytics*), the use of the World Wide Web to communicate (*via the sending and receiving of emails including faxes*), use of modern information communication technologies (*ICT*) such as mobile phone voice calls and short message texts (*sms*), use of Internet voice & video conference calling (*for example Skype software provides Internet communications products)* and social media communication during the recruitment process. Today human resources management trends seem to point-out that there is now a strong interrelation between technology, recruitment and marketing. An organization's website must have a section for vacancies or career opportunities that allows job seekers to view the currently available job vacancies and other human resources department information notices or updates. Today internet voice & video conference calling (*for example Skype software provides Internet communications products)* is now a popular way of conducting interviews with candidates during the recruitment process especially when there is a large geographical distance between the organization and job applicants. *"Used with permission from Microsoft".* "[Skype is a trade mark or other intellectual property of the Microsoft group of companies] and [*Employee Recruitment: An Innovation Oriented & Global Perspective 1st Edition*] is not affiliated, sponsored, authorized, or otherwise associated with or by the Microsoft group of companies." For instance, nowadays a job interview can now be held instantly with interviewers located in multiple locations such as Boston (*United States of America*), Copenhagen (*Denmark*), Mumbai (*India*), Sydney (*Australia*) and Munich (*Germany*) interviewing candidates as far as Toronto (*Canada*) which proves to be much cheaper than paying for the candidates' airplane tickets to come for the interview at the organization's headquarters. The conclusion of this chapter will be covered in the next section.

3.3 Conclusion

Today the business environment has played a critical role in the shifting of the global economy from being industry-oriented to being service and technology oriented. The recruitment activity

is one aspect of the human resources department that is significantly affected by both the micro and macro environmental factors on a day-to-day basis. The scope and degree of recruitment activities differ from organization to organization. The micro factors affecting recruitment include: size of the organization, cost of recruiting, the type of organization, the reputation of the organization and recruitment requirement. The macro environmental factors affecting recruitment include: labour legislation, the labour market, technology and the economy.

3.4 Review questions

(1) Define the term 'business environment'?

(2) Discuss the micro environment factors and please give relevant examples?

(3) Outline the macro environmental factors and please give relevant examples?

(4) Explain how the economic technological environmental factors affect the recruitment activity in an organization and please provide relevant examples?

Chapter 4: Understanding the recruitment policy

After reading this chapter you should be able to:

- Define a recruitment policy.
- Discuss the reasons of developing a recruitment policy in an organization.
- Describe what is diversity management and inclusion during the recruitment process.
- Explain the common aspects covered by a recruitment policy.

4.1 Introduction

Every organization must have well devised workplace policies and these must consistently be revised from time to time. Workplace policies help to clearly set-out the workplace rules that all the employees must follow. The main aim of policies in the organization is to provide some form of direct guidance to the organization's employees on the appropriate ethical standards of practice they must adhere to during their day-to-day work activities. "A *policy* is a formal statement of a principle or rule that members of an organization must follow. Each policy addresses an issue important to the organization's mission or operations. Policies often have a related procedure, which may be a section of the policy or a separate document that the policy refers to. The procedure gives step-by-step instructions for carrying out the policy. If you determine that a procedure will be developed be sure to include a statement that it is intended as a guide only. Some legislation specifically requires procedures be developed so be aware of the legislative requirements that govern your organization. Example: (1) A vacation policy would say how much vacation employees are allowed. A related procedure would tell employees how to schedule their vacation time and get approval. (2) A discrimination policy would communicate the organization's stance on discrimination. A related procedure would tell an employee how they can raise a complaint and how it will be handled"[40] (HR Council of Canada, 2018, http://hrcouncil.ca/). "Prior to commencing a recruitment programme, it is advisable to draw-up a recruitment policy which is approved by senior management of the company. This will ensure that the people responsible for recruitment understand what they *can* and *can't* do in relation to

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[40] HR Council of Canada (2018) *HR Policies & Employment Legislation*. Available from: http://hrcouncil.ca/hr-toolkit/policies-guideline.cfm

recruitment and clarifies in general terms how management would like the recruitment to be carried out" (Hunter, 2002:83). Generally the recruitment activity affects the organization's reputation which also affects its sales levels therefore it is a critical activity that needs to be properly managed (Hunter, 2002). The meaning of the term recruitment policy will be covered in the next section.

4.2 Definition of a recruitment policy

There are many academically accepted and recognized definitions of the term 'recruitment policy'. One of the universally used definition of a '*recruitment policy*' is that it refers to a statement that clearly outlines the terms that provide guidance to the organization's human resources function in the attraction and hiring of job applicants in order to uphold consistency and fairness during the recruitment process. "The *policy* defines the objectives to be met in the implementation of Recruitment and Selection which are aimed at attracting competent individuals to fill a position with the most suitable applicant"[41] (HRworks, 2012, https://hrworks.co.za). The advantages of a recruitment policy in an organization are discussed in-depth in the following section.
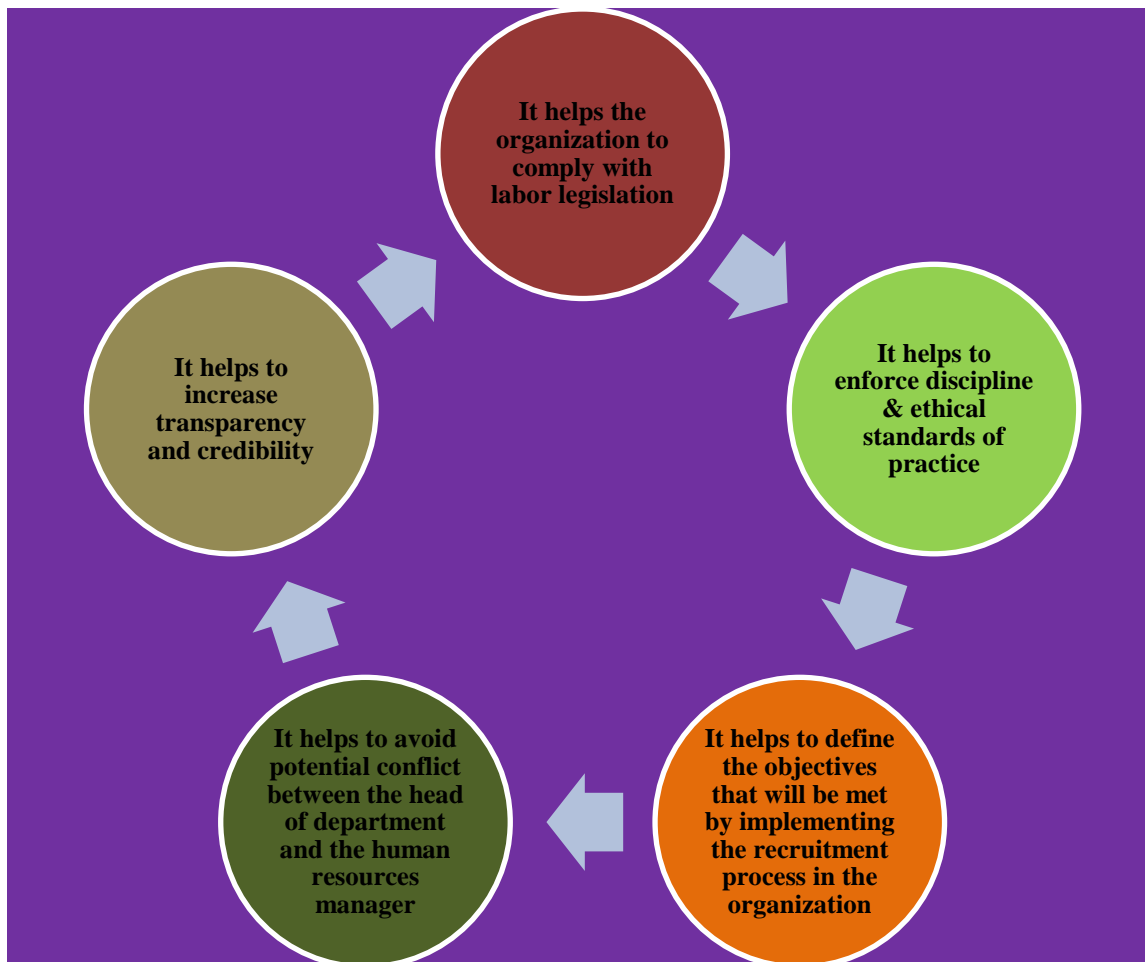
4.3 Reasons of developing a recruitment policy in an organization

 "The purpose of this policy is to direct and discipline recruitment and employment practices to ensure that the objectives of the Company are attained - especially those objectives which are related to structural and operational efficiency within the business,.." (HRworks, 2012, https://hrworks.co.za). *"Why policies are important*. Policies serve several important functions: (1) Communicate values and expectations for how things are done at your organization, (2) Keep the organization in compliance with legislation and provide protection against employment claims, (3) Document and implement best practices appropriate to the organization, (4) Support consistent treatment of staff, fairness and transparency, (5) Support consistent treatment of staff, fairness and transparency, (6) Help management to make decisions that are consistent, uniform and predictable, (7) Protect individuals and the organization from the pressures of expediency" (HR Council of Canada, 2018, http://hrcouncil.ca/). Furthermore, there are various reasons why organizations must develop a recruitment policy and these are depicted in Figure 4.1 below.

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[41] HRworks (2012) *Recruitment Policy*. Available from: https://hrworks.co.za/policies/298-recruitment-policy

Figure 4.1 Common reasons why organizations develop a recruitment policy

It helps the organization to comply with labor legislation

It helps to enforce discipline & ethical standards of practice

It helps to define the objectives that will be met by implementing the recruitment process in the organization

It helps to avoid potential conflict between the head of department and the human resources manager

It helps to increase transparency and credibility

Source: Modified: (HR Works, 2012, https://hrworks.co.za; Hunter, 2002; Talentlyft.com, 2018, www.talentlyft.com/)

4.3.1 It helps the organization to comply with labor legislation

A recruitment policy helps the organization to comply with labor laws such as the Equal Employment Opportunity and Anti-Discrimination laws of the country. Anti-discrimination laws clearly stipulate that unbiased, unfair or un-transparent employee recruitment practices must not be implemented by any organization during its recruitment process. Employment laws such as the Labour Relations Act, Equal Employment Opportunity Act and Anti-Discrimination Act of most of the countries in the world strictly prohibit the practice of any form of discriminatory behavior towards job candidates based on their gender, age, marital status, race, religion and so

on[42] (HR Works, 2012, https://hrworks.co.za). A recruitment policy helps to educate recruiters about the different types of conscious and unconscious discriminatory behaviors recruiters often make when implementing the recruitment process and this helps them to become fully knowledgeable about discriminatory behavior including how to avoid it. In addition the recruitment policy helps to educate recruiters about the importance of privacy and the Privacy laws in the country they must not breach when it comes to the handling/storage of the job candidates' personal information during the recruitment process.

4.3.2 It helps to enforce discipline and ethical standards of practice

"The purpose of this policy is to direct and discipline recruitment and employment practices to ensure that the objectives of the Company are attained - especially those objectives which are related to structural and operational efficiency within the business,…" (HR Works, 2012, https://hrworks.co.za). Discipline is one of the critical ingredients that is needed in order for the organization to have an effective recruitment process especially on aspects such as the fair treatment of job candidates during the recruitment process. While on the other hand recruitment policies also help the organization to adopt ethical standards of practice by avoiding unethical issues such as nepotism when carrying out the recruitment process since they can make the organization have a bad reputation in the labour market for implementing biased recruitment practices.

4.3.3 It helps to define the objectives that will be met by implementing the recruitment process in the organization

"The policy defines the objectives to be met in the implementation of Recruitment and Selection which are aimed at attracting competent individuals to fill a position with the most suitable applicant. Candidates are selected for appointment according to their ability, qualifications and competencies required to fulfil the job requirements, without having regard to discrimination factors, such as race and gender" (HR Works, 2012, https://hrworks.co.za).

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[42] HRworks (2012) *Recruitment Policy*. Available from: https://hrworks.co.za/policies/298-recruitment-policy

4.3.4 It helps to avoid potential conflict between the head of department and the human resources manager

"The policies provide guidelines to streamline the recruitment process and prevent misunderstandings and potential conflict, for example between HR specialists and line management" (Hunter, 2002:83). For example, an organization can have an open sales manager vacancy it wants to be filled in urgently. The marketing manager who is also the head of the marketing department may have a son who possesses the required qualifications and experience therefore he/she may want to employ his/her son as a sales manager in the organization but if the recruitment policy clearly states that the employment of relatives or friends is strictly prohibited it means that the human resources department will not approve his/her decision to do so. In addition it is obvious that there will not be any form of conflict between the human resources manager and the marketing manager due to the fact that the marketing manager will be fully knowledgeable of the reason why the decision not to hire his/her son was made (*the recruitment policy rules*).

4.3.5 Transparency and credibility

"Employee recruitment policies are useful in making your recruiting transparent and understandable. Having a clear and consistent recruitment process is an important part of your Employer Branding strategy. Recruiters, HR professionals, and even other employees, should be familiar with your recruiting policies and procedures. This policy should be used for implementing and managing effective hiring process by providing guidelines to recruiters and other HR professionals"[43] (Talentlyft.com, 2018, www.talentlyft.com/). The importance of diversity management and inclusion during the recruitment process will be covered in the following section.

4.4 Diversity management and inclusion during the recruitment process

Today the human resources management function is important because of the rapidly changing demographic structure of the global workforce which now requires organizations to manage

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[43] Talentlyft (2018) *What is Talent Acquisition*. Available from: https://www.talentlyft.com/en/resources/what-is-talent-acquisition

diversity with utmost care in order to successfully appeal to the diversified global marketplace[44] (Laubscher, 2001:18). According to Rensol Recruitment & Consulting (2018) be it of gender, race, religion, or belief, gone are the old days of binary thinking in recruitment. The fact is you need different personalities in your Team to make it on top. You should get people who will argue (*not to fight, keep it just in a healthy manner*), and not support each other in almost everything just to have a "peaceful workplace". Have those who are aggressive but brilliant, opinionated but sound, creative and fun but serious. Have a taste for hiring variety! In LinkedIn's study for the top Global Recruiting Trends of 2017, hiring more diverse candidates topped the charts as the key trend for the future. It got the majority of 37% out of 4 other rubrics under trends in international recruitment, such as Innovative interview tools, Big data, and even Soft skills assessments. What does this mean? (It's not just HR compliance!) It means that ultimately, companies realized that in order to build a strong company, a unique and diverse pool of talent will take your brand straight to the top of international recruitment[45] (Rensol Recruitment & Consulting, 2018, https://rensol.com/). *"Used with permission from Microsoft". [Employee Recruitment: An Innovation Oriented & Global Perspective 1st Edition] is an independent [publication] and is neither affiliated with, nor authorized, sponsored, or approved by, Microsoft Corporation.* The human resources department today is responsible for managing the shift of diversity management to inclusion in the human resources department (Jordan, 2011). "*Diversity* means all the ways we differ. Some of these differences we are born with and cannot change. Anything that makes us unique is part of this definition of diversity. *Inclusion* involves bringing together and harnessing these diverse forces and resources, in a way that is beneficial. Inclusion puts the concept and practice of diversity into action by creating an environment of involvement, respect and connection - where the richness of ideas, backgrounds, and perspectives are harnessed to create business value. Organizations need both diversity and inclusion to be successful"[46] (Jordan, 2011). It is the role of the human resources management to ensure that the organization develops policies that help to avoid the discrimination of employees and job candidates based on gender, race, disability and to provide

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[44] Laubscher, C (2001) Managing Diversity. *People Dynamics*, p16-18.

[45] Rensol Recruitment & Consulting (2018) *Trends in International Recruitment, and Why It Matters to You?* Available from: https://rensol.com/trends-international-recruitment-why-it-matters/

[46] Jordan, T. H. (2011) Moving from Diversity to Inclusion. *Profiles in Diversity Journal*. Available from: www.diversityjournal.com/1471-moving-from-diversity-to-inclusion/

equal opportunity of employment (Laubscher, 2001:18). [47]The human resources management department today has greatly influenced the diversity management of employees at the workplace and it has also adopted a non-discrimination policy that prohibits the unfair discrimination of job applicants based on HIV status, gender, race, religion, disability, nationality, marital status and so on (Hunter 2002:93; Laubscher, 2001:18).

4.4.1 Examples of leading global organizations with diversity & inclusion policies

There are many organizations across the world that now embrace and highly value diversity management & inclusion in all their operational activities including the recruitment activity. Some of the leading global organizations that have diversity and inclusion policies are depicted in Figure 4.2 below.

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[47] Hunter, C. (2002) *Managing People in South Africa: a Systematic Approach to Human Resources Management.*, Pietermaritzburg: Bytes Document Solutions, p93.

Figure 4.2 Five leading global organizations with diversity & inclusion policies
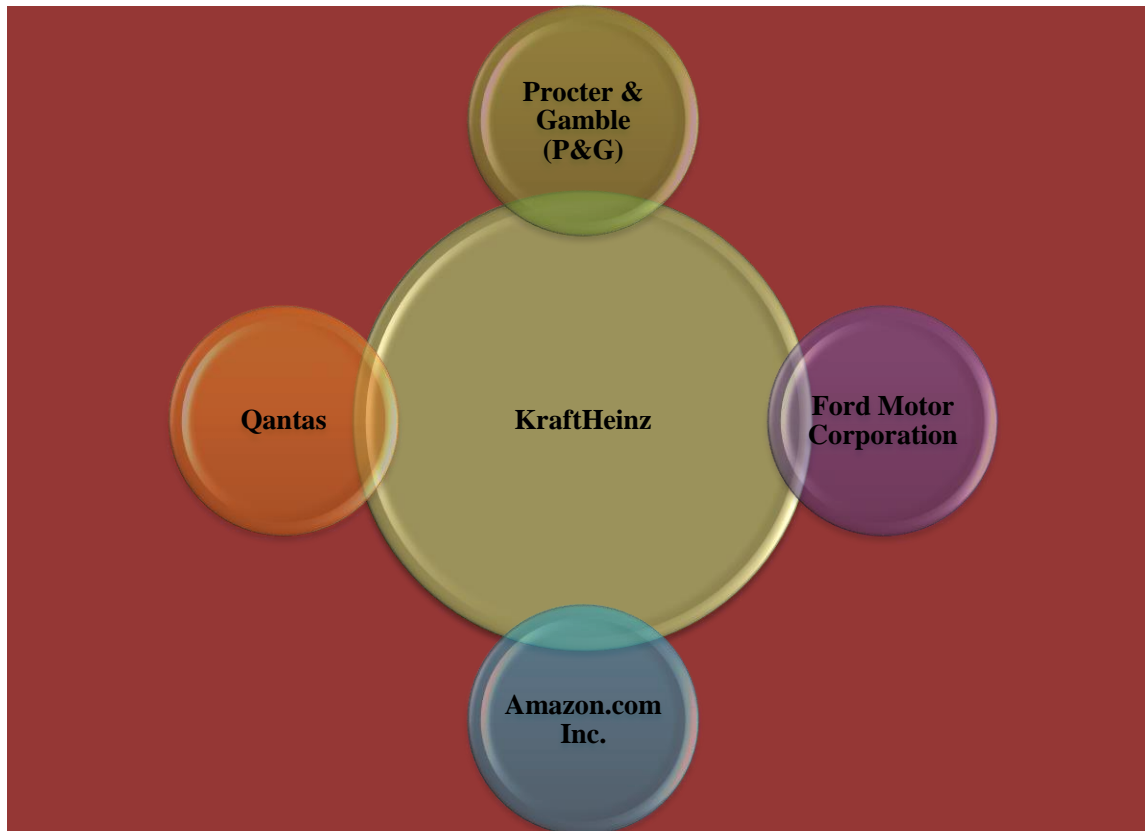
Source: Modified: (Procter & Gamble, 2015; Ford Motor Corporation, 2018; Amazon.com Inc., 2018; Qantas, 2018; KraftHeinz, 2017)

4.4.1.1 Diversity & Inclusion at Procter & Gamble

For example, one of the world's well known organizations that has a top notch diversity management policy and program is multinational consumer goods manufacturer Procter & Gamble, headquartered in Cincinnati, Ohio, USA producers of personal care, grooming, hair care, baby diapers and feminine hygiene brands that include, Pampers, Always, Head & Shoulders, Pantene, Ariel, Gillette (razors, shaving cream, after-shave, shampoo, deodorants and so on), Vicks (cough & cold medicines) and many others (Procter & Gamble, 2015). Procter & Gamble's human resources management acknowledges the following: that every employee is talented in their own way that helps to differentiate them from the rest of the other employees; amidst the highly exposed differences at each and every workplace at the end of the day people

come from different cultures, have diverse opinions and unique personal experiences in life[48] (Procter & Gamble, 2015). Diversity management at Procter & Gamble is not a sole responsibility of the human resources management but an organizational effort that requires commitment from the board of directors, top management, middle management, lower level management and the employees. Therefore the mission of Diversity and Inclusion is: *"Everyone valued. Everyone included. Everyone performing at their peak"* (Procter & Gamble, 2015). Procter & Gamble's human resources management function created a supportive and motivating workplace that can easily encourage its talented employees to be willing to go the extra mile when doing their tasks or duties and it also fully acknowledges that in order for the firm to prosper, it must value, respect and highly involve the employees who enable Procter & Gamble (P&G) to be what it is today in the marketplace (Procter & Gamble, 2015). "Diversity & Inclusion is a critical enabler of value creation. It is an intentional choice to understand and value the diversity of the consumers we serve as well as our fellow employees. It is that simple. We make Diversity & Inclusion a strategic priority. Our 'where to play' business strategies are focused on serving diverse consumers, and our 'how to win' strategies begin with developing and leveraging a highly diverse and inclusive organization" (Procter & Gamble, 2015:4). "For P&G's Disability & Inclusion leaders, the symposium is just the beginning. "Over 20% of the workforce has some sort of disability," declares Mike Gartner" (Procter & Gamble, 2015:12). P&G was recognized by the leading Hispanic Network Magazine as the 'Best of the Best Top Disability-Friendly Employers'.

P&G's first employee groups began in the early 1960s. Employee groups play a vital role in ensuring that everyone at P&G is valued, included and performing at their peak. Corporate-sponsored Affinity Groups help foster an inclusive culture and are closely involved in professional networking, development, recruiting, and employee training, retention and education. Some of the groups that exist at P&G include the following: (1) The *African Ancestry Leadership Network (AALN)* is one of the longest-established affinity networks at P&G, and reflects P&G's century-old commitment to the African-American community. In the early 1950s,

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[48] Procter & Gamble (2015) *Diversity & Inclusion Annual Report: Enabling a Culture of Innovation & Productivity.* Available from: https://za.pg.com/-/media/PGCOMUS/Documents/PDF/Who_We_Are/DiversityandInclusion/PG_DiversityInclusion_AR_2012%20pdf.pdf?la=en-ZA&v=1&hash=4FFCAD808ADD64852EFE61FCE388C996DEC99D05

the Company reaffirmed a commitment to diversity by hiring Black skilled technicians and laborers. In 1958, with the launch of Drene Hair Care print advertising, P&G began the earliest diversity advertising and it still continues today. Although the AALN is currently focused on employees of African Ancestry in North America, the plan is to expand its reach to the African diaspora across the world. (2) The *Asian Pacific American Leadership Team (APALT)* represents the Asian-Pacific Americans working at every level in the Company, where they have made major contributions to P&G's business. The team offers opportunities for networking and is actively involved in recruiting, retaining, developing and advancing employees of Asian-Pacific heritage. With women influencing 70 percent of global household purchases and controlling USD$20 trillion of spending worldwide, a female perspective is vital to P&G's ongoing success. (3) The *Corporate Women's Leadership Team* (CWLT) is committed to the advancement of women, helping ensure that women's skills and insights are well represented throughout our global company, and at all levels of leadership[49]. (4) The *Hispanic Leadership Team (HLT)* provides direction to the Company on issues important to Hispanic communities and consumers, and is heavily involved in recruiting to attract top Hispanic talent. (5) The *Native American Leadership Team (NAILT)* represents over 20 Native American Indian tribes at P&G. NAILT supports Diversity & Inclusion at P&G in a number of ways, including actively recruiting at several universities with high concentration of Native American students. (6) The *People with Disabilities (PwD)* Employee Group is devoted to raising awareness about issues facing people with disabilities and serving as a change agent to foster a more inclusive work environment for every employee, regardless of mental or physical limitations. Throughout each year, P&G participates in a number of recruiting events that align with its focus on Diversity & Inclusion. By actively recruiting, engaging and retaining talented individuals from around the world, P&G has the opportunity to continue to develop a workforce that is as diverse as the customers it serves (Procter & Gamble, 2015:19).

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[49] Procter & Gamble (2015) *Diversity & Inclusion Annual Report: Enabling a Culture of Innovation & Productivity*. Available from: https://za.pg.com/-/media/PGCOMUS/Documents/PDF/Who_We_Are/DiversityandInclusion/PG_DiversityInclusion_AR_2012%20pdf.pdf?la=en-ZA&v=1&hash=4FFCAD808ADD64852EFE61FCE388C996DEC99D05

4.4.1.2 Diversity at Ford Motor Corporation

Another good example of a well led and a diversity & inclusion centered organization is the Ford Motor Company which is based in Dearborn, Detroit (United States of America) founded by one of the world's unquestionable greatest iconic entrepreneurs Henry Ford on June 16, 1903. ""*For Henry Ford, the goal of this revolution was to "put the world on wheels," and this vision has driven innovation at Ford Motor Company ever since*""[50] (Ford Motor Corporation, 2018). According to Ford Motor Corporation (2018) throughout the history of Ford Motor Company, inclusion has been as much a part of the company's success as the great products our diverse employee base has created. Ford is a leader in diversity & inclusion, and both remain key Ford business strategies. You'll find diversity at every level of the company, from the boardroom to the design studio, from the plant floors to the engineering centers. Ford's senior executive leadership team fully endorses this model and takes great pride in celebrating our workforce that reflects the society in which we live and work. Our diversity makes us a better company, a stronger company, by bringing in fresh ideas, perspectives, experiences and life responsibilities, and by fostering a truly collaborative workplace. When we say that Ford is a leader in diversity, this isn't just our opinion. We have received numerous awards in recent years from publications and organizations recognizing the value the company places on building a diverse and inclusive culture. *Ford Motor Company is an equal opportunity employer committed to a culturally diverse workforce. All qualified applicants will receive consideration for employment without regard to race, religion, color, age, sex, national origin, sexual orientation, gender identity, disability status or protected veteran status. Ford Motor Company also is committed to take affirmative action to employ and advance the employment of such persons*[51]

Our Vision & Strategic Areas of Focus - Our Diversity and Inclusion Vision is to have a diverse and inclusive environment that fosters skilled and motivated people working together to drive innovation and deliver results in support of our core business and emerging opportunities. *It encourages Ford employees to:*
- Maximize their professional and personal growth
- Recognize and respect the whole person

[50] Ford Motor Corporation (2018) *Diversity at Ford*. Available: https://corporate.ford.com/company/diversity.html

[51] Ford Motor Company (2018) *Our Story*. Available from: https://corporate.ford.com/history.html

- Value the differences in employees' background, experience, knowledge and skills

- Maximize the benefits derived from a diverse workforce.

To focus our activities on achieving our vision, we identified five Strategic Areas of Focus:

- Leading the Way

- Diverse Workforce

- Respectful and Inclusive Work Environment

- Worklife Flexibility

- Strategic Partnerships

To work inclusively across our global enterprise, we embed our Strategic Areas of Focus into every part of our business (Ford Motor Corporation, 2018, https://corporate.ford.com/company/diversity.html).

4.4.1.3 Diversity at Amazon.com Inc.

A good example of a leading global organization that has a diversity and inclusion policy is Seattle, Washington, United States of America headquartered online retail giant Amazon.com. According to Amazon.com Inc. (2018) "*Amazon has more than 500,000 employees around the world, and from our earliest days, we've been committed to equality in our workplace. We want our employees to be empowered to speak their minds, and to be heard. Every Amazonian should feel comfortable sharing their unique perspectives, and every Amazonian should seek out the perspectives of others. We want our employees and the communities where we operate to embrace that we are all human, we are all different, and we are all equal.*" - Jeff Bezos, October 28, 2017 when accepting the Human Rights Campaign's National Equality Award (Amazon.com Inc., 2018, https://www.amazon.com). [52]Furthermore, according to Amazon.com Inc. (2018) "*At Amazon, it is always Day 1. This means we never stop building or finding ways to innovate on behalf of our customers. The same is true when it comes to diversity. Using our Leadership Principles to help guide us we are innovating in diversity, inclusion, and equality like we do in all areas of our business: using data, thinking big, and building disruptive solutions. We seek diverse builders from all walks of life to join our teams, and we encourage our employees to*

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[52] Amazon.com Inc. (2018) *Diversity at Amazon*. Available from;
https://www.amazon.com/b?ie=UTF8&node=10080092011

bring their authentic, original, and best selves to work." - Latasha Gillespie, Director, Amazon's Global Diversity & Inclusion Organization[53].

Building Community

At Amazon, we pride ourselves on our peculiar culture. We honor and respect the differences inherent in each Amazonian, and we seek to include those perspectives as we develop new products and services for our customers around the world. In addition, we strive to create a sense of community among employees of various backgrounds in order to foster engagement and innovation.

Affinity Groups

Our Affinity Groups bring employees together across businesses and geographies. With executive and company sponsorship, these groups play an important role in building internal networks for career development, advising Amazon business units, leading in service projects, participating in policy discussions, and reaching out to communities where Amazonians live and work. Since 2016, enrollment in Amazon's affinity groups has more than doubled in more than 90 chapters worldwide.

AmazeCon

Since 2015, Amazon has presented AmazeCon, our largest internal conference at Amazon, to highlight the importance and business benefits of gender diversity. Over 4,700 Amazon employees participated in our 2017 conference, where they heard from leading scientists, artists, and business leaders.

Amazon People with Disabilities

AmazonPWD is committed to making Amazon a stronger company by building a community that supports employees and customers who have disabilities. AmazonPWD welcomes both people with disabilities and their allies. You don't have to have a disability to be part of AmazonPWD, just a passion for improving the customer experience.

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[53] Amazon.com (2018) *Job Creation & Investment*. Available from: https://www.aboutamazon.com/job-creation-and-investment [Accessed 2018, 17 June]

Amazon Women in Engineering

Amazon Women in Engineering (AWE) is dedicated to making Amazon a great place to work for technical women. With more than 30 chapter locations around the world, the group creates networking, training, leadership, and community building opportunities for both employees and interns. The chapters also engage in community outreach to increase the number of young women entering STEM fields.

Asians@Amazon

Asians@Amazon provides a support structure and network for Pan-Asian communities. The group helps recruit, onboard, and connect Asian employees across geographies by sharing experiences and providing access to career development, networking, and community-building opportunities. They also host local community and recruiting events.

Black Employee Network

Amazon's Black Employee Network's (BEN) mission is to recruit, retain, and empower Black employees. BEN connects members with mentors and provides career and personal development workshops. BEN also engages with the local and regional chapters of the National Society of Black Engineers, leads recruiting initiatives with Historically Black Colleges and Universities, and other organizations.

Latinos@Amazon

Latinos@Amazon is focused on building a strong community for Latinx employees, centered on hiring, retaining, and developing talent, participating in community outreach, and improving the Amazon experience for our Latinx customers. The group has an internal mentorship program, hosts social and cultural events, and participates in recruiting efforts at national conferences and universities (Amazon.com Inc., 2018, https://www.amazon.com).

4.4.1.4 Diversity and Inclusion at Qantas

A good example of an organization that is successful and well led and with a remarkable diversity & inclusion policy is Qantas Airways founded in the Queensland in 1920. Qantas has grown to be Australia's largest domestic and international airline. Registered originally as the *Queensland and Northern Territory Aerial Services Limited* (QANTAS), Qantas is widely

regarded as the world's leading long distance airline and one of the strongest brands in Australia[54] (Qantas, 2018). [55]According to Qantas (2016) we value diversity of thought and experience and believe that our inclusive and collaborative culture contributes to our success. We are a diverse workforce that reflects contemporary, multicultural Australia. We celebrate and promote this diversity as a strength of our business. Qantas is committed to: › treating people with dignity and respect; › developing inclusive leaders who value and have a deep understanding of diversity and inclusion, and the capability to build inclusive teams and working environments; › delivering programs and providing support services that enable all employees to feel that they belong and are valued individuals who can reach their full potential; › communicating our progress towards diversity and inclusion across the Group and externally; and › identifying and cultivating partnerships and supplier relationships that promote and improve diversity and inclusion within Qantas, for our customers and in the community. The leadership of our Diversity and Inclusion Council comprising senior managers from across the Group, are focussed on the following three key areas: *1.* Building an Inclusive Culture and Environment; *2.* Gender Inclusion; and *3.* Reconciliation Action Plan 2015–2018

Building an Inclusive Culture and Environment

Qantas believes that leadership development is an integral aspect of our diversity and inclusion strategy. Collaborative leaders create inclusive teams and work environments and ultimately an inclusive culture. In addition to Leadership Development key initiatives being delivered across the Group include: › mainstreaming flexibility; › challenging and mitigating bias; and › providing services and programs to all employees (including paid parental leave, childcare centres and access to other support services). An inclusive culture enables us to attract and retain the best talent, reduces absenteeism and promotes engagement and advocacy.

Gender Inclusion

Qantas has a long history and demonstrated commitment to ensuring the participation of women both across the organisation and in leadership roles. Our recruitment and selection process is

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[54] Qantas (2018) *Our Company*. Available from: https://www.qantas.com/travel/airlines/company/global/en

[55] Qantas (2016) *Qantas Diversity and Inclusion Statement*. Available from:
https://www.qantas.com/infodetail/about/corporateGovernance/diversityStatement.pdf

designed to remove bias from hiring and promotion decisions. Qantas aims to make all roles accessible and transparent to all suitable candidates by advertising positions both broadly and in specific publications, using professional recruitment services where required and providing guidance to Managers on recruitment practices. This is further supported by the requirement to have both gender balanced short lists and interview panels. Qantas supports and encourages the personal and professional development of all employees and takes additional measures to ensure gender balance by offering a range of programs including the Graduate program, Harvard Leadership Program and financial support as part of the MGSM Women in MBA program. Employees are also encouraged to participate in internal networking and professional development events to broaden their knowledge and build relationships.

Reconciliation Action Plan 2015–2018

Qantas' Reconciliation Action Plan (RAP) details the actions being taken to advance awareness of Aboriginal and Torres Strait Islander peoples' achievements and opportunities on the national and global stage, and holds us accountable for the agenda we have set out. There are 5 pillars to our RAP:

1. Providing sustainable Indigenous Careers with a strong focus on investing in talent and supporting the employee life-cycle;

2. Developing the Cultural Competency to provide insights into Aboriginal and Torres Strait Islander cultures to our customers and employers;

3. Supporting Aboriginal and Torres Strait Islander Economic Development by engaging Indigenous enterprises and realising the potential value to our supply chain;

4. Leading Reconciliation Collaboration to promote exchanges of ideas, initiatives and processes with our commercial and community networks; and

5. Creating an Australian Customer Experience to integrate Indigenous culture into product and service for our customers (Qantas, 2016, www.qantas.com/).

4.4.5 Diversity and Inclusion at KraftHeinz

"Diversity and Inclusion, because we believe diversity is a driver of creativity, innovation and growth for our business, Kraft Heinz is committed to building a diverse workforce and inclusive culture. We foster a work environment that embraces differences and values the unique perspectives brought by our talented global workforce. All our employees have the opportunity to realize their career goals, regardless of race, gender, beliefs or background" (KraftHeinz, 2017:13). According to KraftHeinz (2017:14) our diverse and inclusive culture gives our employees the opportunity to realize their big career dreams.

Diversity and Inclusion in Canada - Kraft Heinz established its first Diversity and Inclusion (D&I) Committee, a cross-functional group with employees from unique personal and professional backgrounds. The Committee's mandate is to identify barriers to a diverse and inclusive workplace and develop action plans that eliminate those barriers (KraftHeinz, 2017:14).

Gender Balance Platform in Europe - Kraft Heinz launched a Gender Balance platform to strengthen a culture where all employees, regardless of gender, are engaged owners directly contributing to the business. This platform includes initiatives like a Women's Leadership Panel and a Parents Network, a support system comprised of parents who help each other balance parenthood and work[56] (KraftHeinz, 2017:14).

Business Resource Groups - We have also established several Business Resource Groups (BRGs) in the United States to engage and develop the skills of employees from diverse backgrounds. In 2016, we welcomed more than 530 employees into six BRGs. These groups lead initiatives to enhance talent recruitment, learning and development and workplace inclusion efforts (KraftHeinz, 2017:14). The various common aspects covered by a recruitment policy are covered in the following section.

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[56] KraftHeinz (2017) *Growing A Better World At Kraft Heinz: 2017 Corporate Social Responsibility Report.* Available from: www.kraftheinzcompany.com/pdf/khc_csr_2017_full.pdf

4.5 Common aspects covered by a recruitment policy

A recruitment policy of every organization clearly outlines the specific aspects the organization's employees and the human resources department must adhere to during the recruitment process. The various aspects that are covered by a recruitment policy are depicted by Figure 4.3 below.

Figure 4.3 Six aspects covered by recruitment policies
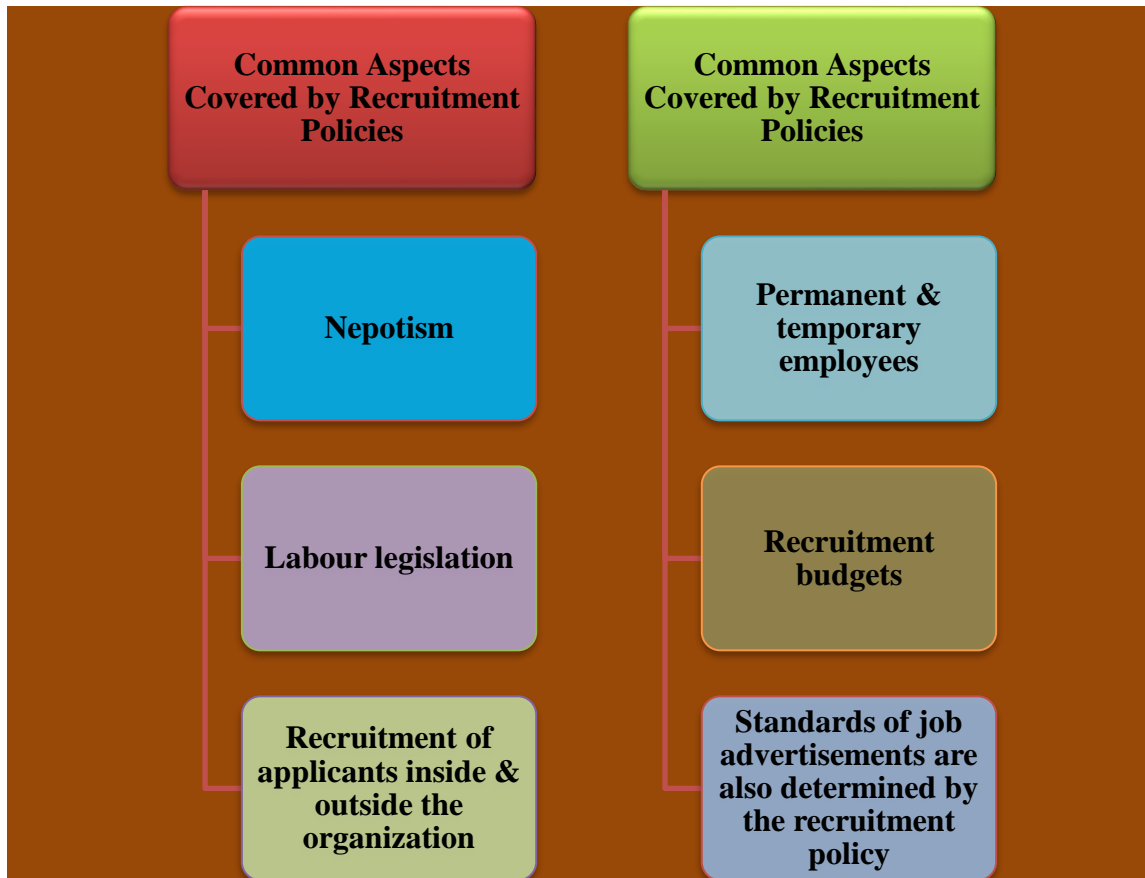
Source: Modified: (Hunter, 2002:84; U.S. Equal Employment Opportunity Commission, 2018, *Title VII of the Civil Rights Act of 1964*; Trade Union and Labour Relations (Consolidation) Act 1992; Equal Employment Opportunity Act of Commonwealth Authorities of Australia1987).

4.5.1 Nepotism

In general nepotism is one of the most common factors that human resources specialists deal with on a regular basis. In general the recruitment policy serves as a critical guideline towards the employment of immediate family members and friends in the organization. A recruitment

policy that covers nepotism helps to maintain the integrity and reputation of the organization during the recruitment process by avoiding bias in internal performance appraisals and or promotions[57] (Hunter, 2002:84).

4.5.2 Labour legislation

Generally the labour law regulates the employment of people from minority groups namely, women and people with disabilities as this helps to guide the recruitment policy created and adopted by most of the human resources departments. In doing so, recruitment policies also serve as a way an organization can comply with the equal employment and anti-discrimination labour laws of a country[58]. Generally in most countries the law requires organizations to devise policies that help them to reduce unfair discrimination of job applicants and employees at the workplace[59] (U.S. Equal Employment Opportunity Commission, 2018, *Title VII of the Civil Rights Act of 1964*; *Trade Union and Labour Relations (Consolidation) Act 1992;* Equal Employment Opportunity Act of Commonwealth Authorities of Australia1987)[60].

4.5.3 Recruitment of applicants inside and outside the organization

The importance of a recruitment policy is that it helps to clearly stipulate under what circumstances the human resources department of an organization can recruit job applicants from within and outside the organization. For example, an organization can have a human resources

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[57] Hunter, C. (2002) *Managing People in South Africa: a Systematic Approach to Human Resources Management*. Pietermaritzburg: Bytes Document Solutions.

[58] United Kingdom Government Legislation (2018) *Trade Union and Labour Relations (Consolidation) Act 1992*. Available from: http://www.legislation.gov.uk/ukpga/1992/52/contents [Accessed 2015, 24 October] © Legislation.gov.uk, 2018. This information is licensed under the Open Government Licence v3.0. To view this licence, visit http://www.nationalarchives.gov.uk/doc/open-government-licence/ OGL v3.

[59] U.S. Equal Employment Opportunity Commission (2018) *Title VII of the Civil Rights Act of 1964*. Available from: https://www.eeoc.gov/laws/statutes/titlevii.cfm

[60] Australian Government Federal Register of Legislation (2015) *Equal Employment Opportunity (Commonwealth Authorities) Act 1987.* Available from: https://www.legislation.gov.au/Details/C2004C00712 [Accessed 2015, 30 October] © Commonwealth of Australia 2018.

director vacancy accompanied by a recruitment policy that states that all the recruitment activities for all managerial posts must be done using internal sources of recruitment. Therefore, this means that all the subordinates of a human resources director already working in the human resources department who meet the job specification requirements advertised internally (*via the intranet or notice board*) qualify to apply for the vacant human resources director post. Thus subordinates who manage to score the highest points during the selection process of the vacant human resources director post will be promoted to fill-in the job position. Outside recruitment sources are usually preferred if the department is experiencing serious internal conflicts therefore a new externally recruited human resources director will be perceived to be neutral by all parties at conflict in the organization.

4.5.4 Permanent and temporary employees

The recruitment policy of an organization helps to outline the procedures or guidelines the human resources management must follow when deciding to hire permanent or temporary employees'. For example, some organizations permit the employment of temporary employees when they are only filling-in for an employee that has taken a long leave from work for instance sabbaticals, maternity or sick leave. Some organizations generally offer permanent positions to new employees who have only passed their probation periods with good recommendations from their immediate supervisors.

4.5.5 Recruitment budgets

Every recruitment policy clearly outlines the set minimum and maximum cost limits for all job positions in an organization and generally every job grade in the organization structure has a set minimum and maximum cost limit. Recruitment budgets help an organization to avoid incurring unnecessary costs that waste the organization's scarce financial resources.

4.5.6 Standards of job advertisements are also determined by the recruitment policy

The standards that must be maintained when drafting a job advertisement are determined by the recruitment policy since it clearly stipulates the recommended quality standards when designing the organization's job advertisements. Recruitment policies help to provide guidance to the human resources function to determine the circumstances that allow the organization's logos to

be placed in a job advertisement and why they may be excluded in other job advertisements (Hunter, 2002:84). For example, due to the 'war for talent' some organizations no longer place their logos in their job advertisements as this helps them to avoid alerting their competitors about their current remuneration rates they offer their employees in order to avoid the organization's talented employees from being poached or head hunted by competitors. Furthermore, organizations are now revealing their remuneration packages in their job adverts to quickly attract suitable potential employees. Recruitment policies guide the way organizations carry-out recruitment activities in order to protect their image in the labour market whilst at the same time allowing them to comply with labour legislation. The conclusion of this chapter will be covered in the next section.

4.6 Conclusion

In general it is critical for every human resources function to have well established recruitment policies that are approved by top management as this helps to assist the human resources department professionals to be fully knowledgeable of what is expected of them in terms of ethical conduct and professionalism standards. An organization's goodwill is greatly influenced by the recruitment function which also affects its sales levels therefore it is a critical activity that needs to be properly managed. In conclusion the human resources department today is responsible for managing the shift of diversity management to inclusion in the human resources department. There are many organizations across the world that now embrace and highly value diversity management & inclusion in all their operational activities including the recruitment activity.

4.7 Review questions

(1) Define the term 'recruitment policy' and please provide relevant examples?

(2) Discuss five reasons why an organization needs a recruitment policy?

(3) Describe why diversity and inclusion is important during the recruitment process? Give examples of four global organizations that have a diversity and inclusion policy and clearly explain in detail each organization's diversity policy?

(4) Describe the six aspects that are commonly covered by a recruitment policy and please provide relevant examples?

Chapter 5: Technology today significantly influences the recruitment process

After reading this chapter you should be able to:

- Explain the meaning of the term 'information technology'.
- Describe how technology significantly influences the recruitment process.
- Identify the common ICT tools used by the recruitment function.
- Discuss the current new technologies available for the human resources management function.

5.1 Introduction

The global human resources technology sector is rapidly growing on a yearly basis and the role played by technology during the recruitment process in organizations keeps increasing at an accelerated pace. Many decades ago the human resources functions were all manually done by the human resources professionals and today this is a completely different story altogether due to the arrival of a plethora of human resources technologies such as 'artificial intelligence' (*AI*), application tracking systems (*ATS*), virtual reality (*VR*), video interviews and so on. "With 58% of employers planning to increase their spend on HR and recruiting technologies in the coming year, it seems that the already fierce competition for mind and market share is just heating up – and the stakes are significant in the battle for the $8.5 billion a year the estimated money employers spend on HR Technology every year" (Human Resource Executive® cited in Charney, 2016, https://recruitingdaily.com/). *"Convergence Is Coming: Why All Technology Is HR Technology* - the convergence is here, and it's going to kill HR Tech. This isn't an indictment of this industry, but rather, an affirmation that it's become so ubiquitous that it's no longer HR Technology at all. It's just technology these days, and companies that can't offer a consumer grade solution will likely have a short shelf life."[61] (Charney, 2016, https://recruitingdaily.com/). Interestingly, human resources technology nowadays plays a vital

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[61] Charney, M. (2016) *The Top 10 HR Technologies and Recruiting Tools to Watch in 2016 (and Beyond).* Available from: https://recruitingdaily.com/the-top-10-hr-technologies-and-recruiting-tools-of-2016/

role in the employee recruitment process and it has added enormous value towards the recruitment of employees in organizations and notably most of the job applicants today are now preferring internet recruitment technology and social media networking to find suitable jobs in organizations. "Technology is changing the recruitment process space, allowing us to blend the insights technology offers with the human touch. So the future of recruitment is not bots, it's tech-empowered humans. Imagine, as a job seeker, using virtual reality to walk around your potential workplace, even before you decide to apply for a position. You'll see the people you'd be working with and make decisions based on reality, rather than your impressions of a job ad or a website. It's virtual reality, yes, but at the same time you're feeling a very human feeling, which is 'yes, I belong there' or 'no, I don't'"[62] (Ribuout, 2017, www.randstad.com.au/). The various ways technology influences the recruitment process will be discussed in the following section.

5.2 How technology significantly influences the recruitment process

[63]According to Bacic (2016, www.bullhorn.com/au/) from self-driving cars to robotic vacuum cleaners, automated technology promises to make our lives easier and more efficient. Similarly, in the business world, the automation of labour-intensive manual tasks can provide significant reductions in time, costs and human error. The recruitment industry is certainly no exception, with a multitude of technological solutions designed to improve recruitment processes. But as the automated capabilities of these technologies steadily improves, what might the future look like for recruiters? Here, we look at how automated technology will continue to enhance processes across key areas of recruitment (Bacic, 2016, www.bullhorn.com/au/).

5.2.1 "Increased Gamification in Recruiting. But can the advanced technology of video games be applied to the recruitment industry? Using online gaming to assist with recruitment is not a new concept" (Bacic, 2016, www.bullhorn.com/au/). A few years ago a global leading hotel group developed a 'social media game' that enables the users of the game to have the opportunity to apply their hospitality skills and then self evaluate themselves in an online

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[62] Ribuout, F. (2017) *The Future of HR Tech is Human*. Available from:

https://www.randstad.com.au/workforce360/archives/the-future-of-hr-tech-is-human_843/

[63] Bacic, Z. (2016) *How Technology is Shaping the Future of Recruitment.* Available from:

https://www.bullhorn.com/au/blog/2016/08/technology-shaping-future-recruitment/

restaurant they will be owning online in the game (Bacic, 2016, www.bullhorn.com/au/). Furthermore, similarly one of the world's highly developed nation's government military is now fully utilizing on the use of video games to: (1) encourage potential recruits to apply for jobs in the military service and (2) continuously engage with them. Therefore, as a result of the use of video games the developed nation's government military has significantly boosted its recruitment goals (Bacic, 2016, www.bullhorn.com/au/). "However, as gaming technology continues to develop, we are likely to see increasingly innovative ways for recruiters to leverage the engaging format of this popular medium. Here at Bullhorn, for example, we've just added an exciting gamification feature to our CRM that lets employees compete in virtual tournaments – check out SalesDuel!" (Bacic, 2016, www.bullhorn.com/au/).

5.2.2 ""More Efficient Applicant Screening - though an essential part of the recruitment process, applicant screening can be painstaking, time-consuming and prone to error – especially when sifting through high volumes of applications. Automated screening solutions can help to increase efficiency by taking over manual tasks such as cross-checking factual data, flagging gaps or errors, or reviewing against predefined criteria. So what might the future hold for applicant screening technology? We'd expect to see recruitment screening software that is increasingly "human" in the way it analyses and reviews job applications, presenting recruiters and hiring managers with a more holistic view of a candidate's skills and experience""[64] (Bacic, 2016, www.bullhorn.com/au/).

5.2.3 "Improved Predictions for Candidate Outcomes - making the crucial decision of which candidate is most suitable for any given role is an ongoing challenge for recruiters. So, wouldn't it be great to have an accurate insight into which applicant is most likely to prove the best fit? By applying the advanced analytical capabilities of modern technology to the candidate selection process, recruiters would be equipped with valuable predictions to inform their decision. For example, historical data might reveal who out of a group of candidates is most likely to remain in the position for the longest time. In addition, the labour time saved by using technology to sift through reams of data will allow recruiters to spend more time focusing on areas that rely on human interaction and involvement" (Bacic, 2016, www.bullhorn.com/au/).

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[64] Bacic, Z. (2016) *How Technology is Shaping the Future of Recruitment.* Available from:
https://www.bullhorn.com/au/blog/2016/08/technology-shaping-future-recruitment/

5.2.4 "The Ability to Assess Candidates in Real-World Scenarios - for recruiters, assessing a candidate's ability to deal with particular scenarios is generally confined to the interview room. While the right interview questions can certainly help, verbal communication can only go so far. But what if technology could help recruiters understand how their candidates might deal with these challenges in real life? By simulating real-world situations, technology could allow recruiters to more accurately analyse candidate performance in response to specific scenarios" (Bacic, 2016, www.bullhorn.com/au/).

5.2.5 Technology helps to provide access to information about job applicants – "the wonderful thing that technology is giving us now, and will increasingly give us in the future, is access to information. Information about candidates for recruiters and businesses to make incredibly informed decisions, and information about employers for candidates and recruiters to make informed decisions, too"[65] (Ribuout, 2017, www.randstad.com.au/).

5.2.1 Examples of leading global organizations that have adopted human resources technology during their employee recruitment process

There are several organizations that are located in different parts of the world that have adopted human resources technology during their recruitment process. Examples of leading global organizations that use human resources technology during their recruitment process are depicted in Figure 5.1 below.

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[65] Ribuout, F. (2017) *The Future of HR Tech is Human*. Available from:
https://www.randstad.com.au/workforce360/archives/the-future-of-hr-tech-is-human_843/

Figure 5.1 Two of the currently leading global organizations that have adopted human resources technology during their employee recruitment process
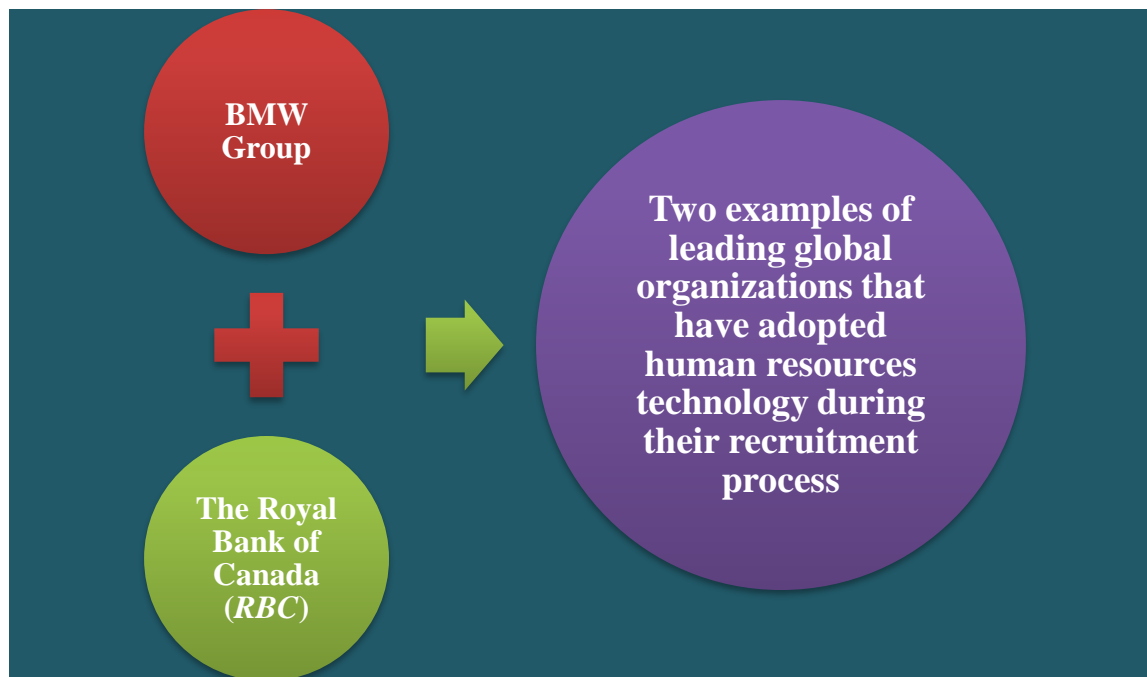
Source: Modified: (BMW Group, 2018; Royal Bank of Canada, 2018)

5.2.1.1 BMW Group

A good example is leading global automobile manufacturing firm *the BMW Group* which has its headquarters in Munich, Germany greatly values its human resources function[66] (BMW Group, 2018). The total number of employees for the BMW Group is 124,729 (BMW Group, 2018). In general the BMW Group is the largest premium automobiles and motorcycles producer and provider of premium financial and mobility services (BMW Group, 2018). [67]According to BMW Group (2018) *ONLINE – THE BEST WAY TO APPLY* - The only way to apply with us is online. There are two ways of applying online for jobs with the BMW Group through our online application system: via the Job Market or through the Job Assistant. This allows us to quickly and easily compare your profile with the requirements of our departments. You can access the

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[66] BMW Group (2018) *BMW Group Increases Sales in November.* Available from:
https://www.bmwgroup.com/en/company.html

[67] BMW Group (2018) *The Right Application.* Available from: https://www.bmwgroup.com/en/careers/the-right-application.html

online application system either via the link "Online Application" in a job ad or via the Job Assistant link. To apply online using the Job Assistant you need to click on the link and register by choosing a username and password. After logging in you can create your profile in the system following step-by-step instructions. Your data will be stored for as long as you like. You can pause the application at any time, and add or update data. When you have completed your application, please click on the button "Activate online application". Our HR team can only consider activated profiles when matching concrete job vacancies with possible candidates.

THE JOB ASSISTANT OFFERS THE FOLLOWING FEATURE.

• *Applications.* **-** Under "Applications" you will find a summary of all the applications you have created. By clicking on "View" you can call these up at any time, continue working on applications you have started and view their current status.

• *Unsolicited applications.* **-** If you wish to submit an unsolicited application, i.e. apply for a position that has not been specifically advertised, you will find different application forms here. Depending on the level of entry (e. g. school leaver and student) you can choose the appropriate form and then be guided through the respective menu. If you would like to submit an unsolicited application for a permanent position, please follow this link to the fields for which we are continuously searching for talents."

• *Job Agent.* **-** The Job Agent is a type of search engine for jobs at the BMW Group. If you save your job search profile, you will regularly be notified by email via the "Job Agent" menu about new and relevant jobs ("Jobs found"). You can amend your search profile at any time ("Search profiles"). The Job Agent only notifies you about jobs that are available; there is no automatic application sent in relation to such jobs. If you wish to apply you need to initiate an application under the Applications section.

• *Options.* - Under "Options" you are able to manage your user profile: here you can change your password or delete your account. Furthermore, you can specify, for example, for how long your search criteria should be matched with current job openings or how often you want to be notified about newly available jobs by the Job Agent.

• *Mailbox.* - The "Mailbox" contains all messages sent by the BMW Group regarding your application. You will, for example, receive a message when you are invited for an interview or when we require additional documentation from you. We will inform you by email as soon as there is a new message waiting for you[68] (BMW Group, 2018, www.bmwgroup.com/en/careers/).

5.2.1.2 Royal Bank of Canada

A good example of a leading global organization that uses human resources technology during the recruitment process is the Royal Bank of Canada (*RBC*) which was incorporated in 1869 to the early 1990s (Royal Bank of Canada, 2018, www.rbc.com/history). [69]"Royal Bank of Canada (RY on TSX and NYSE) and its subsidiaries operate under the master brand name RBC.

• We are one of Canada's biggest banks, and one of the largest in the world based on market capitalization.

• We are one of North America's leading diversified financial services companies, and provide personal and commercial banking, wealth management, insurance, investor services and capital markets products and services on a global basis.

• We have 81,000+ full- and part-time employees who serve 16 million clients in Canada, the U.S. and 34 other countries" (Royal Bank of Canada, 2018,www.rbc.com/aboutus/).

"*The Best of Working at RBC* - Dream big and achieve unparalleled opportunities for growth, learning, and success. We're investing in you – creating new and exciting possibilities for our clients, our communities, and your career. We believe in our employees. Bring your goals and ambitions and we will provide the tools, experience and partners you'll need to achieve your best. Discover what RBC has to offer you" [70](Royal Bank of Canada, 2018,

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[68] BMW Group (2018) *The Right Application*. Available from: https://www.bmwgroup.com/en/careers/the-right-application.html

[69] Royal Bank of Canada (2018) *About RBC: Corporate Profile*. Available from:
http://www.rbc.com/aboutus/index.html

[70] Royal Bank of Canada (2018) *Life at RBC*. Available from: https://www.rbc.com/careers/life-at-rbc.html

https://www.rbc.com/careers/life-at-rbc.html). The Royal Bank of Canada offers job seekers the opportunity to browse its careers webpage and view '*Featured Job Opportunities*' and '*Browse By Job Category'* sections where job seekers can click and apply online for jobs that are suitable for them and they also like. The career webpage of the Royal Bank of Canada also has a *'Jobs you might like '*section and a '*Recently viewed jobs*' section as well for job seekers. Interestingly, the Royal Bank of Canada offers job seekers the opportunity to personalize their recruitment process by connecting to LinkedIn. *"Connect your profile to personalize your experience"[71] (*Royal Bank of Canada, 2018, https://jobs.rbc.com/ca/en). On the 'Careers Menu' of the Royal Bank of Canada there are click sections written '*Experienced Professionals*, '*Entry-Level Job Opportunities*: Co-op Jobs, Rotational Experiences, Internships' and there are also links to '*Download RBC Mobile App*' (Royal Bank of Canada, 2018, https://www.rbc.com/careers/experienced-professionals.html).

The Royal Bank of Canada career webpage helps to educate job seekers about 'How to Apply Online' for its recruitment process. According to the Royal Bank of Canada (2018)

Find everything you need to know about applying at RBC

Create Personal Career Alerts

Stay connected to new job openings at RBC. Tell us what opportunities you're interested in and we'll let you know when they are posted.

Sign up for Career Alerts

Check on Your Application

After you have submitted your application, we'll send you a confirmation via email. Check on the status of any position you've applied for by logging into your candidate profile. If your qualifications match the requirements of the position, RBC will contact you to discuss next steps.

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[71] Royal Bank of Canada (2018) *Jobs at RBC*. Available from: https://jobs.rbc.com/ca/en

If you have a disability and need assistance with your application or have additional questions, please contact our team. Contact Us *(*Royal Bank of Canada, 2018, https://www.rbc.com/careers/apply-for-rbc-jobs.html*)*. *Reproduced with permission of Royal Bank of Canada.* "*Used with permission from Microsoft*". *[Employee Recruitment: An Innovation Oriented & Global Perspective 1ˢᵗ Edition] is an independent [publication] and is neither affiliated with, nor authorized, sponsored, or approved by, Microsoft Corporation.* The reason why recruitment software technology is important will be discussed in the following section.

5.3 Importance of recruitment software

"The *purpose of recruitment technology* is to make finding and hiring employees easier for either an organization or a recruiter. It helps to organize information so that it can be searched through in a systematic way. Recruiters can more easily narrow the number of applicants by searching for specific criteria"[72] (Recruiter.com, 2018, www.recruiter.com/). "Like any other software, recruiting software is intended to save time, energy, and resources. By eliminating paperwork, it prevents loss of information and saves space. It also helps recruiters make better matches between jobs and candidates by allowing recruiters to save information and apply filters to searches. Software also helps to comply with anti-discrimination laws by keeping recruiters from by-passing applications. As long as an application matches the search criteria, it should be considered equally with other applicants. With software, recruiters can automate tasks, find vacancies, generate reports, group candidates, integrate job boards, integrate web sites, integrate voice over internet protocol, manage work, migrate data, parse curriculum vitae, search for candidates using a variety of filters, send e-mails and texts, and track progress. One could save hours by using a software to assist in the recruiting process. When choosing a recruitment software, one should consider platform, scalability, speed, implementation, price, ease of access, navigability, and search features. Most software vendors provide free demonstrations or trials so that recruiters can be sure that it will fit their needs" (Recruiter.com, 2018, www.recruiter.com/). There are several examples of leading global organizations that use recruitment software

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[72] Recruiter.com (2018) *Recruitment Software Resources*. Available from: https://www.recruiter.com/recruitment-software.html

operating in the aviation, automobile, food manufacturing, airline carrier and banking sectors of the global economy. In general the overall considerations for selection are easy to confuse with a feature list. However, they can be easily differentiated in the following manner: software will either have or not have a feature. General and overall items will be answered with a range. For instance, all software systems have a certain level of performance, but some are faster. All software has usability, but some are easier than others. The best way to use this list is to give each software system a ranking 1-10 as you demonstrate various applicant tracking systems. (1) Feature set (Overall rank), (2) speed and performance, (3) customer service, (4) legal and compliance, (5) training, (6) usability and ease of use, (7) scalability, (8) reporting and metrics, (9) implementation ease of, (10) upgradability and compatibility, (11) customization options" (Recruiter.com, 2018, www.recruiter.com/). There are common ICT tools used by the recruitment function in an organization and these will be covered in the following section.

5.4 Common ICT tools used by the recruitment function

Nowadays there are several information, communication and technology (ICT) tools that are currently being used by the recruitment function. The common ICT tools that are commonly used by organizations today during their recruitment processes are depicted in Figure 5.2 below.

Figure 5.2 Seven ICT tools used by the recruitment function
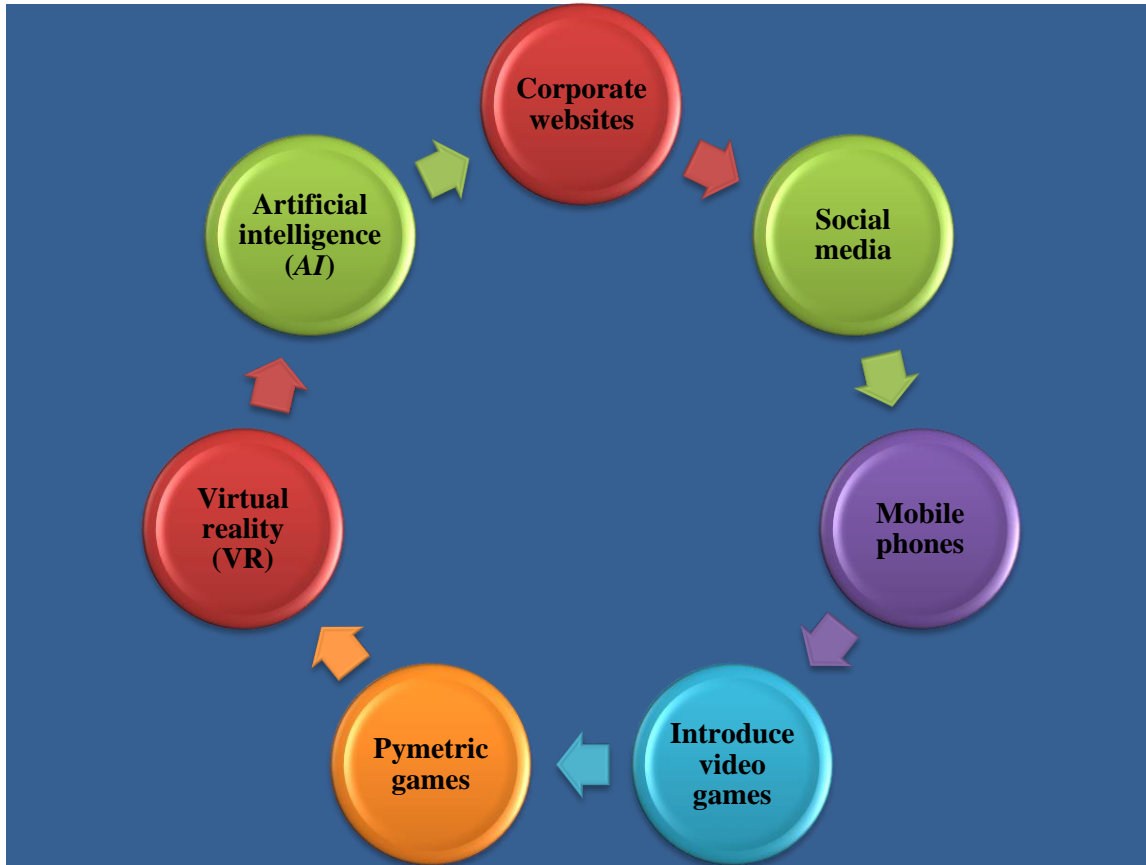
Source: Modified: (Technopedia.com, 2018, www.techopedia.com/; European Commission, 2018; Bullhorn, 2018, www.bullhorn.com/au/; Ribuout, 2017, www.randstad.com.au/; Bardi, 2019, https://www.marxentlabs.com; Australian Government Department of Industry, Science, Energy and Resources, 2020).

5.4.1 "A *website* is a collection of publicly accessible, interlinked Web pages that share a single domain name. Websites can be created and maintained by an individual, group, business or organization to serve a variety of purposes. Together, all publicly accessible websites constitute the World Wide Web"[73] (Technopedia.com, 2018, www.techopedia.com/). Furthermore, according to the European Commission (2018) to be considered a *website*, a set of web pages must: be thematically related (reflected in the same visual site name); have a common integrated navigation system; have the same look and feel. If the 3 above criteria apply simultaneously, the considered set of web pages is a single coherent website and should be reported as such. A *webpage* is defined as content encoded in a hypertext formatted document (e.g. HTML). A web

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[73] Technopedia.com (2018) *Website*. Available from: https://www.techopedia.com/definition/5411/website

page regroups web assets needed to convey an editorial message and the means to display it correctly[74] (European Commission, 2018, https://ec.europa.eu/). In general a website is another common information, communication and technology (*ICT*) tool that can be used by an organization during the recruitment process to communicate and educate job applicants about the hiring and selection information of an organization. A good example of an organization that uses its corporate website for its recruitment purposes in particular providing advice to job applicants how to improve their applications is Boston, Massachusetts, United States of America-based General Electric. General Electric (*GE*) is a multinational conglomerate corporate which was founded in 1892 by Thomas Edison (*inventor of the first electrical bulb*) and Charles Coffin[75] (General Electric, 2018). GE operates in the following market segments: aviation, healthcare, transportation, financial services, analytics and software development, power, oil & gas and so on (General Electric, 2018).*"Tips for Applying* - Want to build a career at a GE? Search our employment opportunities, learn more about our culture and find out how to apply for your dream job" (General Electric, 2018, https://www.ge.com/careers/).

5.4.2 Social media - In general '*social media*' refers to the Internet and mobile tools the general public uses to interact, learn, search personal information, connect and share data for social communication purposes using social media platforms or applications such as LinkedIn, Twitter and so on. In this modern day 21st century over a billion people are using social media on a day-to-day basis to share information around the world thereby making social media one of the most impactive new communication platform that organizations can fully utilize in order to conduct their recruitment activities to attract talent in the global labour market. "98% of recruitment consultants are using social media for recruitment. Are you one of them? The fact that content can be distributed to millions of people quickly makes social media a powerful tool for recruitment consultants today, but how are consultants taking advantage of this popular medium and using it to source candidates? In 2013, Bullhorn found that 97% of recruitment consultants rely heavily on LinkedIn for hiring, while only 12% use all three major social

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[74] European Commission (2018) *Guidelines for Defining and Measuring Websites*. Available from: https://ec.europa.eu/ipg/plan/creation_site/definition/index_en.htm

[75] General Electric (2018) *Thomas Edison and the History of Electricity.* Available from: https://www.ge.com/about-us/history/thomas-edison[Accessed 2018, 4 December]

networks. This is surprising because there are so many benefits to sourcing candidates on social networks" (Bullhorn, 2018, www.bullhorn.com/au/). Some of the benefits of using social media during the recruitment process includes: (1) techno-savvy young adults or the working age group usually 21 - 40 years today use social media on a regular basis and this is one medium organizations can use to appeal to them by distributing information about job adverts, branding and so on (*despite the fact that a smaller number of people who are more than 40 years old are currently still using social media at a much lower rate than those who are below 40 years old*), (2) communication via social media platforms is received instantly unlike print media, (3) communication costs via social media are very low since high-tech social media companies offer their services for free-of-charge to users (*for instance instant messaging, job advert posts and socialization purposes*) despite the fact that they also charge their users for certain types of customized services/products. Typical good examples of social media platforms or companies that are popular around the world for communication and recruitment activities include Twitter, LinkedIn and so on[76] (Bullhorn, 2018, www.bullhorn.com/au/). "*TWITTER, TWEET, RETWEET and the Twitter logo are trademarks of Twitter, Inc. or its affiliates.*" "*Used with permission from Microsoft*". *[Employee Recruitment: An Innovation Oriented & Global Perspective 1st Edition] is an independent [publication] and is neither affiliated with, nor authorized, sponsored, or approved by, Microsoft Corporation.* [77]Furthermore, some of the additional advantages offered by the use of social media by organizations during the recruitment process include the following.

According to Betterteam (2019) **Social Recruiting Best Practices:**

• *Network and engage with your audience* – If you respond to a potential candidate, be personable and start an engaging conversation. You will need to earn their trust and respect, especially if they're a passive job seeker.

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[76] Bullhorn (2018) *Social Recruitment*. Available from: https://www.bullhorn.com/au/topics/social-recruitment/

[77] Betterteam (2019) *Social Media Recruiting Tips*. Available from: https://www.betterteam.com/social-recruiting-tips

• *Highlight your company culture* – Showcase your company at its best by sharing employer branding content, celebratory events, milestones reached, and charitable activities in the community. You'll want to give candidates an idea of what it would be like to work for you.

• *Share the right mix of posts* – If you talk about your company all the time, you might come off as superior or boring. Mix it up by sharing job openings in the form of "We Are Hiring" images, humorous posts, local news, industry trends, and topics that your audience may be interested in (Betterteam, 2019, https://www.betterteam.com/social-recruiting-tips).

5.4.3 Mobile phones - there are two types of mobile phone uses in recruiting (1) Mobile recruiting for recruiters (2) Mobile recruiting for candidates. [78]According to McHugh (2018) Mobile recruiting for recruiters and salespeople. *Mobile recruiting* refers to your ability to perform all of the activities you normally would with your ATS/CRM but with a mobile device. Your mobile recruiting software should be an extension of your applicant tracking system, and it should be a consideration when you're selecting an ATS system to use. Here are some of the essential features a mobile version of your recruiting software should include:

• View candidates, contacts, jobs, and placements.

• Search for candidates and view resumes.

• Display client and candidate maps and get driving directions.

• Track email and calendar activity automatically.

• Create and view notes.

Mobile recruiting for candidates. The other definition of *mobile recruiting* is all about using mobile technology to better engage, find, and place candidates. Is your website and your applicant tracking system optimized to deliver a fully mobile experience? ***Why does mobile matter for candidates?*** - It's nearly impossible to overstate the impact of smartphones and other

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[78] McHugh, B. (2018) *Staffing Tech 101: What is Mobile Recruiting?* Available from:
https://www.bullhorn.com/blog/2018/03/what-is-mobile-recruiting/

mobile devices on the way candidates approach the hiring process (McHugh, 2018, www.bullhorn.com/). Many organizations take advantage of telecommunication technologies such as the sending of short-message-services (*SMS*)/text messages to communicate with their job applicants on tips for submitting applications and scoring high during interviews. Text messages have the advantage that they enable the message sent to be easily saved in the mobile phone or stored safely and they can be re-read as many times as possible by the receivers. In addition text messages they also help to reduce any form of miscommunication or misunderstandings between the recruitment function and job applicants on any recruitment related issues. According to McHugh (2018) *Text Messaging (SMS) and Mobile Recruiting -* Mobile recruiting isn't just about having a mobile-friendly site. It's also about the way you're reaching out to candidates. A key part of a mobile strategy you should consider: texting your candidates. It's also increasingly the direction that the staffing industry is headed. SMS messaging is the fastest growing communication channel in 2018, according to a recent survey of 1400 global staffing professionals (McHugh, 2018, www.bullhorn.com/).

5.4.4 Video interviewing (live and recorded interviews) - "We use video interviews a lot already but, more widely, the use of video is sporadic. In 2030 I see video being at the core of every recruitment process. We also use video interviews with our recruiters to give candidates greater insight on how they come across in interviews. It's incredibly powerful to see yourself on screen to realise how you truly appear and sound"[79] (Ribuout, 2017, www.randstad.com.au/). ""*Video may have killed the radio star, but it has saved HR from time draining face-to-face interviews. Welcome to the age of the video interview.* You settle into your chair. You are nervous but quietly confident. This could be the next vital step in your career and you don't want to mess it up. You open up the screen in front of you and start the process. Looking at the questions before you, eventually you gain the confidence to hit 'record'. This is recruitment in 2015: the era of the video interview. *Live vs recorded* **-** To this point, video interviewing has traditionally been conducted 'live'. Most people have used Skype at one point or another. As such, they might be wary of the constant quality issues: sound drop-outs, fuzzy connections, or calls that appear to be made from the Moon. However, there are obvious benefits to live videos. Firstly, of course, they can closely replicate face-to-face interviews. Verbal and non-verbal communication cues can be

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[79] Ribuout, F. (2017) *The Future of HR Tech is Human*. Available from:
https://www.randstad.com.au/workforce360/archives/the-future-of-hr-tech-is-human_843/

witnessed, hesitations picked up on, and areas of confidence noted. The candidate can make the same mistakes in a live video format as they might make in a face-to-face setting. Yet there can also be variations and inconsistencies in the questions asked. Environmental factors (it's raining outside; you take that disgruntlement into the interview) – not to mention technology factors (videos losing audio or visual) – can also play a critical role in our bias towards one candidate over another. A recorded video is another matter. *"A recorded video allows you to get consistency across a wide candidate pool,"* says Harrison. *"The questions are the same, which means you can take something that's very subjective and start applying objective measures to that."* Recorded videos also allow employers to compare candidates and obtain the necessary 'buy-in' from recruitment stakeholders (HR, direct manager, senior leader, etc). *"Recorded videos allow you to rate and review them at any time, and also distribute them. If you've got good questions and good criteria for evaluating those responses, especially for a large pool of candidates, you can get through them more effectively,"* Harrison notes. There is also scope for interview question flexibility. Harrison notes that employers will usually build in two types of questions to the process: pressure questions where candidates only get one go at responding; and pitch questions, for which candidates can record and respond as many times as they like. For example, a pressure question might relate to something technical or requiring a yes or no response: 'can you apply this widget over there and do this particular task?' A pitch question might be along the lines of, 'tell us why you want to work for us'. Importantly, pre-recorded videos save time. Without the need for face-to-face meetings, and the scheduling required to do that, it's possible to watch videos wherever and whenever the employer wants""[80] (Hopkins, 2015, https://www.hcamag.com/). A typical good example of a leading global organization that uses videos in its human resources activities is Boston, Massachusetts, United States of America-based General Electric. The conglomerate GE is well-known globally for its remarkable leadership succession planning and outstanding visionary leaders who have successfully led the company through various change interventions that have managed to make the company enjoy the success it has accomplished today[81] (General Electric, 2018). Today General Electric uses

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[80] Hopkins, L. (2015) *Video Interviews: The New Era of Recruitment.* Available

from: https://www.hcamag.com/features/video-interviews-the-new-era-of-recruitment-201813.aspx

[81] General Electric (2018) *From Inspiration to Industry*. Available from: http://www.ge.com/about-us/history/1878-1904

video interview clips posted on its corporate careers website to provide 'tips for applying' for its various recruitment processes to potential job applicants for example, the review process, screening process and job offer & onboarding process[82] (General Electric, 2018). *"Your GE Career Journey* - Thank you for considering an opportunity with us. The videos below give you a short insight into our recruiting journey, prepare you for what to expect along the way, and what makes us who we are. To learn more, click any process that interests you:

• Opening & Introduction

• Application Process

• Review Process

• Screening Process

• Interview Process

• Feedback Process

• Offer & Onboarding Process" (General Electric, 2018, https://www.ge.com/careers/working-at-ge/tips-for-applying).

5.4.5 Pymetric games - "We're already using Pymetric games – which use AI to understand more about candidates' aptitude and preferences – to ensure the consultant has the full picture to place the candidate in the right role. That area will grow significantly"[83] (Ribuout, 2017, www.randstad.com.au/).

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[82] General Electric (GE) (2018) *Tips for Applying*. Available from: https://www.ge.com/careers/working-at-ge/tips-for-applying

[83] Ribuout, F. (2017) *The Future of HR Tech is Human*. Available from:
https://www.randstad.com.au/workforce360/archives/the-future-of-hr-tech-is-human_843/

5.4.6 Virtual reality (VR) -[84]According to Bardi (2019) *Virtual Reality (VR)* is the use of computer technology to create a simulated environment. Virtual Reality's most immediately-recognizable component is the head-mounted display (HMD). Unlike traditional user interfaces, VR places the user inside an experience. Instead of viewing a screen in front of them, users are immersed and able to interact with 3D worlds. By simulating as many senses as possible, such as vision, hearing, touch, even smell, the computer is transformed into a gatekeeper to this artificial world. The only limits to near-real VR experiences are the availability of content and cheap computing power. *What's the difference Between Virtual Reality and Augmented Reality?* *Virtual Reality* and Augmented Reality are two sides of the same coin. You could think of Augmented Reality as VR with one foot in the real world: *Augmented Reality* simulates artificial objects in the real environment; Virtual Reality creates an artificial environment to inhabit. In Augmented Reality, the computer uses sensors and algorithms to determine the position and orientation of a camera. AR technology then renders the 3D graphics as they would appear from the viewpoint of the camera, superimposing the computer-generated images over a user's view of the real world. In Virtual Reality, the computer uses similar sensors and math. However, rather than locating a real camera within a physical environment, the position of the user's eyes are located within the simulated environment. If the user's head turns, the graphics react accordingly. Rather than compositing virtual objects and a real scene, VR technology creates a convincing, interactive world for the user (Bardi, 2019, https://www.marxentlabs.com/what-is-virtual-reality/). Nowadays via the use of VR it has become the norm for technology-oriented high-tech organizations to assess the skills and knowledge of their job candidates in a uniform manner through using simulated 3-D work scenarios and this has enormously yielded excellent results by eliminating issues such as nepotism, errors and so on.

5.4.7 Artificial intelligence – The modern world of using artificial intelligence in almost all the industry sectors of an economy has arrived and organizations that are embracing this new artificial intelligence technology are excelling in their efficiency, productivity and innovation levels on a yearly basis. "Artificial intelligence (AI) is a powerful technology that can boost the

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[84] Bardi, J. (2019) *What is Virtual Reality? [Definition and Examples].* Available from:
https://www.marxentlabs.com/what-is-virtual-reality/

economy, raise incomes and improve our quality of life. AI can perform tasks defined by humans. But these technologies don't need explicit guidance from a human. They can help solve challenges we face in areas like:

• health and welfare

• safety

• environment

• energy

• infrastructure and transport

• education" [85](Australian Government Department of Industry, Science, Energy and Resources, 2020, www.industry.gov.au/). Artificial intelligence is one of the modern day human resources technologies currently being used during the employee selection process in several organizations. Today there are several firms that develop AI software solutions that can be used during the employee recruitment and selection processes. The conclusion of this chapter will be covered in the next section.

5.5 Conclusion

Today the global human resources technology sector is rapidly growing on a yearly basis and the role played by technology during the recruitment process in organizations keeps increasing at an accelerated pace. It can therefore be concluded that human resources technology nowadays plays a vital role in the employee recruitment process and it has added enormous value towards the recruitment of employees in organizations and notably most of the job applicants today are now preferring internet recruitment technology and social media networking to find suitable jobs in organizations. Modern day human resources technologies such as automated screening solutions have enormously enhanced efficiency via taking over manual tasks during the recruitment

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[85] Australian Government Department of Industry, Science, Energy and Resources (2020) *Artificial Intelligence*. Available from: https://www.industry.gov.au/strategies-for-the-future/artificial-intelligence [Accessed February 11, 2020] © Commonwealth of Australia 2020.

process. Nowadays there are several information, communication and technology (ICT) tools that are currently being used by the recruitment function namely, corporate websites, social media, artificial intelligence, interview videos, virtual reality, pymetric games and mobile phones.

5.6 Review questions

(1) Define the terms 'technology' and 'human resources technology'?

(2) Describe how human resources technology influences the recruitment process?

(3) Please provide examples of at least two leading global organizations that use human resources technology during their recruitment process?

(4) Outline and discuss the seven common ICT tools used during the recruitment process in organizations today?

Chapter 6: Employer branding significantly influences the recruitment process

After reading this chapter you should be able to:

- Explain the meaning of the term 'employer branding' and 'employer of choice'.
- Describe the difference between employer branding and recruitment advertising.
- Discuss the importance of employer branding to the recruitment function.
- Describe why recruitment training is critical.

6.1 Introduction

"Like it or not, every company has a brand. In the traditional marketing sense, a brand is what differentiates one good, product or service from another. A name, design and reputation all shape a brand's image and the public's understanding of the value proposition"[86] (Stoddart and England, 2018, www.meridiarecruitment.ca/). In general the term 'branding' is interrelated to 'reputation', 'marketing' and 'recruitment' efforts of an organization as all the four terms influence how the organization is perceived by its stakeholders in the marketplace in particular by job seekers. Talented people desire to work for organizations that have (1) a good reputation in the labour market, (2) high quality products, (3) a large global presence, (4) high growth strategy, (5) high profitability and so on. Notably, an employer brand generally symbolizes an organization's values, culture and what it stands for in its operational life and as an employer. According to Randstad (2018) your employer brand is your place of work. In today's fiercely competitive job market, a consistent employer brand is crucial in attracting and retaining the right talent. Twice as many applicants wouldn't work for a company with a bad reputation[87] (Randstad, 2018, www.randstad.com/). Furthermore, according to Randstad (2018) *How to build an employer brand?* – to stand out as an employer, you need insight into what matters to the

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[86] Stoddart, K. and England, A. (2018) *What is Employer Brand and Why Does it Matter?* Available from: www.meridiarecruitment.ca/content/what-employer-brand-and-why-does-it-matter

[87] Randstad (2018) *Employer Branding*. Available from: https://www.randstad.com/workforce-insights/employer-branding/

people you would like to employ. Equally, you need to outwardly demonstrate those qualities in your brand (Randstad, 2018, www.randstad.com/).

A typical good example of a leading global organization with a powerful employer brand, large market presence, high quality products and is considered to be an employer of first choice for many highly talented job seekers is LafargeHolcim, headquartered in Jona, Switzerland. "LafargeHolcim is the global leader in building materials and solutions. We are active in four business segments: Cement, Aggregates, Ready-Mix Concrete and Solutions & Products. With leading positions in all regions of the world and a balanced portfolio between developing and mature markets, LafargeHolcim offers a broad range of high-quality building materials and solutions. LafargeHolcim experts solve the challenges that customers face around the world, whether they are building individual homes or major infrastructure projects. Demand for LafargeHolcim materials is driven by global population growth, urbanization, improved living standards and sustainable solutions construction. Around 75,000 people work for the company in around 80 countries"[88] (LafargeHolcim, 2019, https://www.lafargeholcim.com/our-strategy).The global building materials and solutions company's large global market presence, high quality products and sales make it highly attractive to talented job seekers in the global labour market and a suitable employer brand they are willing to be associated and identified with in their working life. Each and every organization aims to be an employer of choice for most of the job seekers in the labour market despite their different sizes or type of operations leading to most of them devising employer of choice strategies (Larsen, 2012, www.recruiter.com/). "Having developed an 'Employer of Choice' strategy, HR should work closely with the marketing team to develop an employer branding and communication strategy which tells the world that your business is a great place to work. This will increase the effectiveness of your 'Employer of Choice strategy'"[89] (Larsen, 2012, www.recruiter.com/). The definition of employer branding and employer of choice will be discussed in detail in the following section.

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[88] LafargeHolcim (2019) *Our Strategy*. Available from: https://www.lafargeholcim.com/our-strategy

[89] Larsen, M. (2012) *How to Become An Employer of Choice*. Available from; https://www.recruiter.com/i/how-to-become-an-employer-of-choice/

6.2 Definition of 'employer branding' & 'employer of choice'

Various definitions of the term 'employer branding' have been created by several academics and business management gurus over the past years. An *employer brand* signifies a firm's corporate image as a good employer who is identified with highly conducive working environments in today's highly competitive labour market. ""A brand image is the simplest definition of an organization which leads to efficient recruitment. For an employer, attracting and retaining talent is a challenge. *Employer branding* is defined as "the package of functional, economical, and psychological benefits provided by an employer and identified with the employing organization""[90] (Recruiterbox.com, 2018, https://recruiterbox.com/). "Your *employer brand* is your organization's reputation as a place of work, for current employees, active and passive candidates and other stakeholders. Embodying your values, culture and workplace environment, your employer brand offers a promise which, if fulfilled, can bring high returns on investment" (Randstad, 2018, www.randstad.com/). "Being an '*Employer of Choice*' means that you have created a great working environment within your business, which means that the best people want to work for you. This positive employment brand helps a business to both attract and retain staff, which is vital during current times when exceptional talent is in such short supply due to the global war for talent" (Larsen, 2012, www.recruiter.com/). The difference between employer branding and recruitment advertising will be clearly discussed in the following section.

6.3 Difference between 'employer branding' & 'recruitment advertising'

As mentioned earlier in the introduction section of this chapter that there is an interrelation between 'marketing', 'branding' and the recruitment function. In some instances business management, human resources and other professionals tend to assume that recruitment advertising and employer branding have a similar meaning whilst this assumption is completely wrong. *Recruitment advertising* refers to any form of paid and non-paid advertising that is conducted within the organization or outside the organization within the boundaries of the allocated recruitment budget by the human resources department in liaison with the marketing department to persuade job applicants to apply for jobs in the organization. Thus, any advertising

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[90] Recruiterbox Inc. (2018) *Why Becoming A Brand Is Important For Efficient Recr*uitment. Available from: https://recruiterbox.com/blog/why-becoming-a-brand-is-important-for-efficient-recruitment

that focuses on advertising information about current and future job vacancies in the organization falls under recruitment advertising. While on the other hand '*employer branding*' signifies a firm's corporate image as a good employer who is identified with highly conducive working environments in today's highly competitive labour market. Employer branding centers around the perceptions, assumptions, attitude, views and opinions the general public or job seekers have about the organization as a place of work and or its working environment. "Employer branding is meant to convey the identity of the organization, the working culture, and why it is valid for a potential employee to choose them. Employer branding helps to land the right talent as well as help the existing employees create a deep sense of loyalty with the organization. An organization's name or logo ultimately have little to do with its brand. A brand is a synopsis of what the organization stands for or represents" (Recruiterbox.com, 2018, https://recruiterbox.com/). The importance or benefits of employer branding will be covered in the following section.

6.4 Importance of employer branding to the recruitment function

"In today's highly transparent workplace, nothing excites candidates and employees about working for a company than to know its values, culture and mission are aligned with theirs"[91] (Kramers, 2018, www.randstad.com/). Furthermore, according to Kramers (2018) so what are the benefits you can potentially gain by improving your employer brand and therefore strengthening your employee connection? Here are some common wins that companies report achieving.

6.4.1 Lower cost-per-hire. Companies with a poor brand spend at least 10% more in salaries to acquire talent, according to LinkedIn.

6.4.2 Greater access to talent. In the same LinkedIn research, nearly half of professionals surveyed would rule out joining any organization that exhibited one of three bad traits: low job security, dysfunctional teams and poor management. Only 28% would do so if they were offered

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[91] Kramers, E. (2018) *Why You Need to Invest in Employer Branding Now*. Available from: https://www.randstad.com/workforce-insights/workforce360/archives/why-you-need-to-invest-in-employer-branding-now_279/

a 10% premium over competing jobs. With a strong employer brand, you'll have access to more candidates willing to consider joining your business.

6.4.3 Shorter time-to-fill. When you create an attractive employee value proposition (EVP), it will be easier to sell applicants a role within your organization. Furthermore, you'll likely to have a quicker time to productivity as well.

6.4.4 Enhanced engagement. When you have a strong employer brand, you also tend to have a more engaged workforce. A poor brand can lead to lower engagement. Randstad Sourceright's Talent Trends survey found that 46% of HR, procurement and C-suite leaders say a strong brand leads to stronger engagement and higher productivity.

6.4.5 Higher quality of hire. Because a strong employer brand leads to a greater number of applicants, your organization can potentially attract more high-quality talent than otherwise (Kramers, 2018, www.randstad.com/). "*Used with permission from Microsoft*".

6.4.6 "Shortage of Skilled Labor: The competition for skilled labor will remain high in the west and Japan due to aging population. In this increasingly competitive global climate, employer branding will help attract the right talent" (Recruiterbox.com, 2018, https://recruiterbox.com/).

6.4.7 "Profitable: Through a thorough recruitment process employers can attract and hire ideal candidates, candidates who are passionate and enthusiastic with their roles in the organization. This helps reduce attrition allowing for a lot of savings from investing on befitting talent" (Recruiterbox.com, 2018, https://recruiterbox.com/).

6.4.8 "Position of Strength: Being an attractive brand for prospective employees gives the organization the bargaining power, due to the demand to be associated. Branding helps create the factor of desirability among potential recruits" (Recruiterbox.com, 2018, https://recruiterbox.com/).

6.4.1 Examples of leading global organizations that have highly attractive employer brands in the global labour market

Figure 6.1 Two leading global organizations with highly attractive employer brands

Source: Modified: (Royal Bank of Canada, 2018; LafargeHolcim, 2018, www.lafargeholcim.com/)

6.4.1.1 Royal Bank of Canada

A good example of a leading global organization that has a well established and reputable employer brand in the global labour market and banking industry is the Royal Bank of Canada (*RBC*) which was incorporated in 1869 and today it has 81,000+ full-and part-time employees who serve its 16 million clients in Canada, the U.S. and 34 other countries[92] [93](Royal Bank of

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[92] Royal Bank of Canada (2018) *History*. Available from: www.rbc.com/history/celebrating-our-history/quick-to-the-frontier.html

[93] Royal Bank of Canada (2018) *About RBC: Corporate Profile*. Available from:
http://www.rbc.com/aboutus/index.html

Canada, 2018, www.rbc.com/history). According to the Royal Bank of Canada (2018) LinkedIn recognizes RBC as one of the most sought-after companies in Canada[94] (Royal Bank of Canada, 2018, www.rbc.com/aboutus/). Furthermore, according to Roth (2018) cited in LinkedIn (2018) Join the conversation about this year's list using #LinkedInTopCompanies. *Here are this year's top 25 companies in Canada.* **Living well:** Toronto-based Royal Bank of Canada, the country's largest lender, reported a record year in 2017 with earnings of \$11.5 billion. The financial institution is also a highly rated workplace that encourages its employees to live healthy lifestyles. RBC offers a wellness program that rewards healthy behaviour with credits employees can use toward things like gym memberships, workout classes, and weight-loss programs.

Global headcount: 80,000

Local banking: RBC has its own Aboriginal banking team to focus specifically on those communities in Canada. The bank also supports the development of Aboriginal youth, offering training programs such as summer internships and a dedicated scholarship for Aboriginal students — which provides ten post-secondary school scholarships per year offering students up to \$4,000 annually to help with tuition, books and other educational expenses (Roth, 2018 cited in LinkedIn, 2018, https://www.linkedin.com/pulse/linkedin-top-companies-2018-where-canada-wants-work-now-daniel-roth/).

The Royal Bank of Canada has received numerous awards over the past years. "*RBC named North American Retail Bank of the Year* - **May 11, 2018** - RBC was named 'North American Retail Bank of the Year' by *Retail Banker International* magazine, and took home top accolades for 'Best Customer Facing Technology'" (Royal Bank of Canada, 2018, http://www.rbc.com/aboutus/). Furthermore, during the year 2018 in August it was named a constituent of the FTSE4Good Index for 17th year (Royal Bank of Canada, 2018, http://www.rbc.com/newsroom). [95]*"RBC named a constituent of the FTSE4Good Index for 17th year* - RBC has once again been named a constituent of the FTSE4Good Index, which measures

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[94] Roth, D. (2018) *LinkedIn Top companies 2018: Where Canada Wants to Work Now*. Available from: https://www.linkedin.com/pulse/linkedin-top-companies-2018-where-canada-wants-work-now-daniel-roth/

[95] Royal Bank of Canada (2018) *RBC named North American Retail Bank of the Year*. Available from: www.rbc.com/aboutus/2018-05-11-rbi-awards.html

the performance of companies demonstrating strong environmental, social and governance (ESG) practices. FTSE4Good indices are a standard used when creating or assessing responsible investment products. FTSE4Good indices are being used by institutional and private responsible investors in four main ways:

• *Financial products* - as tools in the creation of index-tracking investments, financial instruments or fund products focused on responsible investment

• *Research* - to identify environmentally and socially responsible companies

• *Reference* - as a transparent and evolving global ESG standard against which companies can assess their progress and achievements

• *Benchmarking* - an index to track the performance of responsible investment portfolios"[96] (Royal Bank of Canada, 2018, http://www.rbc.com/newsroom). *"Used with permission from Microsoft". [Employee Recruitment: An Innovation Oriented & Global Perspective 1st Edition] is an independent [publication] and is neither affiliated with, nor authorized, sponsored, or approved by, Microsoft Corporation.*

6.4.1.2 LafargeHolcim

A typical good example of a leading global organization with a powerful employer brand and an employer of first choice for many highly talented job seekers is LafargeHolcim, headquartered in Jona, Switzerland. "LafargeHolcim is the leading global building materials and solutions company. It has four businesses: cement, aggregates and ready-mix concrete as well as advanced solutions and products that include precast concrete, asphalt and mortar. With its broad portfolio LafargeHolcim solves the toughest challenges facing masons, builders, architects and engineers, bringing industry-leading innovations and services to customers challenged by urbanization, population growth and the demand for sustainability. Headquartered in Switzerland and with leading positions in all regions, LafargeHolcim employs approximately 80,000 employees in around 80 countries and has a portfolio that is equally balanced between developing and mature markets"[97] (LafargeHolcim, 2018, www.lafargeholcim.com/). The global building materials and

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[96] Royal Bank of Canada (2018) *Awards and Recognition*. Available from; www.rbc.com/aboutus/awards.html

[97] LafargeHolcim (2018) *Our Strategy*. Available from: https://www.lafargeholcim.com/our-strategy

solutions company's large global market presence, high quality products and sales make it highly attractive to talented job seekers in the global labour market and a suitable employer brand they are willing to be associated and identified with in their working life. LafargeHolcim will continue to be one of the most attractive employer brands in the labour market most of the talented job seekers desire to work for as a result of its new Strategy 2022, "Building for Growth", which clearly highlights the company's goal to further develop a culture of trust & integrity and commitment to develop its peoples' health and safety to drive sustainable construction solutions and innovation (LafargeHolcim, 2018). "*Vision & People* - The value driver *Vision & People* further develops the values of trust and integrity, the commitment to Health & Safety and the desire to be at the forefront of sustainable construction solutions and innovation. We want to foster an entrepreneurial leadership style and a focus on the long-term success of LafargeHolcim" (LafargeHolcim, 2018, www.lafargeholcim.com/our-strategy). Today LafargeHolcim is an unquestionable employer of first choice for many highly talented job seekers as a result of its working opportunities and credible testimonies from its current employees that it is a great place to work. "*What our people say* - Our people make LafargeHolcim successful. Discover the insider's view and learn about what our employees in different roles, functions, and countries say about their experiences"[98] [99](LafargeHolcim, 2018).

According to LafargeHolcim (2018):

Head of operations, Singapore;

"I am given the opportunity to perform at my highest level and develop my skills"

"I am given the opportunity to perform at my highest level without too much interference from higher-ups. I have been able to develop my skills and competencies through sharing knowledge with others, attending seminars and conferences, and through various work group studies."

Plant Manager, Switzerland, Austria;

"Being thrown in at the deep and learning on the job is a great experience"

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[98] LafargeHolcim (2018) *What our People Say*. Available from: https://www.lafargeholcim.com/what-our-people-say

[99] LafargeHolcim (2018) *Annual Interim Reports*. Available from: https://www.lafargeholcim.com/annual-interim-reports

"Before I reached the age of 30, Holcim gave me the opportunity to take over the challenge of being responsible for a production site and 15 employees. Being thrown in at the deep end and learning on the job is a great experience and well supported by a 18 month management development program."

Project Manager, Spain;

"Everyone can openly propose ideas or changes"

"At LafargeHolcim, there is room for individual initiative and improvement, something I appreciate. Directors, managers and employees work together without hierarchical barriers, and everyone can openly propose ideas or changes regarding the processes in place. The international environment at LafargeHolcim delivers high satisfaction and I would recommend it to everyone." (LafargeHolcim, 2018, www.lafargeholcim.com/what-our-people-say). The various factors that influence an organization's employer branding strategy are covered in detail in the following section.

6.5 Factors that influence an organization's employer branding strategy

According to Stoddart and England (2018, www.meridiarecruitment.ca/) creating a culture like Google might not be practical or even possible for many organizations. However, here are a few things every employer should consider when evaluating and attempting to influence their employer brand.

6.5.1 Consumer Brand. Often consumer brand and employer brand are connected; one can positively (or negatively) influence the other. Simply put, winning candidates want to work for winning organizations. Companies who aren't as well known in the consumer market, but are well established in the business-to-business market, still have a great opportunity to leverage their employer brand.

6.5.2 Reputation in the Community. Corporate social responsibility is a phrase that is often used when companies define their value statement. While it can be very beneficial to define your community engagement strategy, it is vital to go beyond planning and turn your words into actions. Prospective candidates want to know if you care about your community, as your reputation will impact theirs. Encouraging and accommodating meaningful involvement – either

through participation on not-for-profit boards or through hands-on volunteer activities – supports personal development and enriches lives. Countless organizations are using social media to celebrate their community involvement and, more importantly, to create stronger community engagement.

6.5.3 Current Employees and Alumni. What your current and past employees have to say about your organization speaks volumes about your brand. A variety of factors can affect job satisfaction including growth potential, compensation, benefits, and culture, to name a few. Understanding what motivates your employees is vital in creating an environment where employees feel valued and involved in the success of the organization. If someone does leave, ensuring they leave in a way that is positive and respectful is important too. Word of mouth is a powerful thing, so make sure people have positive things to say about your organization. Many organizations provide departing employees with career transition support for exactly this reason.

6.5.4 Potential Candidate Relations. Often the recruitment process is a prospective employee's first introduction to your organization and can set the stage for the employment relationship. Having a well-written ad that highlights your organization as an employer of choice and articulates the expectation of the role and the ideal candidate is vital. Communication throughout the process is also crucial to building trust; thanking candidates for applying and notifying them of the outcome are very important touch points that are often overlooked. When a final candidate is selected, having open and honest dialogue regarding the role, expected outcomes, challenges, measurements of success and even compensation is another way to further the relationship. Finally, building a strong relationship with your ideal candidate can begin before a vacancy occurs. Supporting networking groups for industry professionals or developing partnerships with related education programs are excellent ways to build communities and foster support within related industries[100] (Stoddart and England, 2018, www.meridiarecruitment.ca/). The importance of recruitment training in the recruitment function of the organization will be covered in the following section.

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[100] Stoddart, K. and England, A. (2018) *What is Employer Brand and Why Does it Matter?* Available from: www.meridiarecruitment.ca/content/what-employer-brand-and-why-does-it-matter

6.6 Alignment of the employer brand strategy to the business strategy and mission improves recruitment

In general it is critical for organizations to align their employer branding strategies to their business strategy in order to brand themselves in a manner that enables the organization to easily attain its set goals and objectives by recruiting people who are passionate about working for the organization and who have the right skills/person-job fit. Most of the leading organizations are aligning their employer brands to their mission in order to ensure that their corporate brands are identified with what they stand for and value in general. A good example of a leading global organization that aligns its employer brand to its mission is Redmond, Washington, United States of America headquartered high-tech firm Microsoft the current worldwide leader in software, services, devices and solutions. Microsoft currently owns leading high-tech brands such as LinkedIn (*the world's largest and most powerful network of professionals*) and Skype (*the Skype software provides Internet communications products*) [101](Microsoft, 2018, https://news.microsoft.com/facts-about-microsoft/). *"Used with permission from Microsoft."* According to Jŏrgen Sunberg (2018, https://linkhumans.com/microsoft-purpose-employer-brand/) **Microsoft Aligns Employer Brand With Company Mission -** How can a not-so-cool any more tech company attract the best talent? By aligning its people promise with its overall purpose (of course). [102]*Paul Davies is a Consumer Marketing Director at Microsoft, and we spoke to him about* the employer brand and people promise at Microsoft.

Is there an employer brand, a consumer brand, and a corporate brand, or is it all the same?

As a marketer, I'm more attuned to the company brand, but increasingly I'm seeing the overlap with the employer brand and the benefits of aligning the two. So it's a topic that I'm really interested in. I think it is one brand, but it's one brand that has different meanings to different audiences. If I think about our brand, we have a relatively new mission. Our mission previously was around "putting a PC on every desk in every home, around the world". That was famously

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[101] Microsoft (2018) *Facts About Microsoft*. Available from: https://news.microsoft.com/facts-about-microsoft/
"Used with permission from Microsoft"

[102] Sundberg, J. (2018) *How Microsoft Aligns Employer Brand with Company Mission*. Available from:
https://linkhumans.com/microsoft-purpose-employer-brand/

our mission from Bill Gates for many years. And a few years ago we changed that. That mission served us really well for close to 30 years, and then we recently changed it, it's now "to empower every individual and every organization on the planet to achieve more". It's interesting because our brand is one, it's not about being cool, which a lot of technology brands want to be. It's not about us. It's about us being an ingredient for our customers and so you'll notice actually that all of our communications and advertising features our customers achieving with our technology. So it's a very purpose driven mission, and that's our overall company mission. But then it's really interesting how that translates to an employer brand because our employer brand is to "be the one who empowers millions", which is really quite a simple derivative of our company brand. To empower every individual and every organization on the planet to achieve more, there is a very close relationship between the two, which I find very fascinating.

How would you describe the corporate culture inside Microsoft?

Like most technology businesses, it's very dynamic, fast moving, and very future focused, so we don't have a huge amount of time to look back. It's always very much looking forward. I would say it's a very varied business. We have a huge portfolio of brands and businesses, from Windows as an operating system, through to MSN, which is an online news portal service, through to Bing, which is a search engine, through to Azure, which is about service in the cloud. So we have a number of businesses under the umbrella. So it's a cliché, but no two days are the same. It's quite an entrepreneurial business. People are always surprised by that when they join. It does still feel very entrepreneurial for a big business. We have a phrase, which is, "Come as you are, do what you like," which I think is really true to the feeling at Microsoft. We really do encourage people to seek out the work that they find most interesting, and that they're really passionate about. That certainly feels very true to my experience here. Obviously, it's still a very professional environment, but one that really embraces diversity as well.

What impact has your new CEO Satya Nadella had?

The business feels very different under Satya, and he has helped Microsoft to find our purpose and what we're here to do. He's a phenomenal leader, and he's really leading the business through to the next phase of its evolution.

What are the talent challenges at Microsoft?

The marketing function is always about attracting great marketers. That's always close to my heart. And then getting a little bit more specific, attracting the millennial audience into Microsoft, who may have a perception of it that isn't the reality. Particularly when you've got some hot brands like Google, etc., who on the surface may be perceived as more progressive. When people join Microsoft, they're often surprised, firstly how entrepreneurial it is, but also just the range of businesses that we have under the Microsoft umbrella. But working a lot with that millennial audience, I believe actually there's quite a lot of myths about millennials and millennial talent that I think is really good to bust. The first I hear is, "They switch jobs all the time," but actually if you look at the data, it's not a millennial issue today in 2017. It's a life stage issue, and the numbers are no different than they were 10, 20, 30 years ago. It's just that young people at the start of their careers do tend to switch jobs. It's not unique to today's millennials. The other thing I hear about them is they're easily distracted, which is really interesting. I think actually this group has grown up with technology, and so they're just smarter at switching between devices, and they're smarter moving from PC, to tablet, to phone, to conversation constantly throughout the day. So I don't think it's a lack of distraction at all. I actually think they're probably better than my generation in how they operate like that. Also, I hear about how millennials need constant feedback, which I guess some listeners may relate to. But, actually, they've grown up in the social media age. They've grown up where if they send their friend a message a tweet, they just expect an instant response. That's just what they're used to. And so that the millennial challenge is really interesting, but something I'm really passionate about is a bit of myth busting around that. One of the things that I certainly hire for with talent is people who have deep curiosity, and people who are interested in the world and how things work, because I think they make great marketers. But I think we will have careers where we do

multiple jobs and multiple things at any one time, and that all becomes quite normal. Whereas today it's very much you have one job, and that's what you do, and you go home. Partly driven by technology, I'm certainly seeing new entrants into the workforce being really good at this. Really smarter at juggling multiple interests. I've got one woman who works for me, she happens to be in a marketing manager job, but she is also a food blogger, and at the same time is training to be a fitness instructor, and that's seen as quite normal for that generation, which I think is really wonderful as well.

What is the EVP of Microsoft?

The people promise for us is offering people the opportunity to "be the one who empowers millions", which, as I say, that's a very close and simple derivative of our overall company mission, which is about empowering every individual and every organization on the planet to achieve more. It's a very powerful promise and a very exciting one as well because one of the things that Microsoft can offer is we do things at scale. We are affecting millions of people around the world with our work, and so if having that deeper meaning and purpose switches people on, then Microsoft is a really good place to be.

How do you communicate this message to prospective talent?

The company mission is actually on the back of everybody's security pass to get into Microsoft buildings around the world. It's talked about in every executive's key note that we see. So it very much runs through the veins of the organization, and it's embedded through repetition, so much so, you would find it hard to find a Microsoft employee who couldn't tell you our mission virtually word for word. It runs through the organization very much from the top from our CEO, Satya. Every time he's on stage, talking to the business or every email that he sends to the company, it always relates back to the mission, and I think that repetition is really critical. I hope it comes through in all our external communications now. Every communication that we create, and I'm particularly thinking about the big vehicles like TV. We no longer talk about ourselves, we just want to talk about our customers, because it's really about them. You might have seen our TV commercials, which are normally the heart of our marketing, and then everything else

spins out from there, where we feature real people doing real things, following their dreams, following their passions using our technology. Everything always relates back to helping people achieve. That's probably most people's touch point into the organization in hearing what we're about. *@satyanadella starts the key note by thanking the partners and going in detail over @Microsoft mission. #MSInspire pic.twitter.com/gdRfx5zxCc* — Irina Shamkova *(@IrinaShamkova) July 10, 2017*

Are there any particular initiatives that you are proud of?

We do a lot, particularly young women, and encouraging them to move into technology. We have a global initiative, called DigiGirlz, which I think is fabulous. That's a global program that we have that's really about exciting girls in high school about what a future career in technology could look like. If listeners are interested in that, they can have a look online, where there's more information. Then similar to that, we very famously have run some advertising a couple of years ago that featured young school girls talking about achievement and particularly about some of the great female inventors that we've had through the ages, and I'm really proud of that as well, because technology and engineering has very traditionally been a male-dominated environment. So, it's really good to encourage women into the industry, particularly at an early age, and show them what's possible, and what they can achieve. I find that very motivational and really exciting as well.

How do you measure ROI on your employer brand?

Marketing is all about the ROI, and in terms of measuring employer brand, I think it's very similar to how we can measure ROI on company brand. It's all about a range of metrics that you can look at. Maybe it's a dashboard for example, of different metrics that measure different aspects of success. So for employer brand, it would be things like retention rates, cost per hire would be another one. You'd hope that as the employer brand gets more successful, it becomes cheaper to hire and attract great candidates. Another aspect to look at is what is the quality of candidates wanting to come and work for the business. What does that look like? And what are the number of employee referrals? For example, at Microsoft, we have a referral scheme, where

we're encouraged to refer people to come and work here, and it's hugely successful. I think that's a really interesting metric for our employer brand and really how existing employees are feeling about it. Lastly, one topic that's becoming more important is social media chat about the brand, so sites such as Glassdoor, I see growing in scale and also influence. Glassdoor is a really good place to go and look to understand what are existing employees saying. How are they feeling about working for that business? And it does give you quite a lot of insight, although I would say it probably has to be taken with a pinch of salt, because it's very easy to be the disgruntled employee, and sounding off on social media. So, it's certainly an interesting barometer to look at.

What are your best tips for employer brand managers?

Employer brand managers, often they sit within the HR division, so I would say reach out, befriend your marketing colleagues in the marketing department, because the skill sets are really complementary. The trick is to make the employer brand closely related to the company brand. If they're worlds apart, it just isn't authentic. I think the second is creating a measurement framework, think about the best way to measure the potency and power of your employer brand. Thirdly, I think seeking support from the very top of the organization, so it can really permeate and really run through the veins of the organization from the very top all the way through, that just helps with driving broad adoption. *Connect with Paul on Twitter at [@paul_davies](.)* (Sundberg, 2018, https://linkhumans.com/microsoft-purpose-employer-brand/) *Used with permission from Microsoft." [Employee Recruitment: An Innovation Oriented & Global Perspective 1st Edition] is an independent [publication] and is neither affiliated with, nor authorized, sponsored, or approved by, Microsoft Corporation. ©2017 Google LLC All rights reserved. Google and the Google Logo are registered trademarks of Google LLC. "TWITTER, TWEET, RETWEET and the Twitter logo are trademarks of Twitter, Inc. or its affiliates."* The conclusion of this chapter will be covered in the next section.

6.7 Conclusion

Generally it can be concluded that there is a permanent interlink between the following terms 'branding', 'reputation', 'marketing' and 'recruitment' efforts of an organization as all the four terms influence how the organization is perceived by its stakeholders in the marketplace in particular by job seekers. It can be concluded that most of the talented people desire to work for organizations that have a good reputation in the labour market and high quality products.

Therefore, an *employer brand* signifies a firm's corporate image as a good employer in today's highly competitive labour market while an employer of choice status in an organization centers on the organization's quality of employment relationships it has with its people. It can therefore be concluded that employer branding helps an organization to become highly unique from its rivals in the market and it also enables the organization to better position itself in the labour market as a great place to work which in turn empowers it to easily attract talented job seekers in the labour market.

6.8 Review questions

(1) Define the terms 'brand', employer brand', employer of choice'?

(2) Explain the difference between employer branding and recruitment advertising. Please provide relevant examples?

(3) Please name at least two global organizations that are considered to be the most attractive employer brands and please give reasons why?

(4) Identify 5 benefits of employer branding? Discuss the importance of linking employer branding strategy to the organization's mission and recruitment function.

Chapter 7: Sources of recruitment

After reading this chapter you should be able to:

- Explain the procedure that must be followed first before deciding on the sources of recruitment to implement.
- Outline the different types of recruitment sources.
- Describe the various internal recruitment sources. Explain the advantages and disadvantages of internal recruitment sources.
- Discuss the various external recruitment sources. Describe the advantages and disadvantages of external recruitment sources.

7.1 Introduction

The recruitment function is the most vital function in an organization as it helps the organization to attract people of the right caliber to apply for jobs in the organization. Today the globalization of the world economy has created new types of businesses, industry sectors and increased international trade while simultaneously enabling job seekers to have a plethora of current and future employers to work for in the global labour market. Effective employee recruitment can only be achieved in an organization if good recruitment sources are used to fulfill the organization's current and future human resources needs. Today the battle for skills in the global labour market has made the hiring of talented people in the job market much more complicated and in certain instances a lot more expensive. A critical ingredient that leads to the success of recruitment in an organization is choosing the right source of recruitment that enables the organization to communicate to its targeted job seekers at a reasonable cost and in return the organization achieves positive results in terms of attracting job applicants with the right skills, job-person fit and experience. The procedure that must be followed by the human resources department before deciding on the sources of recruitment to use to hire new employees will be discussed in the following section.

7.2 Procedure to follow first before deciding on the sources of recruitment to implement

"A good recruitment plan includes a mix of recruitment strategies and a variety of communication processes to inform other organizations and relevant communities of the available position"[103] (Human Resources Council of Canada, 2018, http://hrcouncil.ca). According to the Human Resources Council of Canada (2018) Choosing your methods of recruitment: Recruiting for skilled positions is becoming increasingly competitive, meaning organizations need to be increasingly creative in how they go about attracting the right candidates. Assess where you are most likely to find your ideal candidate;

• Will they be recent graduates from colleges or universities?
• Will they come from other nonprofit organizations?
• Are they within your volunteer base?

Be innovative and prepared to consider several different methods in order to attract the best person for the job;
• How likely is it that your chosen methods will reach your target candidates?

Recruit efficiently:
• What are the timeframes to fill the positions?
• What size candidate pool will you need?
• For a general, unspecialized position you have a higher probability of finding a suitable candidate within a smaller pool so you will want to recruit in ways that keeps the number of applications reasonable
• For a very senior or highly skilled position you will likely need to reach out to the widest possible pool in order to get the best candidate (Human Resources Council of Canada, 2018, http://hrcouncil.ca). The different types of recruitment sources that can be used by an organization to find suitable employees will be covered in the next section.

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[103] Human Resources Council of Canada (2018) *Getting the Right People: Recruitment*. Available from:
http://hrcouncil.ca/hr-toolkit/right-people-recruitment.cfm

7.3 Types of recruitment sources

Recruitment generally can either be done from inside the organization and outside the organization and such decisions have to be carefully made. An organization's recruitment policy and the job grade of the open vacancy will help the human resources management professionals to decide which recruitment method to use and in most instances the preferred recruitment method must be able to effectively make a positive impact that will result in the success of the organization's recruitment. The internal recruitment sources that can be used by an organization to recruit new employees will be discussed in the following section.

7.4 Internal recruitment sources

According to the Human Resources Council of Canada (2018) internal recruitment gives existing employees and volunteers the opportunity to apply for the job opening. It is linked to succession planning and career development. Internal recruitment can include promotions to a higher level position, and also lateral moves to a same level position. To keep the process positive is very important to be fair and consistent in how you go about recruiting internally.

Potential benefits of this approach
• Management already has a good idea of the employee's capabilities
• Rewards the employee/volunteer for past performance
• Gives the employee/volunteer an opportunity for career development
• Retains the organization's investment in the employee/volunteer
• Reduces the amount of time necessary to orient the person to the new position
• Reduces the time and costs of recruitment
• Supports positive morale and retention by signaling the possibility of internal progression[104].

"Potential drawbacks of this approach
• If used in isolation, provides a limited number of people to select from
• Reduces the opportunity for increasing diversity within your organization

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[104] Human Resources Council of Canada (2018) *Getting the Right People: Recruitment*. Available from: http://hrcouncil.ca/hr-toolkit/right-people-recruitment.cfm

• Employees that apply for the position and are not selected may be disgruntled (Human Resources Council of Canada, 2018, http://hrcouncil.ca).

There are various internal sources of recruitment currently being used by modern day organizations in this 21st century. Figure 7.1 will help depict the 6 internal sources of recruitment methods that can be used by an organization to hire new employees.

Figure 7.1 The six internal sources of recruitment
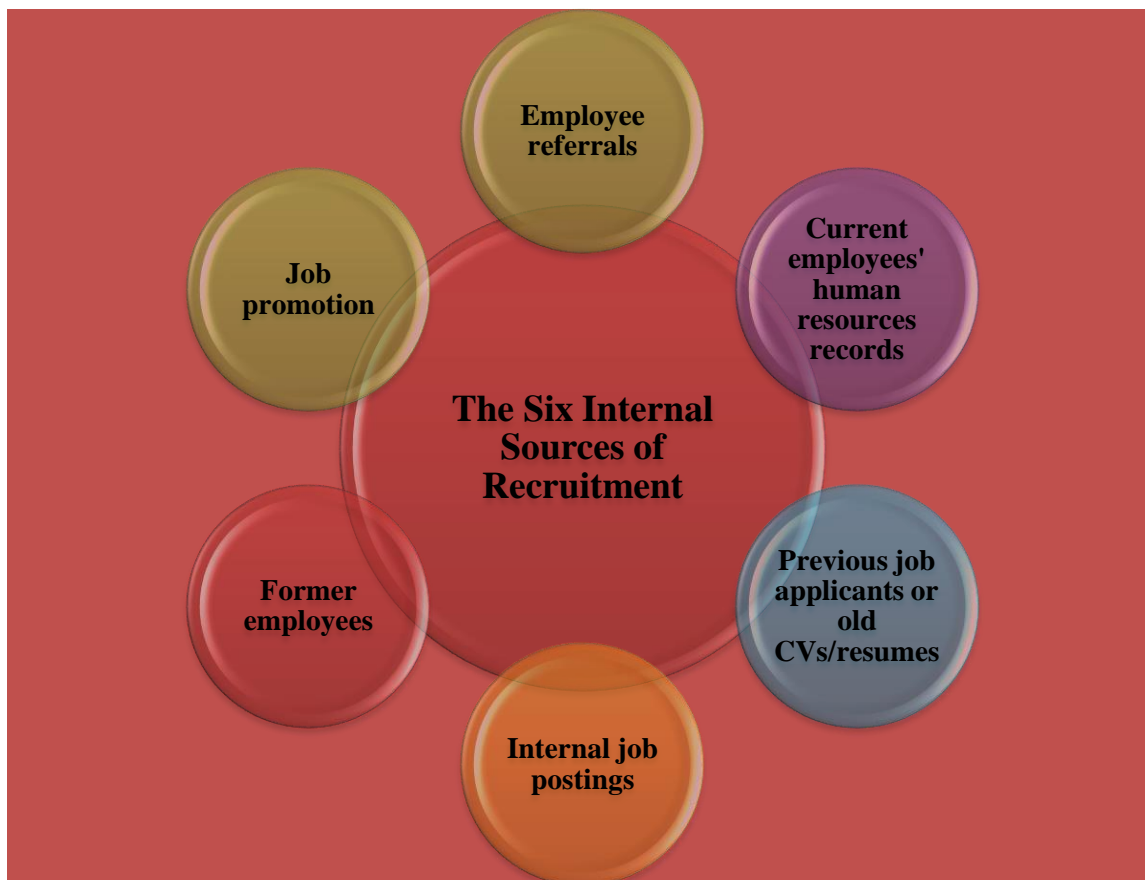
Source: Modified: (Hunter, 2002:87; Canadian Supply Chain Sector Council, 2018)

7.4.1 Employee referrals

Another reliable internal source of recruitment is employee referrals since employees generally refer job applicants they already know that they are highly interested in working for the organization and will definitely have a good person-organization (*P-O*) fit with its corporate

culture. Today numerous research findings have revealed that employees recruited via employee referrals tend to have increased organizational commitment, loyalty and job satisfaction as compared to employees who have been recruited using other means. Employees generally have vast personal relationship networks (*namely: relatives, friends, siblings and so on*) who might know someone with the right skills and experience the organization needs. In addition employees will definitely always try to refer people with good track records to protect their personal reputation at the workplace as well. Generally word-of-mouth job recruitment is much cheaper than paid advertising[105] (Hunter, 2002:87).

7.4.2 Current employees' human resources records

The current internal personnel database in the organization is the first place human resources management professionals should use to look for a suitable candidate to fill-in a job vacancy. Generally the organization's internal human resources department computer database records help to provide all the information about the employees' education, experience, skills and other personal details and this information can also be used to recruit a candidate to fill a vacancy. Nowadays quite a number of organizations maintain a computerized database of personnel files with qualifications, skills and work experience related information about their employees. For example, if a vacancy arises in the organization for a general manager position that requires a holder of a Master of Business Administration (*MBA*) or Master of Commerce (*MCom*) degree the human resources management professionals simply type the abbreviation words MBA/MCom on the human resources department computer database search engine and a list of all the employees with MBA/MCom degrees including their work experiences or skills will appear on the screen. This method of recruitment is much faster and less costly than other external recruitment methods (Hunter, 2002:86).

7.4.3 Previous job applicants or old CVs/resumes

Today most organizations still use this method effectively. Old curriculum vitaes or resumes received from previous job applicants are stored in the organization's computer system for future

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[105] Hunter, C. (2002) *Managing People in South Africa: a Systematic Approach to Human Resources Management*. Pietermaritzburg: Bytes Document Solutions.

use when vacancies arise. The recruiter will contact previous job applicants with the right skills needed to fill in the open vacancy in order to check if there are available for interviews or if they are still interested in working for the organization (Hunter, 2002:86)

7.4.4 Internal job postings and employee referrals

According to the Canadian Supply Chain Sector Council (2018) positions can be advertised internally through:

• Online postings available to company employees only
• Postings on bulletin boards throughout the company
• Newsletters
• Memos
• Word of mouth[106]

Advertising positions internally can have many benefits such as attracting existing employees to apply for positions within the company. These applicants would already be familiar with the company's mission, vision, and values. These sources are low-cost or no cost, can increase employee morale and can decrease costs associated with training. Internal advertisement can also encourage existing employees to 'spread the word' to their friends, previous co-workers or classmates, or other contacts that they believe would be a good fit for the position and organization. This could create a triple-win situation for employees, employers, and those being referred – the employee could receive a reward for a successful hire, the company hires a qualified and trusted worker, and the referral gets the job! (Canadian Supply Chain Sector Council, 2018, www.supplychaincanada.org/).

7.4.5 Former employees

Furthermore an organization can recruit people it once employed at some point in the past and a good example is retirees, retrenched employees or temporary workers and so on. An organization can decide to hire these employees and in general these employees tend to be more reliable as

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[106] Canadian Supply Chain Sector Council (2018) *Recruitment Sources*. Available from: www.supplychaincanada.org/assets/u/VHRDRSRRecruitmentSources.doc

they are familiar with the organization's work history, organizational climate, culture, processes and systems.

7.4.6 Job promotion

Generally *job promotions* take place when low level employees are appointed to fill-in senior level job positions they are qualified to perform mainly due to the following reasons: vast working experience, educational qualifications, strong work attitudes, discipline, continuous achievement of set performance targets on a regular basis and good leadership skills. Internal recruitment has its advantages and disadvantages and these will be discussed in the next section.

7.5 External sources of recruitment

The use of external recruitment might generally be more expensive to an organization but it offers a high variety of new skills, ideas and values which are all essential for the long run continuation of innovation.

Advantages of external recruitment

There are several advantages of external recruitment and these are as discussed as follows:

• external recruitment methods help to create an adequate number of suitable job applicants who can be used to fill-up job openings in the organization, and

• external recruitment methods help to bring in new talent and ideas into the organization that will help boost its intellectual capital and creativity.

Disadvantages of external recruitment

There are several disadvantages of external recruitment and these are as discussed as follows:

• external recruitment demoralizes current employees mainly due to the fact that it hinders the creation of career progression opportunities that help employees to grow in their various career fields inside the organization,

• when external recruitment is used it means that the organization will recruit a person who has limited knowledge of how things are done in the organization in terms of its products, processes,

culture and systems therefore there is a high probability that the newly recruited employee may or may not be able to adopt to the organization's culture,

• external recruitment method is more costly than internal recruitment methods especially when mass media is used to advertise job vacancies.

There are various external recruitment methods that are currently being used by organizations today. The external recruitment methods that are currently being used by organization nowadays will be depicted in Figure 7.2 below.

Figure 7.2 Twelve external recruitment sources
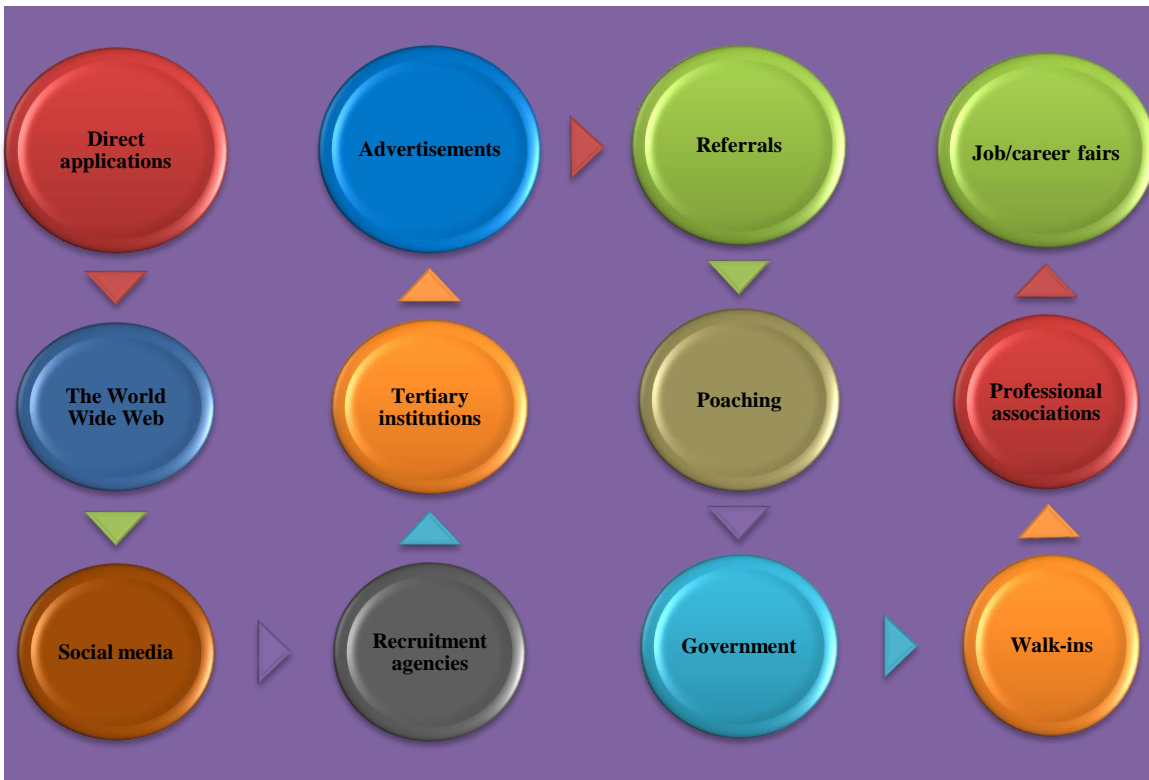
Source: Modified: (Hunter, 2002:88; Betterteam, 2019, https://www.betterteam.com/; Canadian Supply Chain Sector Council, 2018)

7.5.1 Direct applications

Figure 7.2 depicts direct applications as an external recruitment method. Direct applications are also called *walk-ins* (Hunter, 2002:88). These are applications received by the human resources

department coming from job applicants who post them via the public post office mail delivery system or people who bring their job applications (*walk-ins*). The successful use of direct applications during the recruitment process greatly relies on the reputation of the organization.

7.5.2 The World Wide Web

The World Wide Web (www) or the internet also known as e-recruitment is now another recruitment method used by many organizations worldwide. *E-recruitment* is the process of using the World Wide Web to attract, screen, find job applicants and match them to the appropriate vacant positions in the organization in a cost-effective and efficient manner. An organization can use internet career websites to advertise its available vacancies and then pay the owners of the career websites for placing their job adverts for a specific period of time. Job seekers visit these job websites to search for vacancies[107]. For example, the most popular job website in the United Kingdom is www.reed.co.uk. Today the World Wide Web is the most popular and cheapest way to recruit job seekers and it is also favored for its immediacy and high selectivity. The World Wide Web also breaks the geographical distance barrier for example a leading telecommunications company in Mexico City (*Mexico*) can place a job advertisement to look for a human resources and management consultant on a popular global job website and immediately job applicants from all over the world will view it and start applying for the post.

7.5.3 Social Media

Nowadays the social media buzz has rapidly spread across the business world including the recruitment function. Social media is one of the easiest ways an organization can use to recruit talented employees today and it is an external source of recruitment. [108]According to Betterteam (2019) *Social recruiting* (also known as social hiring and social media recruitment) is a method of using social media platforms such as Twitter and LinkedIn to advertise jobs, find talent, and communicate with potential recruits about company culture. We've reached the point now where social recruiting isn't just a novelty - it's a must-have for any successful recruiting strategy. A full 94% of professional recruiters network on social media and use it to post jobs to an extensive

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[107] Reed (2018) Job seekers. Available from: www.reed.co.uk

[108] Betterteam (2019) *Social Media Recruiting Tips*. Available from: https://www.betterteam.com/social-recruiting-tips

community. And 59% of employees say a company's social media presence was part of the reason they chose their workplace (Betterteam, 2019, https://www.betterteam.com/). "*Used with permission from Microsoft*". ©2017 Google LLC, used with permission. Google and the Google logo are registered trademarks of Google LLC. "*TWITTER, TWEET, RETWEET and the Twitter logo are trademarks of Twitter, Inc. or its affiliates*." "Another method to acquire new talent is to post jobs on different social networking sites. Again, LinkedIn can be a helpful site in getting your job ad in front of the right audience. Job seekers on LinkedIn can refine their job search criteria to narrow in on the best jobs that fit their background, education and experience. As well, the site recommends new jobs to qualifying job seekers, where those individuals are emailed a weekly jobs bulletin. When posting a job ad, be as specific as possible in what requirements the job applicant must meet as well as realistic expectations of what the job duties are" (Mitchell, 2018). According to Betterteam (2019) Social Recruiting Tips: *Optimize your LinkedIn company page for search*. LinkedIn uses the text you write when you create your account to help people find you, and Google uses text from LinkedIn pages to decide where they'll show in search results.

• *Write a brief main message* – When your company page shows up in search, so focus on what you want your message to be.
• *Fill out your description* – All of this is searchable text for Google, so you'll want to include keywords people would use to find your company in search, and you may need to balance it out with social media marketing needs - not just recruiting.

• *Lastly, fill out the "Company Specialties" section*. Check out our article on how to post a job to LinkedIn. *Get employees to help share your culture*. The people who form your company are in the best place to share company culture authentically on social media. To help them get comfortable talking about your brand, create a social media policy. Once you've got a company social media policy in place, it's time to use the most authentic social recruiting resource tool you have - your team. Encourage them to share honestly on social media about what your workplace culture is like[109] (Betterteam, 2019, https://www.betterteam.com/social-recruiting-tips). ""*Twitter recruiting account* - another strategy that your company can use, especially if you're a large corporation with many job openings, is to create a separate Twitter account for

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[109] Betterteam (2019) *Social Media Recruiting Tips*. Available from: https://www.betterteam.com/social-recruiting-tips

posting links to job openings on your business site. Every job-related tweet should contain the "#job" hashtag, so you can attract the most people to your opening. Job seekers who use Twitter commonly search under the "#job" hashtag to find the latest job opportunities. You can also use other hashtags that are appropriate for the job. For example, if you're looking for engineers, then append the "#engineer" hashtag to the end of the message. These Twitter hashtag strategies apply for every job listing you post, regardless if it's on a dedicated Twitter recruiting account or your company's main Twitter profile"" (Mitchell, 2018). "*TWITTER, TWEET, RETWEET and the Twitter logo are trademarks of Twitter, Inc. or its affiliates*." "*Used with permission from Microsoft*". *[Employee Recruitment: An Innovation Oriented & Global Perspective 1st Edition] is an independent [publication] and is neither affiliated with, nor authorized, sponsored, or approved by, Microsoft Corporation.*

7.5.4 Advertisements

The aim of recruitment is to market the organization's jobs so that job applicants can apply. Recruitment advertisements also aim to create awareness and mutual understanding in the labour market about the open job vacancies in the organization in terms of the person specification, job description and interpersonal skills the potential incumbent must possess. Job advertisements help an organization to communicate with potential employees and they also help the organization to successfully create a positive first impression with all potential employees (Hunter, 2002:88). The different forms of media that can be used to place job advertisements available in the organization include the following: television, newspaper, trade journals, telecommunications short message service (*SMS*) text messages and the internet. This helps the organization to attract people with the right skills and qualities.

Adverts for jobs should clearly outline everything included in the job description and person specification[110][111]. [112]In general all job advertisements must comply with the labour legislation of

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[110] United Kingdom Government Legislation (2018) *Trade Union and Labour Relations (Consolidation) Act 1992*. Available from: http://www.legislation.gov.uk/ukpga/1992/52/contents [Accessed 2015, 24 October] © Legislation.gov.uk, 2018. This information is licensed under the Open Government Licence v3.0. To view this licence, visit http://www.nationalarchives.gov.uk/doc/open-government-licence/ OGL v3.0

[111] U.S. Equal Employment Opportunity Commission (2018) *Title VII of the Civil Rights Act of 1964*. Available from: https://www.eeoc.gov/laws/statutes/titlevii.cfm

the country such as the Equal Employment Opportunity and Employment Relations laws such as the U.S. Equal Employment Opportunity Commission (2018) *Title VII of the Civil Rights Act of 1964*; Equal Employment Opportunity Act (Commonwealth Authorities) (1987) *No.20 of 1987 (Australia);* the *Trade Union and Labour Relations (Consolidation) Act 1992)(United Kingdom)* and other relevant labor laws that address issues to do with unfair discrimination during the recruitment process.

7.5.5 Tertiary institutions

Globally organizations now conduct graduate recruitment programs every year at various tertiary institutions across the world. Most universities offer career counseling and guidance to assist university students to carefully select careers they are passionate about and they believe will benefit them in the working world in the near future. Universities, polytechnics, technikons and colleges have graduate recruitment programs that assist organizations to quickly identify top academic performers who are eligible to work for them. In countries such as the United States of America, India, Australia, South Africa, Germany, Denmark, New Zealand, Canada, the United Kingdom, Switzerland, Sweden and France graduate recruitment programs are popular and are conducted every year at top academic institutions.

7.5.6 Recruitment agencies

Employment agencies are organizations that recruit job candidates in the labour market on behalf of employers who hire their services for a certain amount of fee and they also work as mediators between the employers and job seekers. When an employment agency receives communication from an organization informing it about a job opening that must be filled the employment agency must immediately start carrying-out the recruitment process. An organization that outsources its recruitment function to recruitment/employment agencies simply drafts a clear job description and a person specification which are later on submitted to the recruitment agency including the payment of the charged fees for the services. Therefore, the recruitment process tasks such as

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[112] Australian Government Federal Register of Legislation (2015) *Equal Employment Opportunity (Commonwealth Authorities) Act 1987.* Available from: https://www.legislation.gov.au/Details/C2004C00712 [Accessed 2015, 30 October] © Commonwealth of Australia 2018.

advertising, the screening of application responses, the carrying-out of job interviews and selection tests are all handled by the recruitment agency. All the short listed final applicants will be sent to the organization's human resources management so that they may choose the candidate they prefer (Hunter, 2002:87). Typical good examples of leading employment/recruitment agencies that help job seekers looking for employment include: (1) Randstad which has offices in the USA, Australia and many other countries (*it operates in a total of 39 countries*). "*Randstad is a global leader in the HR services industry. We are specialized in recruitment and HR solutions. Our services range from regular temporary Staffing and permanent placements to Inhouse Services, Professionals, and HR Solutions. In 1960 Randstad founder Frits Goldschmeding believed the labor market could be different and better through temporary labor. His vision has grown into a global HR services industry*"[113] [114] (Randstad, 2018, www.randstad.com/), (2) Meridia Recruitment which is based in Canada and it also has offices in the USA. *"Meridia is focused on providing high-quality, fast turnaround recruitment solutions for professional, managerial, technical and administrative positions. From permanent to contract opportunities, we can help connect you with your next career move. What sets Meridia apart? - Results Driven by Insight. Specialized consultants offer valuable perspective informed by: market intelligence, proven assessment tools, established networks, industry experience. A 40 Year Tradition of Excellence. A Knightsbridge Robertson Surrette Company, Meridia is a part of a tradition of excellence in recruitment that began in 1975"*[115] (Meridia Recruitment, 2018, www.meridiarecruitment.ca/), (3) Rensol Recruitment & Consulting which has offices in the Philippines, USA, the United Arab Emirates & India. *"We hire the best people who fit your job description, and pass them through a rigorous screening process. We don't charge processing or placement fees to our candidates. RENSOL is also a certified MIGRATION trainer; a privilege that the few other agencies in the Philippines have, and are recognized by the government as PDOS agency. This in turn ensures that you get a happier and a more productive workforce"*[116] (Rensol Recruitment & Consulting, 2018, https://rensol.com), (4) Germany (Munich) based Manning Global Group. "*Manning Global are one of the fastest*

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[113] Randstad (2018) *About Randstad*. Available from: https://www.randstad.com/about-randstad/

[114] Randstad (2018) *Company Profile*. Available from: https://www.randstad.com/about-randstad/company-profile/

[115] Meridia Recruitment (2018) *About Us*. Available from: www.meridiarecruitment.ca/about

[116] Rensol Recruitment & Consulting (2018) *A Service that is Above & Beyond*. Available from: https://rensol.com

growing staffing and Managed Services organisations operating globally. We are specialists in providing worldwide contract and permanent recruitment solutions across many industries, offering Quality Flexible Project Solutions for all your HR, Project and Consultancy needs by utilising both local and International Project specialists to offer you the best solutions for your business. Manning Global offers staffing and HR solutions as well as turnkey services solutions to facilitate every project – removing fixed costs, reducing your time-for-hire and saving you money"[117] (Manning Global, 2018, www.manningglobal.com and blog.manningglobal.com).

7.5.7 Referrals

One of the most reliable, quickest and less costly ways of carrying-out external recruitment is through referrals from the organization's various stakeholders. Potential employees can be referred by the organization's stakeholders to apply for jobs within the organization. Even the organization's current employees' can help the human resources professionals in the human resources department by informing them of any people they might know who are interested in working for the organization (Hunter, 2002:87).

7.5.8 Poaching

Another term commonly used in conjunction with poaching is head hunting. Today poaching is now a common recruitment method as a result of the 'war for talent' in the global market but it is a high cost recruitment activity since the organization has to offer higher remuneration benefits to the potential employees. This recruitment method is effective for top level positions such as chief executive officers (*CEOs*), chief operating officers (*COOs*), functional managers and so on. However, in some countries poaching is considered illegal and often linked with the leaking of highly confidential information to unauthorized persons therefore human resources professionals should first seek legal advice before implementing this recruitment technique.

7.5.9 Government

The government is another external source of recruitment that can be used by the organization. In most of the countries around the world today the government labour department has the responsibility of assisting unemployed people to find jobs in any government department and the

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[117] Manning Global (2018) *Who Are MG*. Available from: https://www.manningglobal.com/who-are-mg/

private sector companies. This results in the government labour department writing lists of job seekers names, their skills, work experience and other personal details to submit to any recruiting government department or interested private sector employers who require this information when selecting job candidates. The organization's human resources department can use this pool of candidates to fill up its open vacancies. A good example is the **'Australian Government Department of Jobs and Small Business'** also helps Australian citizens to find employment[118] (Australian Government Department of Jobs and Small Business, 2018). [119]Similarly, 'The **United Kingdom Department of Work and Pensions'** (2018) assists the working age population of the UK to find jobs. Interestingly, the UK government also created the 'Jobcentre Plus' an employment agency that was established when the Employment Service was merged with the Benefits Agency during the year 2002 in the UK and today it is classified as an employment agency that is financed by the UK government. The main aim of the 'Jobplus centre' is to assist the working age population to secure employment in the UK job market (Jobplus Centre, 2018; Jobcentre Guide, 2018; the United Kingdom Department of Work and Pensions, 2018). In the United States of America the government also helps its people to find employment through the **U.S. Department of Labor (DOL)**. According to the United States Department of Labor (2018) the U.S. Department of Labor (DOL) is made up of several agencies that promote good jobs for all Americans through effective employment policies, career exploration and job training programs. The Office of Disability Employment Policy (ODEP), one of those agencies, develops policies to increase employment opportunities for people with disabilities. ODEP also runs several initiatives, including the Workforce Recruitment Program, which connects both federal and private-sector employers with highly motivated college students and recent graduates with disabilities. The Employment and Training Administration's CareerOneStop website offers a broad range of job training, career exploration and job search resources. DOL's Women's Bureau Working Women's Clearinghouse offers many helpful resources specifically for women seeking employment or job training

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[118] Australian Government Department of Jobs and Small Business (2018) *Job Seekers.* Available from: https://www.jobs.gov.au

[119] The United Kingdom Government Department of Work and Pensions (2018) *Employment.* Available from: https://www.gov.uk/government/organisations/department-for-work-pensions

opportunities[120] (U.S. Department of Labor, 2018). The Canadian government also assists its citizens to obtain employment through its public service recruitment programs for (1) students and graduates, (2) general job seekers (Government of Canada Public Service Commission, 2018)[121]. [122]**The Government of Canada Public Service Commission** public service jobs page provides access to employment opportunities with the federal public service. The following is a guide to help job seekers understand the steps required to successfully apply for a job. The job seekers must do the following steps: (1) create an account, (2) search for a job, (3) apply for a job on the job advertisement by selecting the 'apply online link', (4) submit the application after completing all the requirements before the closing date and time stipulated on the job advertisement, (5) After applying they will remain in the "Submitted job applications" section of the job seekers account until the closing date, (6) If the application is selected the job seeker will be contacted for further assessment. Different assessment tools may be used, depending on the job type and level (Government of Canada Public Service Commission, 2018). Various services are offered to candidates by the Government of Canada namely: (1) *assessment of degree equivalency* in situations where the candidate went to school or college outside Canada the Canadian Information Centre for International Credentials (CICIC) helps job seekers to find out how they can get their certificates and diplomas issued abroad assessed against Canadian education standards. The public service will accept any Foreign Educational Credentials as long as they are deemed comparable to Canadian standards, through a recognized credential assessment service. The Canadian Information Centre for International Credentials (CICIC) assists persons who wish to obtain an assessment of their educational, professional, and occupational credentials by referring them to the appropriate organizations. (2) *candidate assessment* is another service offered by the Public Service Commission and these are a list of tests used to assess candidates for jobs in the public service. An *Unsupervised Internet Test* (UIT) is a test that is administered in an unsupervised environment, accessible at any location where the test-taker has access to a computer and an Internet connection. A UIT is the first step

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[120] U.S. Department of Labor (2018) *Job Search*. Available

from: https://www.dol.gov/general/topic/disability/jobsearch

[121] Source: Reproduced with the permission of the Public Service Commission of Canada, 2018.

[122] Government of Canada Public Service Commission (2018) *How to Apply.* Available from:

https://www.canada.ca/en/public-service-commission/jobs/services/gc-jobs/how-apply.html

in a two-step assessment process whereby an applicant must pass a similar assessment in a supervised setting before being appointed to a position. The UIT are used by the Canadian government due to the fact that each year, the federal public service receives over one million job applications. Some job advertisements receive thousands of applications. UITs are screening tools that enhance the efficiency and effectiveness of the assessment process. Please note that Unsupervised Internet Tests (UIT) are an option when the job seeker is creating a job advertisement. There are three lists of UITs namely: for *officer level jobs* (for example Public Service Entrance Exam), for *administrative support level jobs* (UIT of Cognitive Ability) and for *self assessment* (UITs of Second Language Writing Skills) (Government of Canada Public Service Commission, 2018). In addition the Government of Canada Public Service Commission during the selection process of candidates it accommodates persons with disabilities. During the assessment stage of a selection process, accommodation is designed to remove obstacles that are presented by the method of testing, without modifying the nature or level of the qualification that is being evaluated. Accommodation during testing can include such things as provision of sign language interpreters, information in alternative formats, reader services, technical support or attendant services. [123]The Government of Canada Public Service Commission also helps students and graduates to find employment through the following programs: (1) *Federal Student Work Experience Program* which is a program offering full-time students work experience in the federal public service to enrich their academic skills, develop their employability skills and enable the students/graduates to explore their interests (Government of Canada Public Service Commission, 2018), (2) *the Post-Secondary CO_OP/Internship Program* since in some academic programs, work experience is part of the curriculum. [124]The Post-Secondary CO-OP/Internship Program (CO-OP) is one way students can get hands-on experience, in their fields of study, with federal organizations. The Post-Secondary CO-OP/Internship Program (CO-OP) is one way students can get hands-on experience, in their fields of study, with federal

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[123] Government of Canada Public Service Commission (2018) *Federal Student Work Program.* Available from: https://www.canada.ca/en/public-service-commission/jobs/services/recruitment/students/federal-student-work-program.html

[124] Government of Canada Public Service Commission (2018) *Post-Secondary CO-OP/Internship Program.* Available from: https://www.canada.ca/en/public-service-commission/jobs/services/recruitment/students/coop-internship.html

organizations, (3) *The Research Affiliate Program (RAP)* provides post-secondary students with opportunities to conduct innovative research and gain experience with federal organizations. [125]The research you conduct should be related to your degree program. The maximum number of hours is at the discretion of the hiring manager. The work schedule should allow students to balance their work, studies, and personal lives. RAP students can be paid with an hourly wage, a stipend, or a bursary. Candidates must check the job advertisement for payment information (Government of Canada Public Service Commission, 2018). There are other additional specialized recruitment initiatives offered by the Government of Canada other federal government departments listed on the following website: https://www.canada.ca/en/public-service-commission/jobs/services/recruitment/specialized-recruitment-programs.html *Source: Reproduced with the permission of the Public Service Commission of Canada, 2018.*

7.5.10 Job/Career Fairs

According to the Canadian Supply Chain Sector Council (2018) the purpose of a job fair is to obtain applications from interested and highly qualified candidates and to introduce the company as a desirable employer. Job fairs are best utilized when there are a large number of vacancies to fill and the target job fair audience possesses related skills for the positions needing to be filled. This source can be a great opportunity to network with other recruiters, gain access to job seekers, and advertise your company. Also, there is the possibility of filling a large number of positions in a small amount of time. Generally, everyone attending the job fair is looking to gain something whether it's recognition, job opportunities, or even freebie promotional gifts. Job fairs usually last one to three days in order to allow for many people to attend. The drawback of this source is that it can be quite costly to attend when considering the cost of booth space, handout materials and the time of staff to be at the booth[126] (Canadian Supply Chain Sector Council, 2018, www.supplychaincanada.org/).

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[125] Government of Canada Public Service Commission (2018*) Research Affiliate Program (RAP).* Available from: https://www.canada.ca/en/public-service-commission/jobs/services/recruitment/students/research-affiliate-program.html

[126] Canadian Supply Chain Sector Council (2018) *Recruitment Sources*. Available from: www.supplychaincanada.org/assets/u/VHRDRSRRecruitmentSources.doc

7.5.11 Professional associations

According to the Canadian Supply Chain Sector Council (2018) Job postings can be placed on professional associations' websites, in professional periodicals, magazines, and in trade journals. These sources allow employers to reach specialized groups of applicants. Like newspapers, these sources can be local, regional, national, or international. Professionals with particular skills or qualifications can be accessed through these sources. Professional Association website job posting boards can be effective at reaching candidates with the general desired skills, however, because many of these websites are only open to members, there is a potentially limited audience (Canadian Supply Chain Sector Council, 2018, www.supplychaincanada.org/). Typical good examples of leading globally recognized professional associations include: **(1) the Australian HR Institute (AHRI)** which is based in Melbourne, Australia. According to Australian HR Institute (2018) AHRI was formed in 1943 and in 2018 we celebrate 75 years of shaping the future of the HR profession. *WHO ARE WE?* - The Australian HR Institute (AHRI) is the national association representing human resource and people management professionals. We have around 20,000 members from Australia and across the globe. Whether you want to develop your career, advance the HR profession, get HR support, stay in touch with the latest industry developments, or help to grow the HR and management skills of your team, AHRI membership is for you. AHRI sets the professional standard for HR in Australia through HR certification; provides formal education and training services in HR, people management and business skills; produces world-class conferences; and holds seminars and networking opportunities all over Australia – including our biggest annual event – the AHRI National Convention. Each year, AHRI commends excellence in HR practice across Australia through the highly regarded AHRI Awards. As a member of the Asia Pacific Federation of Human Resource Management and the World Federation of People Management Associations, AHRI belongs to a global network of HR associations that enables the open sharing of research and issues affecting the business of human resources worldwide[127] (Australian HR Institute, 2018, www.ahri.com.au/about-us), **(2) The Human Resources Institute of New Zealand (HRINZ)** which is based in Wellington, New Zealand. "The Human Resources Institute of New Zealand (HRINZ) is the professional organisation for those who are interested in or involved in Human Resource Management and development of people. We represent the interests of 3000+ individual members, who

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[127] Australian HR Institute (2018) *About Us*. Available from: https://www.ahri.com.au/about-us

represent around 45% of the known New Zealand HR market. HRINZ members include those working in private and public sector organisations, as well as students and academics"[128] (Human Resources Institute of New Zealand, 2018, www.hrinz.org.nz), **(3) The German Association for Human Resource Management (DGFP)** based in Frankfurt, Germany. "The DGFP is a registered non-profit organization. The DGFP network involves the active participation of DAX-listed corporations as well as small and mid-sized companies, renowned scientific organizations and consultation entities. The DGFP assists HR professionals in their careers and lobby the political world and society at large on behalf of HR management issues. This enables it to have a strong voice on corporate HR work when it engages with the general public and policymakers. The DGFP work centers around the personal exchange of knowledge and experience, with some 4.000 HR decision-makers and HR professionals from Germany and abroad collaborating in roughly 100 experience exchange groups (*Erfa*). It additionally offers accredited educational and advanced training programs on national and international HR management issues. The DGFP has a total of 2.500 members. The *corporate membership* program distinguishes it: The 1.500 corporate members represent the *Who's Who* of the German business community. All of the approximately 40.000 HR employees of the member companies (including those who work outside of Germany) can use the DGFP's services"[129] (German Association for Human Resource Management – DGFP, 2018, www.dgfp.de/), **(4) The Chartered Institute of Personnel Development (CIPD)** which is based in Wimbledon, London, United Kingdom. *"Championing better work and working lives* - we're the professional body for experts in people at work. For more than 100 years, we've been championing better work and working lives by setting professional standards for HR and people development, as well as driving positive change in the world of work. With hubs in the UK, Ireland, Middle East and Asia, we're the career partner of choice for 150,000 members around the world. We're the only body in the world that can award Chartered status to individual HR and L&D professionals,

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[128] Human Resources Institute of New Zealand (2018) *About Us*. Available from:
https://www.hrinz.org.nz/Site/About/

[129] German Association for Human Resource Management (DGFP) (2018) *Home/Verein*. Available from:
https://www.dgfp.de/verein/english/

and our independent research and insights make us trusted advisers to governments and employers"[130] (Chartered Institute of Personnel Development, 2018, www.cipd.co.uk/about).

7.5.12 Walk-ins

According to the Canadian Supply Chain Sector Council (2018) often, the employer initiates recruitment; however, with walk-ins, recruitment is initiated by the applicant. An advantage to this source is that only candidates who are seriously interested in a job hand in their resumes and try to initiate interviews. Also, there is no lead-time between a candidate viewing an advertisement and when they can be interviewed. This creates the possibility of reducing time and money spent on selection and minimizes the time for which a position is kept vacant. If there is no position available at the time of the walk-in, employers generally keep resumes on file for future positions. However, walk-ins are usually delivered because the individual is seeking employment as soon as possible. By the time a position becomes available, the candidate might have already found work (Canadian Supply Chain Sector Council, 2018, www.supplychaincanada.org/). The conclusion of this chapter will be covered in the next section.

7.6 Conclusion

Generally the recruitment function is believed to be the most vital function in an organization as it helps the organization to attract people of the right caliber to apply for jobs in the organization. Recruitment generally can either be done from inside the organization and outside the organization. Today the six internal sources of recruitment that an organization can use to recruit its new employees include: employee referrals, current employees' human resources records, internal job postings, former employees and job promotion. It can therefore be concluded that the external recruitment sources that can be used by an organization to hire new employees include: tertiary institutions, recruitment agencies, direct applications, the World Wide Web, social media, poaching, government, walk-ins, professional associations, advertisements and job/career fairs.

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[130] Chartered Institute of Personnel Development (2018) *About Us*. Available from: https://www.cipd.co.uk/about

7.7 Review questions

(1) Define the terms 'internal and external' sources of recruitment?

(2) Describe at least 6 internal sources of recruitment and please provide relevant examples?

(3) Discuss at least 10 external sources of recruitment that can be used by an organization and please provide relevant examples?

(4) Explain the advantages and disadvantages of using both internal and external sources of recruitment? Please provide relevant examples.

Chapter 8: Benefits of investing in recruitment

After reading this chapter you should be able to:

- Explain the importance of recruitment to an organization.
- Discuss the link between the recruitment function and the profitability of the organization.
- Describe how effective recruitment leads to enhanced talent retention & organizational commitment.
- Explain how effective recruitment reduces employee turnover.

8.1 Introduction

Investing in the recruitment and selection functions of the organization has become the new buzz in the business world today. Organizations nowadays are currently investing billions of United States Dollars (*USD$*) in buying new human resources technology that helps them to enhance their recruitment processes in order to employ the right people who will perform as expected. "With 58% of employers planning to increase their spend on HR and recruiting technologies in the coming year, it seems that the already fierce competition for mind and market share is just heating up – and the stakes are significant in the battle for the $8.5 billion a year the estimated money employers spend on HR Technology every year"[131] (Charney, 2016, https://recruitingdaily.com/). Numerous organizations located around the world today are pouring large sums of money and technology into skills development programs or new training & development initiatives to develop the recruitment skills of the human resources professionals in particular the recruiters. Every business owner aims to employ a team of employees that he/she can depend on to accomplish any tasks assigned to them in order for him/her to provide their attention on other business activities that need their immediate attention. Nowadays due to the accelerated global war for talent most managers in large corporations are faced with the challenge of attracting, hiring and retaining highly competent and skilled employees. It is generally recommended that organizations must first adopt a recruitment

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[131] Charney, M. (2016) *The Top 10 HR Technologies and Recruiting Tools to Watch in 2016 (and Beyond).*
Available from: https://recruitingdaily.com/the-top-10-hr-technologies-and-recruiting-tools-of-2016/

program they will use on a continuous basis to find the appropriately qualified and experienced people it needs and successfully persuade them to commit to working for the organization over a long period of time. Effective recruitment processes ensure that they consistently hire the right people in a cost-effective and time-saving manner. Investing in recruitment is a critical success factor some of the organizations are taking advantage of in their day-to-day operational activities. The importance of recruitment to an organization will be covered in the following section.

8.2 Importance of recruitment to an organization

The importance of the recruitment activity in an organization is definitely unquestionable. In general there are many reasons why it is very important in the operational life of any organization. There are many reasons why the recruitment function is important to an organization and these are depicted in Figure 8.1 below.

Figure 8.1 Six reasons why recruitment is important to an organization
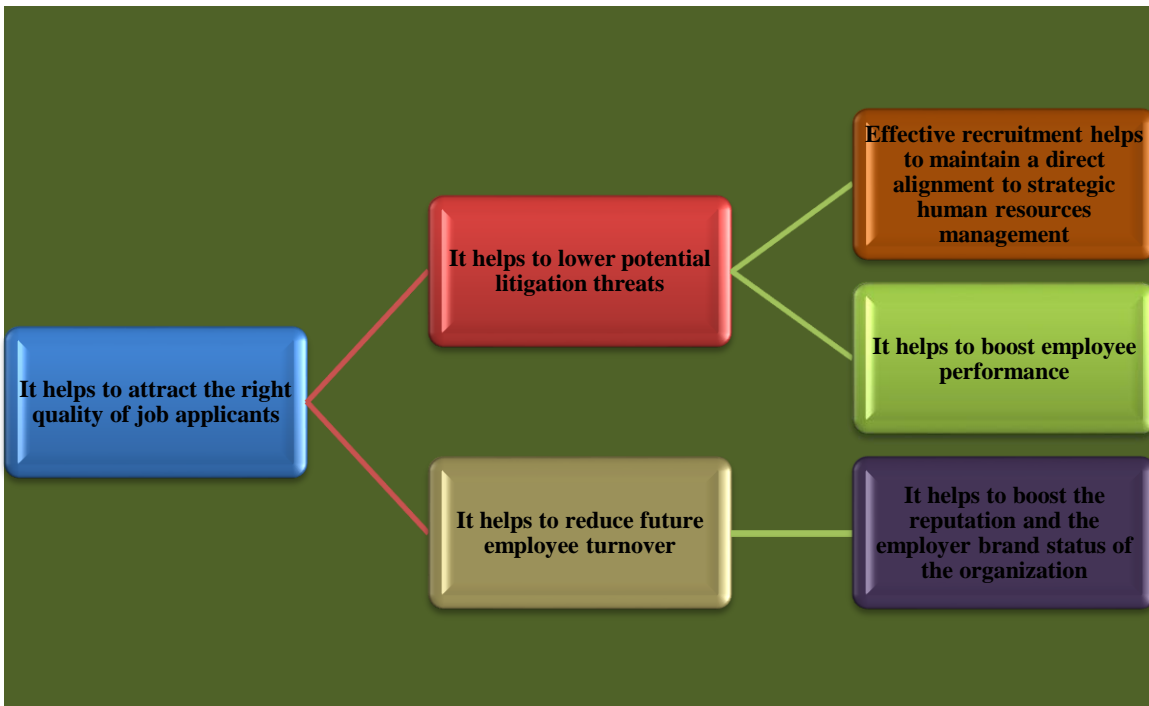
There are various reasons why the recruitment and selection process is important to an organization and some of the reasons include the following:

8.2.1 It helps to attract the right quality of job applicants

One of the top goals of any organization is to hire and retain highly talented employees. The aim of recruitment is to motivate job applicants to send their applications to the organization to find employment. This helps the organization to gather a pool of highly talented people it needs in order to fulfill its human resources needs (Hunter, 2002:83). Therefore, recruitment helps the organization to attract the right quality of job applicants. Adequate recruitment budgets must be allocated in order to hire the right person at the right cost without compromising on the skill/person requirements as this enable the organization to find people with the right person-organization match.

8.2.2 It helps to lower potential litigation threats

Highly effective recruitment and selection processes must be proven to be reliable, valid, fair, legal and cost-effective by the human resources management. A carefully designed recruitment and selection process that is fair, legal and valid enables the organization's human resources department or recruitment function to lower the risk of lawsuits being filed against the organization for unfair recruitment and selection practices such as the discrimination of a job applicant that led to him or her not being offered the job. However, labour laws such as the U.S. Equal Employment Opportunity Commission *Title VII of the Civil Rights Act of 1964*, Equal Employment Opportunity *(Commonwealth Authorities) Act 1987 (Australia)*, Trade Union and Labour Relations *(Consolidation) Act 1992) (United Kingdom),* and many other employment diversity-inclusion related laws in different countries tend to stipulate that employees should be selected using the job specification of the job. In addition some of these labour laws further state that job applicants must be treated as employees during the recruitment or selection process. [132]According to the U.S. Equal Employment Opportunity Commission (2018) *Title VII of the Civil Rights Act of 1964* it shall be an unlawful employment practice for a labor organization: (1) to exclude or to expel from its membership, or otherwise to discriminate against, any individual because of his race, color, religion, sex, or national origin; (2) to limit, segregate, or classify its membership or applicants for membership, or to classify or fail or refuse to refer for employment any individual, in any way which would deprive or tend to

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[132] U.S. Equal Employment Opportunity Commission (2018) *Title VII of the Civil Rights Act of 1964*. Available from: https://www.eeoc.gov/laws/statutes/titlevii.cfm

deprive any individual of employment opportunities, or would limit such employment opportunities or otherwise adversely affect his status as an employee or as an applicant for employment, because of such individual's race, color, religion, sex, or national origin; or (3) to cause or attempt to cause an employer to discriminate against an individual in violation of this section (U.S. Equal Employment Opportunity Commission, 2018, *Title VII of the Civil Rights Act of 1964).*

8.2.3 It helps to reduce future employee turnover

An effective recruitment process is the key to reducing employee turnover in an organization. Generally effective recruitment processes have the capability to attract and identify top talent with a strong passion and motivation to work for the organization over a long period of time. People with a strong passion for their employer brand and job are more likely to be happy at the workplace and this alone helps to boost their morale to deliver outstanding work results on an on-going basis. An effective recruitment process can accurately identify the person requirements of a particular job vacancy such as personality and intelligence characteristics that a job incumbent of the open vacancy must possess in order for them to be competent on-the-job. Generally people who are competent on their jobs are often happy at the workplace and they are also more likely to have highly reduced intentions to quit or leave their employer therefore effective recruitment helps to reduce employee turnover.

8.2.4 Effective recruitment helps to maintain a direct alignment to strategic human resources management

The main aim of strategic human resources is to apply more practical and effective human resources processes (*positive result outcomes*) into the organization and as a result well planned recruitment processes by virtue align with strategic human resources management in an organization. Human resources plans of an organization are created based on the human resources goals of an organization that is to attract and keep the right caliber of job applicants. Hence recruitment helps to increase the alignment of strategic human resources management.

8.2.5 It helps to boost employee performance

When a newly recruited employee feels that they were challenged, treated fairly and highly valued during the recruitment process they are more likely to create a balanced psychological contract and employment relationship with the organization over a long period of time. A happy employee is more likely to perform better at the workplace and achieve good work performance results than an unhappy employee who might have been mistreated during the recruitment process. Effective recruitment helps to boost employee performance and this is supported by a study conducted by Oaya, Z.C.T., Ogbu, O.J. and Remilekun, O.G. (2017) Impact of Recruitment and Selection Strategy on Employees' Performance: A Study of Three Selected Manufacturing Companies in Nigeria. *International Journal of Innovation and Economic Development, Vol 3(3)*, p32-40. According to Oaya, Ogbu and Remilekun (2017:32) employee performance is vital to all business enterprises in both developed and developing economies. For an organization to be sustained, employees have crucial roles to play in order to ensure that organizations attain a competitive advantage over their competitors across the globe. The study examined the recruitment and selection strategy on employee performance in the real sector using descriptive survey research design. The inferential statistics used was the "one sample T-test" to find the level of relationship between recruitment/selection strategy and employee performance (Oaya, Ogbu and Remilekun, 2017:32). In totality, 150 employees formed the sample of the study. Questionnaires were designed using a five–point Likert scale ranging from: 5 =strongly agree 4=agree 3=undecided 2=disagree 1=strongly disagree. The study concluded that an organization's strength or weakness comes from the caliber of its employees and a good recruitment strategy enables organizations to get suitable and qualified employees that can enhance performance"[133] (Oaya, Ogbu and Remilekun, 2017:38-40).

8.2.6 It helps to boost the reputation and the employer brand status of the organization

In general the manner in which a recruitment process is designed helps to improve the corporate image of the organization as a good employer in the labour market thereby boosting its employer

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[133] Oaya, Z.C.T., Ogbu, O.J. and Remilekum, O.G. (2017) Impact of Recruitment and Selection Strategy on Employees' Performance: A Study of Three Selected Manufacturing Companies in Nigeria. *International Journal of Innovation and Economic Development*, Vol 3(3), p32-40.

brand status. "The process therefore begins with some form of advertising or notification that a vacancy exists and ends when the selection process is started. Recruitment is very similar to marketing and sales in that management must decide on their target market, the suitable candidates, and advertise the vacant position in such a way that they are made aware of the vacancy and that a positive image of the job and the organization is created" (Hunter, 2002:83). A fair, uniform and legal recruitment/selection process helps to provide each and every job applicant with a fair chance to be hired by the organization without any form of bias or discrimination. A well designed and proven recruitment/selection process helps the organization to avoid the spreading of negative word-of-mouth publicity by mistreated job applicants as an unethical entity that tolerates discriminatory tendencies during its employee recruitment and selection processes. The link between the recruitment function and the profitability of an organization will be covered in the following section.

8.3 Link between the recruitment function and the profitability of the organization

Each and every sub-activity in the human resources department function aims to improve the organization's performance by effectively managing all the people related issues to boost the productivity levels of the organization through its people. Thus when the productivity levels of an organization are high more goods/services are produced and this leads to increased sales revenue being earned hence there is a strong link between the recruitment function and the profitability of the organization. Several scientific studies have discovered that recruitment and selection functions help to increase an organization's performance/productivity levels. One of the aims of the recruitment function in an organization is to attract and hire new employees at the lowest possible cost and this also helps the organization to save money. When a recruitment process saves money for the organization it helps to boost its profits. The recruitment function is responsible for ensuring that the organization hires well qualified employees (*top performers*) and these top performers produce excellent work results that help the organization to attain its set goals that is its profit objectives. Newly recruited employees in an organization often bring new ideas, opinions and knowledge into the organization and this helps the organization to increase its innovativeness for instance the *introduction of new products/services or new research projects*. The introduction of new innovations such as new products or services

helps the organization to create new lines of earning sales revenue or improving already existing sales levels. An effective recruitment process is integrated into an organization's talent management strategy since the organization aims to recruit new employees and retain them over a long period of time. Generally a poor performing newly hired employee leads to the organization losing a lot of money due to the following: (1) it ends up spending more money in the training & development of its poor performing employees, (2) more quantities of faulty products are produced due to the lack of adequate skills to produce goods of high quality, (3) it ends up experiencing reduced customer satisfaction levels due to poor customer service by incompetent employees, (4) it ends up experiencing an increased rate of customer complaints and many other problems. Therefore, the employment of highly talented employees who possess an excellent work ethic helps to increase business performance, efficiency and creativity. In most instances top performing employees often become role models to other poor performing employees by motivating them to increase their current work performance levels. Effective recruitment helps to ensure that the organization continues to hire top performers to increase the organization's market value and profit levels. Talent retention and organizational commitment will be covered in the following section.

8.4 Effective recruitment leads to enhanced organizational commitment & talent retention

The job application process is usually the first opportunity where job applicants get to know an organization and in certain instances if the job applicant succeeds to come for the interview it may be their first contact with the organization in terms of seeing its people, premises, culture, products or customers through the recruitment and selection process. When an organization implements an effective and transparent recruitment process it helps to create a good memorable first impression about the organization, its ethics, integrity, good corporate governance practices and its values towards its people. When newly recruited employees feel that they are highly respected, valued and made to feel that they are indeed part of the team in the organization via its recruitment process their intentions to leave are reduced or eliminated. The recruitment function helps to increase the organizational commitment levels of employees when it is properly implemented. An employee's devotion, positive attitude, inner satisfaction, loyalty and identification to an

organization is referred to as *organizational commitment*. Various researchers cross the globe have since discovered that employees who have higher organizational commitment levels tend to have increased work performance and tenure levels in most of the organizations despite the fact that this may vary with the geographical location, type, size or sector of the organization. The fact that the recruitment process in an organization helps to improve the organizational commitment levels of the employees is supported by a research study that was conducted by Nasurdin, A.M., Ahmad, N.H. and Ling Tan, C. (2015:1) Linking Selective Hiring to Organizational Commitment: Evidence From the Hotel Industry of Malaysia. *SHS Web of Conferences 18, 01002,* p1-7. According to Nasurdin, Ahmad and Ling Tan (2015:4) based on the directory of hotels in Malaysia, a total of 128 hotels were identified. These hotels were located in the northern, central, and southern regions of Peninsular Malaysia. Of these, only 29 hotels consented to participate in our survey. We distributed the survey packets addressed to the HR managers of the respective hotels using either mail or "drop" and "pick-up" method depending on the location of the hotel. Each of the survey packets contains 10 questionnaires to be distributed to frontline employees working in the front office department. Two weeks were given to respondents to complete the questionnaires. After the stipulated period, all 290 questionnaires were collected back. These completed questionnaires were found to be useable and subsequently analyzed[134] (Nasurdin, Ahmad and Ling Tan, 2015:4). Furthermore, according to Nasurdin, Ahmad and Ling Tan (2015:1) this study investigates the relationship between selective hiring and organizational commitment. Analysis using Partial Least Squares technique of data from 290 frontline hotel employees in Peninsular Malaysia revealed that selective hiring has a significant positive effect on organizational commitment (Nasurdin, Ahmad and Ling Tan, 2015:1).

In general an organization's talent retention program is significantly influenced by its recruitment process. "Therefore, good recruiting should lead to qualified candidates. And while good candidates are hard to catch, they can be even harder to keep. Recruiters shouldn't lie to acquire coveted talent, or they run the risk of seeing them leave in 3-6 months when the

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[134] Nasurdin, A.M., Ahmad, N.H. and Ling Tan, C. (2015:1) Linking Selective Hiring to Organizational Commitment: Evidence From the Hotel Industry of Malaysia. *SHS Web of Conferences 18, 01002,* p1-7.

truth to the exaggerations is finally discovered. It stands to reason then, that recruiting is in fact responsible for retention, albeit indirectly. A good acquisition program should be linked to a retention program, so it is understandable that about 50% of companies have a formal retention program. If a candidate is misled during the recruitment process, the organization runs the very real risk of losing them in the near future. Without quality recruitment and retention programs, hiring new employees becomes a never-ending cycle of wasted time and money. They go hand in hand, and the quality of the recruitment program directly affects the issues that retention faces. Over one quarter of candidates say that potential employers did not convey why they are good places to work. Recruiters lay the pavement for the employer brand from the beginning of the scout for new hires. Recruiters are the brand ambassadors and the first impressions of the company"[135] (Recruiterbox Inc., 2018, https://recruiterbox.com/). The conclusion of this chapter will be covered in the next section.

8.5 Conclusion

It can be concluded that investing in the recruitment and selection functions of the organization has become the new buzz in the business world today. Nowadays organizations are currently investing billions of United States Dollars (USD$) in buying new human resources technology that helps them to enhance their recruitment processes in order to employ the right people who will perform as expected. Several scientific studies have discovered that recruitment and selection functions help to increase an organization's performance/productivity levels. When an effective and transparent recruitment process is in place in the organization it helps to create a good memorable first impression about the organization and its values towards its people. It can therefore be concluded that an organization's talent retention program is significantly influenced by its recruitment process.

8.6 Review questions

(1) Discuss the importance of the recruitment function to an organization? Please provide relevant examples?

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[135] Recruiterbox Inc.(2018) *Is Recruiting Responsible for Retention?* Available from:
https://recruiterbox.com/blog/is-recruiting-responsible-for-retention

(2) Briefly explain how the recruitment function reduces employee turnover in organization?

(3) Describe how the recruitment process of an organization increases its profitability?

(4) Explain in detail how the recruitment function leads talent retention and organizational commitment in an organization of your choice?

Chapter 9: Challenges and limitations of recruitment in organizations today

After reading this chapter you should be able to:

- Explain how the size and type of organization influences the recruitment function.
- Describe the meaning of the terms 'challenges' and 'limitation'.
- Discuss the various common challenges faced by the recruitment function.
- Describe how an organization can overcome some of the challenges faced by the recruitment function.

9.1 Introduction

Challenges and limitations basically refer to problems an organization, people or department may be facing. Every department in an organization is susceptible to challenges/problems of some sort and it is the responsibility of top management to accurately identify these problems in-depth and find viable solutions that help to solve them permanently. Of course, some challenges are beyond the control of the organization and its leadership (*for instance the macro business environment factors*) but it is still their duty to find innovative ways that may help them to try reduce the negative impact of these challenges the organization may be currently facing. It is the role of the recruitment function to ensure that the human resources needs of the organization are consistently fulfilled by ensuring that the organization has adequate and relevant job applications on a regular basis through implementing effective recruitment marketing strategies. In addition the use of modern day information, communication and technology (*ICT*) to effectively communicate the organization's job postings tends to play a significant role in ensuring the steady supply of relevant job applications in the organization. The need to manage the various recruitment pitfalls that are experienced by many organizations from time to time has become a matter of urgency or first priority due to the 'battle for skills' in the global labour market as this is making it difficult for organizations to recruit the right candidates. The following section will cover how the size of the organization influences its recruitment function.

9.2 How the size of the organization influences its recruitment function

In general the size of the organization (*whether small, micro, medium or large*) plays a vital role in influencing its recruitment activities on a daily basis. Most of the small-medium sized organizations tend to have a few number of employees accompanied by smaller financial budgets and also small-medium sized organizations often greatly rely on their management team to carry-out some of the responsibilities that were supposed to be done by another designated staff member but the limited number of employees makes them end up performing more than one job role at the workplace. While on the other hand this is a different scenario for managers who are employed in large organizations that employ a large number of employees accompanied by larger financial budgets to use to hire more managers or employees whenever the need arises. (Mayhew, 2018). Medium or large organizations in most instances usually have adequate financial resources to use for their growth plans for instance establishing new facilities in certain geographical areas, producing new products/services and so on. When a growth plan is being implemented the organization needs to hire new employees who will help it to fulfill its manpower needs and the recruitment function must ensure that it recruits the right type of employees who will help the organization to achieve its set goals. As previously mentioned in Chapter 3 the size of an organization generally has a significant influence on its recruitment & selection process. In general large organizations that employ thousands of employees usually hire specialized recruitment professionals who are experts in the recruitment & selection of talented employees in an organization and they are better able to implement modern day recruitment processes, systems or technologies[136] (Aswathappa, 2013:194). Small organizations carry-out recruitment once in a while due to limited financial resources as a result of their small scale operations that employ fewer people. Large organizations often conduct recruitment on a regular basis as a result of their large scale operations that require the employment of large numbers of people. In addition large organizations often conduct recruitment on a regular basis as a result of their adequate financial resources (Aswathappa, 2013:194). The following section

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[136] Aswathappa, K. (2013) *Human Resources Management: Text and Cases*. 7th Edition. New Delhi: McGraw-Hill Education (India) Private Limited, p192-198.

will cover the various recruitment challenges faced by the recruitment function in an organization.

9.3 Common challenges faced by the recruitment function

There are many challenges currently being faced by human resources departments in various organizations today. This is mainly attributed to the rapidly changing operating business environment (*macro environmental factors such as legislation, technology, socio-demographics and so on*). Human resources professionals in most organizations across the globe are under immense pressure to attract and hire job applicants of the right caliber while on the other hand various factors have made the task of finding these highly talented job applicants with the much sought after scarce skills much more complicated. The ten common challenges that are faced by the recruitment function are depicted in Figure 9.1 below.

Figure 9.1 Ten common challenges faced by the recruitment process
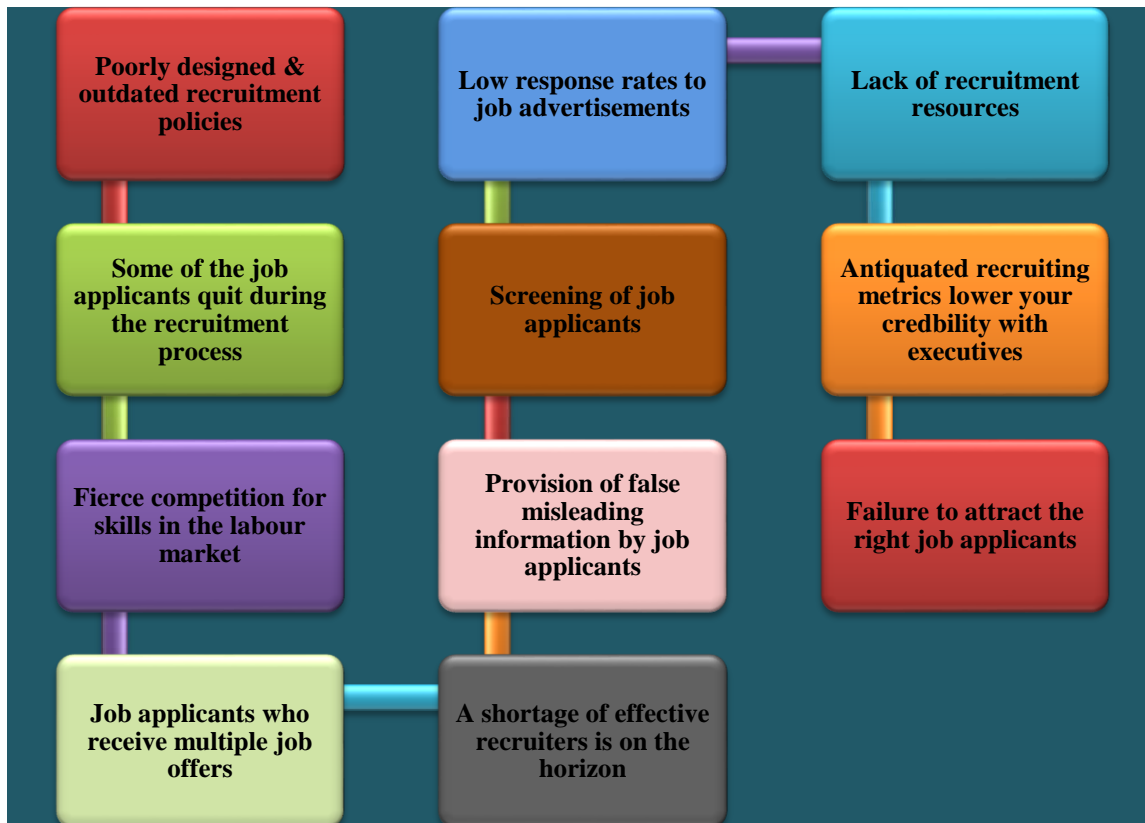
Source: Modified: (Sullivan, 2014, https://drjohnsullivan.com/articles/; Hunter, 2002:83)

9.3.1 Poorly designed & outdated recruitment policies

A recruitment policy helps the recruiters during the recruiting process to be fully knowledgeable of the *do's* and *don'ts*. Therefore, when the organization has an outdated recruitment policy on issues such as *diversity & inclusion policies* the recruitment function will find it difficult to balance the organization's diversity & inclusion needs/goals proficiently. In some of the organizations the recruitment policies are generally vague to the extent that recruiters end up doing what they think is right and this leads to the recruitment strategy of the firm failing to be in direct alignment with: (1) the human resources strategy and (2) the business strategy of the organization.

9.3.2 Some of the job applicants quit during the recruitment process

The HR technology buzz has spread across the world in many organizations and they are now adopting new recruitment systems that can help them enhance their recruitment function and gain a better image in the labour market. However, not all HR technology is simple and smart to use for job applicants and in certain instances some of the new technology if managed inappropriately by qualified people it will lead to the organization having a highly complicated recruitment process. When an organization has a highly complicated recruitment process most of its job applicants end up quitting before the recruitment process is even finished and this is one of the most common challenge the recruitment function is faced with on a day-to-day basis.

9.3.3 Fierce competition for skills in the labor market

The Internet has made it easy for recruiters around the world to look for job applicants and in certain instances recruiters now poach employees of other organizations. Global competition has increased and organizations that do not offer better working conditions and great physical working environments to their employees are more likely to be out-competed by their rivals in the job market. The availability of high levels of competition have made recruiting more complicated for many organizations as they now have to offer job seekers that are highly talented higher remuneration packages. In addition in certain instances recruiters spend more financial resources than the allocated recruitment budget in order for them to succeed in winning scarce talented employees who can fill-in open vacancies.

9.3.4 Screening of job applicants

Some of the organizations in the world are well-known as good employer brands who offer excellent working conditions and state-of-the-art physical working environments to their employees to the extent that when their job adverts are flighted in the media they receive hundreds of thousands of CVs/resumes from job applicants. Generally the recruitment function faces the challenge of sifting through the large amounts of CVs/resumes that they receive from job applicants and it becomes tiring and tedious in certain instances for recruiters thus they may end up briefly browsing through job applications in order to quickly choose a few applications amongst the large pool of job applications they would have received for that particular open vacancy. Therefore, the screening of job applications during the recruitment process is one of the main duties of the recruitment department that often results in the straining of its recruiters especially when job advertisements are posted on a daily basis. For example large global organizations often carry-out recruitment on a daily basis and they usually attract high response rates from job applicants.

9.3.5 Provision of false misleading information by job applicants

The world we live in today is technology driven to the extent that information can now be easily created, altered, controlled and distributed by anyone who can use technology. Some of the job applicants often apply for jobs in organizations using false information for instance they may use false information pertaining to their educational background, personal information, work experience, job references and so on in order to get the job they want at that particular moment. In certain instances an organization can realize that it has recruited the wrong person who used false information after they have signed the employment contract and this may result in the organization experiencing serious complications with some of the labour laws of the country. Furthermore, even if the wrong person is hired after using false information and signing the employment contract the organization is still faced with the task of restarting its recruitment process all over again in order to find the right job applicant. The provision of false information by job applicants is one of the most common challenges most recruiters around the world are facing on a day-to-day basis.

9.3.5 Job applicants who receive multiple job offers

Recently, the global labour market has been flooded by job applicants with: (1) highly scarce skills, (2) who want instant gratification, (3) who want to have fun and (4) who prefer working in high technology oriented working environments. In addition the majority of modern day job applicants are 'job hoppers' who are consistently looking for better job opportunities across the globe. Today organizations are now facing the problem of failing to have their employment contracts signed especially in circumstances where the chosen job applicant the organization wants to hire is a 'job hopper' with multiple job offers from various organizations as a result of their highly scarce skills. Therefore, when an organization fails to secure a signed employment contract with a job applicant that already has multiple job offers from other organizations it is most likely that it will have to restart the recruitment process all over again or opt to hire the job applicant that scored second in the recruitment & selection process that is if they are still readily available to work for the organization.

9.3.6 Low response rates to job advertisements

Nowadays numerous organizations have gained bad reputations as poor employer brands due to the following reasons: (1) they offer their employees' poor working conditions, (2) they produce poor quality products, (3) they consistently earn negative sales revenue/financial losses on a yearly basis and (4) they have increased rates of poor customer service. Generally organizations with a bad reputation in the marketplace often find it difficult to attract job applicants in the job market when they place their recruitment advertisements in the media. ""In a down economy with its surplus of applicants, few recruiting leaders paid much attention to their external employer brand image. Few have taken the time to measure their employer brands, and as a result, recruiting leaders often don't realize how their "talent failures" (*including layoffs, pay cuts, promotional freezes, etc.*) have hurt their employer brand image. Once competition for top talent becomes intense, leaders will realize that a weak Internet or social media employer will prevent top talent and innovators from even considering applying at your firm""[137] (Sullivan, 2014, https://drjohnsullivan.com/articles/).

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[137] Sullivan, J. (2014) *Big Challenges For Recruiting Leaders - The Top 10 upcoming Recruiting Problems*. Available from: https://drjohnsullivan.com/articles/big-challenges-for-recruiting-leaders-the-top-10-upcoming-recruiting-problems/

9.3.7 A shortage of effective recruiters is on the horizon

"""A shortage of effective recruiters is on the horizon – everyone knows that this long period with a down economy has decimated the ranks of corporate recruiters. Many of those who were laid off have left the profession. And the bad taste that it left in their mouths may cause most of them to never return to the profession. Since there are no college programs that turnout recruiters, recruiting leaders need to prepare for the time when competition for top recruiters will become intense. Existing employed recruiters will be in such a demand that they will be "bid on" by other firms, and finding effective replacement recruiters on the open market will be extremely difficult and expensive. Training new recruiters themselves may be the only effective option available to many firms"" (Sullivan, 2014, https://drjohnsullivan.com/articles/).

9.3.8 The lack of recruiting resources

"The lack of recruiting resources — unless you work at Google, the odds are that your function has already suffered numerous dramatic budget cuts over the years. So obviously you're going to need a significantly higher budget if you expect to have a reasonable chance to increase your employer brand, recruiting volume, recruiting speed, and quality of hire. Unfortunately, most recruiting leaders simply don't have the capability of building a strong business case that quantifies the tremendous dollar impact that recruiting has on corporate revenue and results"[138] (Sullivan, 2014, https://drjohnsullivan.com/articles/). ©2017 Google LLC, used with permission. Google and the Google logo are registered trademarks of Google LLC.

9.3.9 Antiquated recruiting metrics lower your credibility with executives

"Antiquated recruiting metrics lower your credibility with executives – whether you have a seat at the table or not, recruiting leaders simply will not be listened to and funded unless they have the right metrics that demonstrate and quantify the dollar impact that high-performing new hires have on corporate revenue. And of course the biggest corporate metric omission is the failure of the majority of firms to accurately measure the quality of hire. And as a result, few corporate recruiting functions can convincingly prove that they hire top performers and innovators with

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[138] Sullivan, J. (2014) *Big Challenges For Recruiting Leaders - The Top 10 upcoming Recruiting Problems*. Available from: https://drjohnsullivan.com/articles/big-challenges-for-recruiting-leaders-the-top-10-upcoming-recruiting-problems/

advanced skills and high retention rates. Only a handful of functions have predictive metrics that are necessary in order to alert recruiters and hiring managers about upcoming recruiting issues and opportunities" (Sullivan, 2014, https://drjohnsullivan.com/articles/).

9.3.10 Failure to attract the right job applicants

Nowadays as a result of the currently intense battle for scarce skills in the global labour most of the organizations today are experiencing numerous problems in recruiting the appropriate job applicants in the labour market. Attracting the right job applicant has become a serious challenge that is now affecting the recruitment processes of many organizations. Several factors cause the organization to find the right job applicants such as poor employer branding strategies, poor advert design and use of the wrong type of media, inadequate recruitment budgets and so on (Hunter, 2002:83). [139]"The Recruitment and Employment Confederation (REC) talks of UK employees 'raising red flags' as almost half (48%) expected to face a shortage of suitable candidates to fill permanent jobs in 2017. In its JobsOutlook survey, December 2016, REC reported that for six consecutive months, engineering and technical sectors experienced skills shortages; and social care and construction employers now face similar challenges in hiring skilled workers"[140] (Randstad, 2018, www.randstad.co.uk/). The solutions to some of the challenges that are faced by recruiters will be discussed in the following section.

9.4 How to overcome the recruitment challenges

As mentioned earlier in the first chapters of this book the recruitment function is one of the most vital activity a human resources department performs and the success of the organization greatly depends on it since it is responsible for ensuring that the organization recruits qualified and competent job applicants who will help it achieve its set goals. Highly professional planning and implementation of recruitment plans is a prerequisite to a successful recruitment process in any
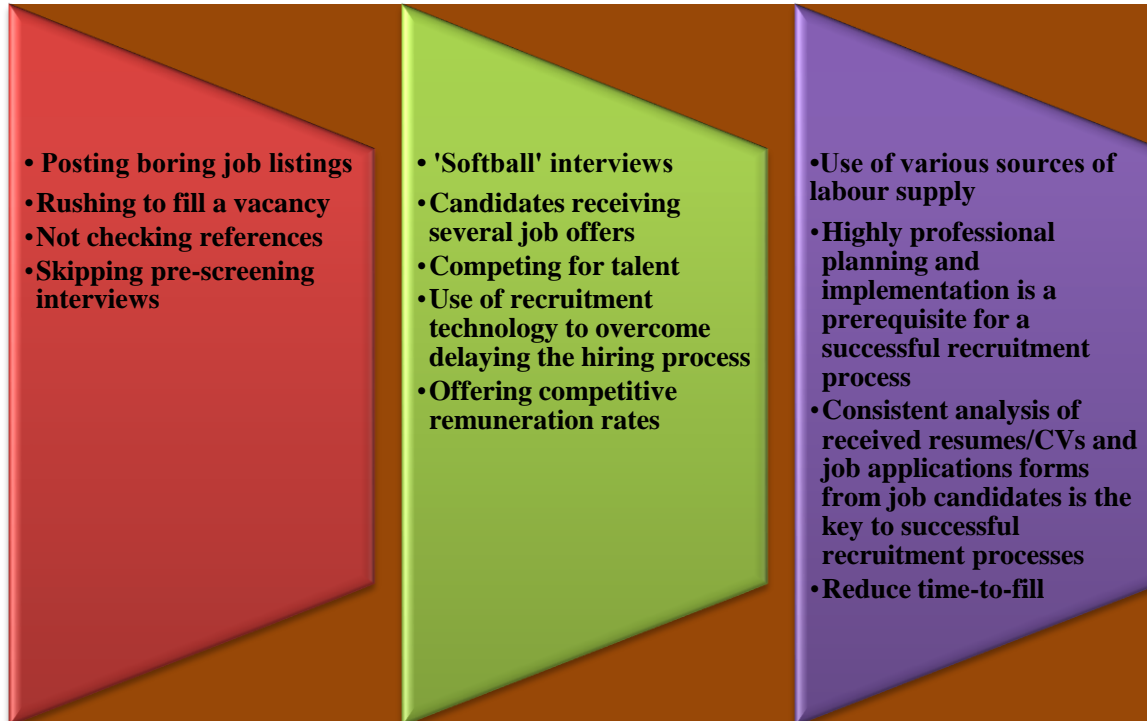
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[139] Recruitment and Employment Confederation (2018) *REC*. Available from: www.rec.uk.com

[140] Randstad (2018) *How to Find the People I need in a Changing Marketplace.* Available from:
https://www.randstad.co.uk/workpocket/finding-candidates/top-4-recruitment-challenges-how-to-overcome-them/

type of organization. The various ways an organization can use to avoid recruitment challenges or limitations are depicted in Figure 9.2 below.

Figure 9.2 Thirteen ways organizations can use to avoid recruitment challenges

• **Posting boring job listings**	• **'Softball' interviews**	•**Use of various sources of labour supply**
• **Rushing to fill a vacancy**	• **Candidates receiving several job offers**	•**Highly professional planning and implementation is a prerequisite for a successful recruitment process**
• **Not checking references**	• **Competing for talent**	•**Consistent analysis of received resumes/CVs and job applications forms from job candidates is the key to successful recruitment processes**
• **Skipping pre-screening interviews**	• **Use of recruitment technology to overcome delaying the hiring process**	•**Reduce time-to-fill**
	• **Offering competitive remuneration rates**	

Source: Modified (Smartrecruiters.com, 2018; Cameron, 2017; Randstad, 2018; Lucas, 2014).

According to Smartrecruiters.com (2018) here are common talent acquisition mistakes and how to avoid them:

9.4.1 "Posting boring job listings. A job posting is not just a description of the open position and its requirements—it's also a marketing tool to attract talent to your company. Make sure your job posting is appealing to the candidates you want to hire. Put yourself in the candidate's shoes and decide if you would apply for the position based on the job posting. Help candidates imagine themselves in the position by including the skills, knowledge, personality traits, required qualifications, and other characteristics a successful applicant would need" [141](Smartrecruiters.com, 2018, https://info.smartrecruiters.com/).

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[141] Smartrecruiters.com (2018) *7 Common Talent Acquisition Mistakes and How to Avoid Them*. Available from: https://info.smartrecruiters.com/content/7-common-talent-acquisition-mistakes-and-how-avoid-them

9.4.2 "Rushing to fill a vacancy. It's stressful when someone in a vital role leaves your company. Your first instinct may be to replace him or her immediately. But don't simply hire the least-worst out of a weak pool if strong candidates aren't applying. Instead, adjust your recruiting strategy. Send inquiries to your network asking if anyone knows someone who would be interested in the job, or attend a networking event to meet more potential candidates. You will find the right person for the job, but it could take more time than you might like" (Smartrecruiters.com, 2018, https://info.smartrecruiters.com/).

9.4.3 "Not checking references. Not checking references can result in inadequate or ill-tempered employees. Discussions with a candidate's former employers provide insight into how the prospective hire has behaved in the past. Taking the time to find out if there are any red flags can save your company from future trouble" (Smartrecruiters.com, 2018, https://info.smartrecruiters.com/).

9.4.4 "Skipping pre-screening interviews. A candidate's résumé could be perfect, but he or she might not be a good fit for your company. Whether it's a phone call or a questionnaire, pre-screening interviews assess applicants prior to the formal interview process, ensuring candidates are qualified for the position before investing the time to meet with them. If there are job requirements such as working specific hours or if there is a cap on the position's remuneration, inform the applicant at this stage so he or she can decide whether to continue to pursue the opportunity"[142] (Smartrecruiters.com, 2018, https://info.smartrecruiters.com/).

9.4.5""Softball" interviews. An interview should assess a candidate's ability to solve the challenges he or she will face in the job. For engineers, this could involve solving technical problems. For brand ambassador jobs, this could involve questions based on how they would deal with an irate customer. Do not ask simple "yes" or "no" questions. Instead, phrase questions so that the candidate reveals more"" (Smartrecruiters.com, 2018, https://info.smartrecruiters.com/) Additional ways that can be used by the organization to avoid recruitment challenges and limitations include the following:

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[142] Smartrecruiters.com (2018) *7 Common Talent Acquisition Mistakes and How to Avoid Them*. Available from: https://info.smartrecruiters.com/content/7-common-talent-acquisition-mistakes-and-how-avoid-them

9.4.6 "*Candidates receiving several job offers*. Because the demand for skilled workers is high, many candidates can afford to be selective. They often have multiple offers to choose from and are likely to accept the most competitive option. You might put a lot of time into moving a candidate through the recruiting pipeline, only to find they've accepted a position elsewhere. When candidates receive several offers at once, it can be easy to lose talent to another hiring team. If your top candidate chooses another job, you might need to go back to previously declined candidates. Those individuals have likely moved onto other opportunities as well, so you might need to start the process over. *Solution:* To stand out from the competition, create a great candidate experience. Start with writing an effective job description. Be sure to note the benefits, salary, and perks your client is willing to offer. Be clear about the necessary skills and job duties. Listen to your candidates throughout the recruiting process. If you extend an offer, be enthusiastic and explain the next steps"[143] (Cameron, 2017, www.topechelon.com/).

9.4.7 "*Competing for talent*. You might find the perfect candidate, but chances are you're not the first. There are a lot of recruiters out there, and many are reaching out to the same candidates as you. You might find it difficult to cut through the noise and catch the attention of great candidates. Competition is especially high in industries that require specific skills. The current job market has more open jobs in these industries than qualified applicants. The most recent Top Echelon State of the Industry Report surveyed its customer base to find the most challenging industries to make placements in. These industries include:

• Information technology (18.3%)

• Engineering (11.4%)

• Healthcare (11%)

• Manufacturing/Industrial (10.6%)

• Sales/Marketing (8.1%)

• Accounting/Finance (8.1%)

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[143] Cameron, A. (2017) *Recruitment Challenges and How to Solve Them*. Available from:
https://www.topechelon.com/blog/recruitment-challenges/

Solution: Take advantage of candidate referrals. Nothing catches the attention of a candidate like a friend advising them to contact you. When you successfully place candidates, ask them to refer you. People often listen to those they know" (Cameron, 2017, www.topechelon.com/).

9.4.8 "Use of recruitment technology to overcome delaying the hiring process. In general if the hiring process takes a long time period to implement it often results in the organization losing its targeted potential talented employees in the labour market to its competitors. Filling in an open job position quickly is often a difficult task for many organizations. Using recruitment technology is one of the most effective ways that helps to quicken the hiring process of an organization. Use an applicant tracking system (*ATS*) or recruiting software to streamline your process. You can enter and organize candidate data at every stage of the recruiting pipeline. You spend less time searching for information and more time talking with candidates. And, the software helps you to stay in contact with clients, so the hiring process can move forward faster"[144] (Cameron, 2017, www.topechelon.com/).

9.4.9 ""Offering competitive remuneration rates. Generally top talent is expensive to employ and this is due to the fact that their critical skills help drive an organization's success. It is of utmost importance for organizations to offer job applicants highly attractive and competitive salaries, benefits and a great place to work in order to succeed in the current 21st century 'war for talent'. "For example, they could offer flex time, team gatherings, or discounts at their business"" (Cameron, 2017, www.topechelon.com/).

9.4.10 "Use various sources of labour supply. As traditional recruitment pools become drained, seeking new sources of applicants might mean considering upskilling people who already have the softer skills required; people return to work, perhaps preferring to work more flexibly; or investing in apprenticeships. [145]REC advised that the UK domestic labourforce cannot fill all the opportunities, and *access to skills and talent from abroad was still vital for growth*"[146] (Randstad, 2018, www.randstad.co.uk/). Therefore, when local labour markets fail to provide the

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[144] Cameron, A. (2017) *Recruitment Challenges and How to Solve Them*. Available from:
https://www.topechelon.com/blog/recruitment-challenges/

[145] Recruitment and Employment Confederation (2018) *REC*. Available from: www.rec.uk.com

[146] Randstad (2018) *How to Find the People I need in a Changing Marketplace.* Available from:
https://www.randstad.co.uk/workpocket/finding-candidates/top-4-recruitment-challenges-how-to-overcome-them/

right candidates to fill open vacancies it is strongly advised that organizations may widen their candidate search into the global labour market.

9.4.11 Highly professional planning and implementation is a prerequisite for a successful recruitment process. Well planned, coordinated and executed recruitment initiatives tend to achieve an organization's recruitment goals *(that is hiring people of the right caliber, cost saving, boosting the intellectual capital base of the organization and its employer brand in the labour market).*

9.4.12 Consistent analysis of received resumes/CVs and job application forms from job candidates is the key to successful recruitment processes. A *resume* generally helps recruitment professionals to have a clear snip preview of a job applicant's personal biographical information, work history, educational or professional qualifications and references as these all help the organization to properly make a good decision on whether the job applicant has the following: (1) a person-job fit and or (2) a person-organization fit (3) the right skills and experience in order for him/her to be highly competent on the vacant job in question and so on.

9.4.13 ""Reduce time-to-fill. Speed of hire impacts revenue. There's just no other way around it. The longer a position remains unfilled, and the longer it takes to find a replacement (not to mention the time it will take to train a new hire), directly impacts the bottom line. Also, if the hiring process is delayed you could lose key talent to other recruiters who are more efficient. Remember, the candidate at the start of the interviewing process—they're eager to join the team and the excitement level is high—the longer the process takes, the colder the candidate becomes. This creates the need for "recruiting emergency rooms" to make sure you get them through the process as quickly as possible. *How you can overcome this challenge:* "Time and money are muscle in the recruiting process. If you have enough time and you have a well-funded program, you're going to perform very, very well," Novotus' Founder and CEO Mike Mayeux explains. "There's two ways to get time: 1) talk hiring managers into extending the hiring timeframe and 2) get hiring managers to work with you earlier in order to prepare for the demand." If you can get the hiring manager to anticipate needs, you can then create a proactive pipeline that will help

you move quickly through the recruiting process""[147] (Lucas, 2014, https://blog.rpoassociation.org/). The conclusion of this chapter will be covered in the next section.

9.5 Conclusion

Generally each and every department in an organization is vulnerable to challenges/problems of some sort and it is the responsibility of top management to accurately identify these problems in-depth and find viable solutions that may help solve them permanently. It can be concluded that it has become a top priority for many organizations to manage the recruitment pitfalls they face during the recruitment process due to the 'battle for skills' in the global labour market as this is making it difficult for organizations to recruit the right candidates. In general the size of the organization (*whether small, micro, medium or large*) plays a vital role in influencing its recruitment activities on a daily basis. Furthermore, there are many challenges currently being faced by human resources departments in various organizations today. This is mainly attributed to the rapidly changing operating business environment (*macro environmental factors such as legislation, technology, socio-demographics and so on*). It can therefore be concluded that planning is one critical tool that must be used when carrying-out the recruitment process and it must be effectively implemented to ensure that the organization successfully recruits appropriately qualified loyal and focused new employees.

9.6 Review questions

(1) Discuss how the size of an organization influences its recruitment function?

(2) Describe 10 common challenges that are faced by organizations during the recruitment process and please provide relevant examples?

(3) Explain at least 8 ways that can be used by an organization to avoid the common recruitment challenges they usually face and please provide relevant examples?

(4) Briefly explain how misleading information that is submitted by job applicants when applying for jobs in the organization can negatively affect the organization and please provide relevant examples? In your own opinion do you think the use of social media can help an organization to avoid some of the common recruitment challenges?

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[147] Lucas, J. (2014) *Recruiting Challenges and How to Overcome Them (Part 1)*. Available from: https://blog.rpoassociation.org/blog/bid/357779/Recruiting-Challenges-and-How-to-Overcome-Them-Part-1

Chapter 10: Global topics in recruitment

After reading this chapter you should be able to:

- Explain how effective recruitment helps to maintain a balanced psychological contract.
- Describe how leadership support enhances the recruitment process.
- Explain how teamwork enhances the recruitment function.
- Discuss how to carryout basic human resources management tasks

10.1 Introduction

The human resources department in each and every organization aims to take care of all the people-related issues in the organization and one of the critical roles it plays via its recruitment function is avoiding a shortage in the supply of appropriately qualified job candidates who apply for jobs in the organization on a regular basis. In general the need for recruiters to ensure that they assist the organization to create a balanced psychological contract with its employees has become a matter of importance in this 21st century workplace. Good employer-employee relationships now greatly depend on whether a balanced psychological contract exists between the two parties. A great business leader strongly inspires his/her people and always leads by example to instill strong work ethics in the people they lead. Leadership nowadays plays a vital role during the recruitment process and some of the leading organizations that have the most effective recruitment functions rely on the good support they get from their top management on a regular basis. Today most of the high performing organizations strongly value teamwork and a spirit of togetherness amongst its employees across all departments. Recruitment is one function in the human resources department where a coordinated teamwork is needed to successfully fulfill the recruitment goals of the organization effectively. Leading global organizations that have growth plans as part of their main goals tend to invest a lot of resources in their people including their human resources practices since people are considered to be the most strategic asset of any organization. A typical good example is leading Australian conglomerate which is headquartered in Perth, Western Australia called Wesfarmers Limited. "From its origins in 1914 as a Western Australian farmers' cooperative, Wesfarmers has grown into one of Australia's largest listed companies. The primary objective of Wesfarmers is to provide a satisfactory return

to its shareholders. The company aims to achieve this by: (1) anticipating the needs of our customers and delivering competitive goods and services; (2) looking after our team members and providing a safe, fulfilling work environment; (3) engaging fairly with our suppliers, and sourcing ethically and sustainably; (4) supporting the communities in which we operate; (5) taking care of the environment; and (6) acting with integrity and honesty in all of our dealings"[148]   (Wesfarmers,   2018, www.wesfarmers.com.au/who-we-are/who-we-are).   '*Our greatest competitive advantage is our people and we are committed to providing them with opportunities to improve their performance and their careers*'"[149] [150] (Wesfarmers, 2018, www.wesfarmers.com.au/our-impact/people/people-development/about-people-development). How the recruitment process helps the organization to maintain a balanced psychological contract will be discussed in the following section.

10.2 Effective recruitment helps to maintain a balanced psychological contract

Recruiters, entrepreneurs, department/line managers, supervisors and human resources managers when carrying-out the organization's induction activities they should take into consideration the psychological contract. Employees tend to have a positive and long lasting psychological connection with their employer, based on a pattern of what they expect their employer to provide them in terms of compensations, career development opportunities, training opportunities, a sense of belonging soon after being hired as promised during the recruitment process and job adverts. "A *psychological contract* is the unwritten set of expectations between employer and employee – as well as between workers. Along with the formal employment contract, it underpins all workplace relationships. Breaching the contract can damage relationships irreparably and lead to a number of undesirable outcomes. For example, it can have a negative impact on employee loyalty. Without loyalty, employees don't go the extra mile that's needed to

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[148] Wesfarmers (2018) *Who We Are: Wesfarmers - a diversified corporation*. Available from: www.wesfarmers.com.au/who-we-are/who-we-are

[149] Wesfarmers (2018) *People Development*. Available from: www.wesfarmers.com.au/our-impact/people/people-development/about-people-development

[150] Wesfarmers (2018) *Wesfarmers Sustainability Report 2018*. Available from: https://sustainability.wesfarmers.com.au/our-principles/people/people-development/

make a business competitive"[151] (Ronnie, 2017, https://theconversation.com). It is very important for organizations to ensure that they always inform job applicants the truth about what the organization is able to offer its employees and find a win-win solution after first hearing what the needs/expectations of the job applicants are so that an employment relationship is not established based on misleading information and or expectations (Hunter, 2002:83). Some of the organizations tend to mislead job applicants in order to make them sign the employment contract or quickly fill in an open vacancy and immediately after being hired a new employee realizes that they were misled by the recruitment function (Hunter, 2002:83). Thus this therefore results in the organization breaching the psychological contract it established with the new employee. Consistent communication of truthful and accurate information to job applicants is the only guaranteed way organizations can earn the trust and happiness of their new employees in order to motivate them to increase their tenure in the organization. The psychological contract is formed when the employee enters the workplace for the first time and the 'recruitment process' and the 'induction program' help the organization to create a balanced psychological contract with the new employee. Psychological contracts are usually centered on the organization attaining its set goals while the employee attaining his/her career goals simultaneously. The significant role that is played by leadership support during recruitment will be covered in the next section.

10.3 Leadership support enhances the recruitment process

In general the duties of leadership and management greatly differ in an organization. *Leadership* is the ability to persuade and convince employees to work hard and be willing to achieve the organization's goals and objectives willingly and with great enthusiasm. Good-to-great business leaders ensure that they play a critical role of supporting all the organization's functions on a daily basis to increase their efficiency and effectiveness at a profit. Leadership support during the recruitment function can come in the form of adequate allocation of recruitment budgets and the provision of recruiters who can do the various tasks that are performed during the recruitment process to ensure that the right candidates are hired and retained by the organization. Inadequate budget allocations by top management results in the recruitment process becoming ineffective due to the lack of money to use in paying media firms (*paid media such as radio/television,*

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[151] Ronnie, L. (2017) *Work Contracts Are a Complex Web of Social and Cultural Dynamics*. Available from: https://theconversation.com/work-contracts-are-a-complex-web-of-social-and-cultural-dynamics-75074

newspaper and so on) where the job advertisements will be flighted; lack of money to buy the new recruitment systems (*such as automated tracking systems – ATS*); lack of money to use to hire additional recruiters to help with the high workload tasks such as the screening of received job applications as the few available recruiters will quickly select candidates without viewing all the submitted job applications in order to save time and avoid delaying the recruitment process thus such behavior leads to the hiring of inappropriate job applicants.

Another task that is done by human resources leaders and top management is the setting of recruitment goals of the organization. An effective leader ensures that the recruitment strategy is aligned to the human resources strategy which is also directly aligned to the business strategy. Good leaders ensure that the set recruitment goals enable the recruitment team to accomplish their own personal career goals to boost their morale and career advancement opportunities. Today due to high workloads pressure recruiters often feel bored and demotivated during the recruitment process thus it is the task of the human resources management and top management to ensure that they adopt various motivational aspects to boost the recruitment team's motivation, job satisfaction and commitment levels. Motivational aspects that can be used by leaders include: financial and non financial rewards, recognition awards and prizes of top performing recruiters, consistently re-designing jobs to reduce boredom/repetition and so on. A spirit of togetherness and good mutual working relationships amongst the recruitment function's employees is the responsibility of the human resources management and top management. Effective recruitment can only be achieved if the recruitment function has employees who have well established united teams with the main aim of working together to achieve the recruitment goals of the organization. Therefore the role of a leader during the recruitment process is critical. The meaning and importance of recruitment training in an organization will be covered in the following section.

10.4 Recruitment training in the human resources department

Recruitment training is that type of training that is offered to recruiters by the human resources department in order for them to improve or strengthen their recruitment skills and knowledge so that they may become much more efficient and effective. The field of recruitment is rapidly changing on a daily basis and new theories/concepts are being developed by scientists in the field

on a regular basis to innovate the way organizations conduct their employee recruitment activities. Some of the workplaces across the world are full of recruiters who are incompetent thereby they make numerous errors on-the-job during the recruitment process and these errors end-up costing the organization more money especially when a wrong candidate is hired as the organization has to restart the recruitment process in order to find the right candidate. Therefore, an organization's recruitment team can only develop their skills through learning new recruitment practices, experiments, case studies and so on under the good guidance of the human resources management. The various aspects that recruiters in an organization can be trained in to enhance their skills are depicted in Figure 10.1 below.

Figure 10.1 Four areas recruiters can be trained to improve their recruitment skills
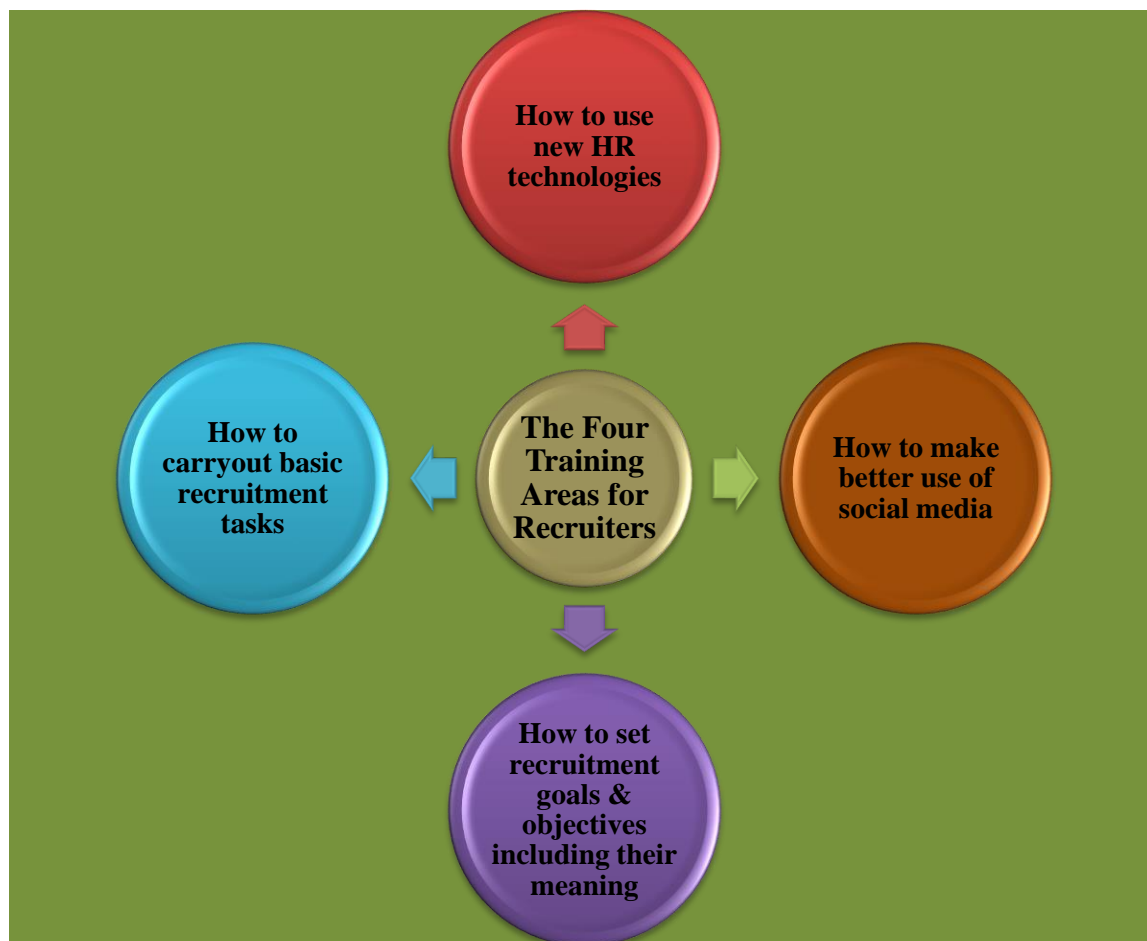
Source: Modified: (Bardi, 2019, https://www.marxentlabs.com; Bullhorn, 2018, www.bullhorn.com/au/; Hunter, 2002)

10.4.1 How to use new HR technologies

It is the duty of the human resources management to ensure that recruiters are consistently trained about the various new human resources (HR) technologies that may be used by the organization during the recruitment process and how to effectively use these various HR technologies. HR technologies differ and the various technologies include: (1) artificial intelligence (*AI*), (2) virtual reality (*VR*), (3) recruitment software programs and so on. HR technology often deals with highly technical terms which are more likely to be difficult for newly recruited employees to master overnight without receiving some form of advanced training to familiarize themselves with the content. Recruiters can be trained to use the following modern day available technologies: *(1) virtual reality (VR)* training helps recruiters to be able to see how the job candidate will behave in a computer-simulated or imagined working environment during the recruitment process as this helps the recruiter to have a better understanding of the candidate's work attitude, thinking and ethics. While *augmented reality* (*AR*) training will help recruiters to be able to implement the technology to provide computer-generated images over a user's view of the real world during the recruitment and selection process[152] (Bardi, 2019, https://www.marxentlabs.com/what-is-virtual-reality/), *(2)* to use *pymetric games* during the recruitment process. *Pymetric games* refer to the use of artificial intelligence *(AI)* in the form of games that help the organization to determine the thinking capabilities of a job applicant during the recruitment process. Thus a recruiter must be trained to use pymetric games to job applicants and he/she must be able to effectively measure each job applicant's performance when they play the pymetric games so that the recruiter can be able to make an accurate, non-biased and factually-based hiring decision (Ribuout, 2017, www.randstad.com.au/), *(3) how to record & post video interviews* – a new recruiter must be trained about the various types of technology gadgets (*for example, mobile phones, digital cameras, laptop or desktop cameras and many other gadgets*) that may be used to record a audio-video clip during the recruitment process and some of these recorded videos can also be used as testimonial videos that help to improve the image of the recruitment process of the organization. In addition an organization's recruiters can also be trained on how to upload

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[152] Bardi, J. (2019) *What is Virtual Reality? [Definition and Examples].* Available from:
https://www.marxentlabs.com/what-is-virtual-reality/

recorded testimonial videos of job applicants or employees on the organization's career website so that future job applicants can view them or use them when preparing to apply for jobs in the organization.

10.4.2 How to make better use of social media

In life people come from different backgrounds and in general people are exposed to different kinds of technologies on a day-to-day basis while others are not exposed to such opportunities as they grow old. In certain instances an organization can find itself in a situation whereby it has hired the appropriately qualified recruiter who lacks in-depth knowledge and experience on how to use social media during the recruitment process due to their limited exposure of the social media technology. Nowadays social media is now one of the most popular medium of communication that is easily accessible and affordable when communicating with the targeted audiences or job seekers on various topics such as (1) notification of job adverts of open vacancies, (2) notification of closing dates of sending applications for a advertised vacancy, (3) the provision of education on how to apply for jobs in the organization including advice on how to fill-in the organization's online application forms, (4) release of news updates about the organization's human resources practices and talent management strategy in order to help boost the employer brand of the organization and so on. Today the most popular social media companies currently being used by most of the recruiters and job applicants around the world for communication purposes include LinkedIn, Twitter and so on[153] (Bullhorn, 2018, www.bullhorn.com/au/). "*Used with permission from Microsoft*". *[Employee Recruitment: An Innovation Oriented & Global Perspective 1ˢᵗ Edition] is an independent [publication] and is neither affiliated with, nor authorized, sponsored, or approved by, Microsoft Corporation.* "*TWITTER, TWEET, RETWEET and the Twitter logo are trademarks of Twitter, Inc. or its affiliates*." Recruiters must regularly be trained on how to increase the number of followers the organization has on its career social network website. For instance, training can be done on how recruiters can develop new interesting human resources related material to upload on the organization's social media network pages so that the organization's social media followers remain loyal to the organization.

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[153] Bullhorn (2018) *Social Recruitment*. Available from: https://www.bullhorn.com/au/topics/social-recruitment/

10.4.3 How to set recruitment goals and objectives including their meaning

Goal setting is critical in any department as it helps employees to know what they must achieve after a certain period of time. The human resources management must ensure that they design a training program for recruiters that enables them to acquire new critical skills on how to set challenging, specific and meaningful goals when conducting the recruitment process (Hunter, 2002:150). According to Hunter (2002:150) *challenging* - the most established finding of goal setting is that most people are motivated to achieve challenging goals. *Specific*- it is important that goals are expressed in specific terms rather than "do your best" or "improve as much as you can", etc. *Meaningful* – the setting of challenging goals for employees must have meaning for them – they must understand why the goals need to be set at a specific level and what the relevance is of these goals to the overall goals of the organization [154](Hunter, 2002:150-151). Training the organization's recruitment team on how to set goals is one of the reliable ways effective recruitment can be attained in an organization.

10.4.4 How to carryout basic recruitment tasks

Traditionally learning is often done on a step by step basis. Thus newly hired recruiters must be thoroughly trained at foundation level so that they acquire in-depth knowledge about the basics of recruitment. It is critical that the organization trains its recruiters on how to thoroughly (1) read and (2) crosscheck resumes, application forms or cover letters in order to develop their application screening skills. Generally the development of application screening skills helps to avoid errors such as the missing-out of important information about job applicants. A recruiter must be trained to do the above mentioned tasks in order for them to effectively match the skills and experience of job applicants to the job description & person specification information requirements during the recruitment process. The conclusion of this chapter will be covered in the next section.

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[154] Hunter, C. (2002) *Managing People in South Africa: a Systematic Approach to Human Resources Management*. Pietermaritzburg: Bytes Document Solutions.

10.5 Conclusion

Therefore, the human resources department in each and every organization aims to take care of all the people-related issues in the organization and one of the critical roles it plays via the recruitment function is avoiding a shortage in the supply of appropriately qualified candidates who apply for jobs in the organization on a regular basis. Recruitment is one function of the human resources department where coordinated teamwork is needed to successfully fulfill the recruitment goals of the organization. Recruiters, entrepreneurs, department/line managers, supervisors and human resources managers when carrying-out the induction activities they should take into consideration the psychological contract. Employees tend to have a positive and long lasting psychological connection with their employer, based on a pattern of what they expect their employer to provide them in terms of compensations, career development opportunities, training opportunities, a sense of belonging soon after being hired. Honesty is critical when organizations hire job candidates especially in terms of what the organization is able to offer its employees in terms of compensation, career growth opportunities, training and so on. Organizations should try their best to avoid misleading job applicants in order to avoid breaching the psychological contract. It can therefore be concluded that good-to-great business leaders ensure that they play a critical role of supporting all the organization's functions on a daily basis to increase their efficiency and effectiveness profitably.

10.6 Review questions

(1) Define the term 'psychological contract' and its importance during the recruitment process?

(2) Describe in detail how effective recruitment helps to maintain a balanced psychological contract?

(3) Define the term '*leadership*' and explain the tasks a good leader performs in order to support the recruitment function in an organization? Please give relevant examples where necessary?

(4) Describe the importance of training the recruiters and discuss at least four areas recruiters must be trained to enhance their recruitment skills?

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