Recruitment and Selection

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About the Tutorial

Recruitment and Selection is an important operation in HRM, designed to maximize employee strength in order to meet the employer's strategic goals and objectives. It is a process of sourcing, screening, shortlisting and selecting the right candidates for the required vacant positions.

This is a brief introductory tutorial that explains different methods of hiring and how to make effective and efficient utilization of Recruitment and Selection. In addition, it also explains the best recruitment practices for specific requirements.

Audience

This tutorial will be useful for students from management streams who aspire to learn the basics of Recruitment and Selection. Professionals, especially HR managers, regardless of which sector or industry they belong to, can use this tutorial to learn how to apply the most effective type of Recruitment and Selection as per their specific requirement, in their respective project environments.

Prerequisites

The readers of this tutorial are expected to have a basic understanding of the complexity of Recruitment and Selection that an HR manager handles for hiring a right candidate for a required vacant position.

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Recruitment and Selection is an important operation in HRM, designed to maximize employee strength in order to meet the employer's strategic goals and objectives. In short, Recruitment and Selection is the process of sourcing, screening, shortlisting and selecting the right candidates for the filling the required vacant positions.

In this tutorial, we will discuss the various aspects of Recruitment and Selection such as the recruitment process, the factors affecting recruitment, recruitment planning, methods of recruitment, recruitment interviews, selection process and making an offer.

The Scope of Recruitment and Selection

The scope of Recruitment and Selection is very wide and it consists of a variety of operations. Resources are considered as most important asset to any organization. Hence, hiring right resources is the most important aspect of Recruitment. Every company has its own pattern of recruitment as per their recruitment policies and procedures.

The scope of Recruitment and Selection includes the following operations:

- Dealing with the excess or shortage of resources
- Preparing the Recruitment policy for different categories of employees
- Analyzing the recruitment policies, processes, and procedures of the organization
- Identifying the areas, where there could be a scope of improvement
- Streamlining the hiring process with suitable recommendations
- Choosing the best suitable process of recruitment for effective hiring of resources
Any organization wants its future to be in good and safe hands. Hence, hiring the right resource is a very important task for any organization.

**Case Study: How to Improvise Recruitment Process**

Let’s assume there is a company called **ABC Systems**, which sells FMCG products. The company is lately suffering due to its high attrition rates. In this case study, we will see how ABC Systems can improve its recruiting process and focus on maintaining the efforts required for filling a job vacancy. We will also learn how the HR team of ABC Systems can reduce the time and effort involved in sourcing good resources for the vacant positions.

We suggest here seven different steps that ABC Systems can utilize to resolve its problems.

**Step 1: Define the Problem**
First, define the problem in exact terms and then, design a step-wise recruitment process that can be easily followed.

<table>
<thead>
<tr>
<th>Recruitment Process</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Step</strong></td>
</tr>
<tr>
<td>1</td>
</tr>
<tr>
<td>2</td>
</tr>
<tr>
<td>3</td>
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<tr>
<td>4</td>
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<tr>
<td>5</td>
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<tr>
<td>6</td>
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<tr>
<td>8</td>
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<td>10</td>
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<td>12</td>
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<tr>
<td>13</td>
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<tr>
<td>14</td>
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<tr>
<td>15</td>
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<tr>
<td>17</td>
</tr>
<tr>
<td>18</td>
</tr>
</tbody>
</table>

**Step 2: Research the Causes**
Analyze the root cause of the problem at hand. Why the attrition rate is so high? There are several ways to arrive at the root cause behind a problem.

In case of ABC Systems, it was observed that there is only a less percent of candidates who are rejected in the process of review. Hence, there is a need to improve this process by increasing the number of rejections with an efficient review process.
Screening of resumes must be very effective, because the selection of the candidates through resume screening has maximum percentage of a positive outcome, which is explained below:

**Resume Selection Test**

<table>
<thead>
<tr>
<th>Reviewer</th>
<th>Resumes Provided</th>
<th>Resumes Selected</th>
<th>Successful Selections*</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>10</td>
<td>8</td>
<td>4</td>
</tr>
<tr>
<td>2</td>
<td>10</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>3</td>
<td>10</td>
<td>7</td>
<td>2</td>
</tr>
</tbody>
</table>

Reviewers can use a set of defined criteria to screen the resumes, which can then be compiled as shown below.

**Tabulation of Selection Criteria Used**

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Reviewer 1</th>
<th>Reviewer 2</th>
<th>Reviewer 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>2</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>3</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td></td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>8</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>

**Step 3: Countermeasure Ideas Generation**

It is mandatory to have a basis of standardization in selecting the candidates. The shortlisting of the relevant criteria is done as shown in the following table:

**Selection Criteria – Standardized**

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Reviewer 1</th>
<th>Reviewer 2</th>
<th>Reviewer 3</th>
<th>Criteria to Keep</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>X</td>
<td></td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>2</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>3</td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>4</td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
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<tr>
<td>5</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td>6</td>
<td>X</td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>7</td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>8</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>

The shortlisted list of candidates is reviewed by the department heads and they can suggest modification which can then be incorporated as new criteria.
Step 4: Testing and Modifying the Ideas

The next step is to test the defined set of criteria with three batches. After the selections are done, the set of criteria is analyzed to see if it was effective or not.

Step 5: Implementing the Ideas

If found effective, then implement the new set of criteria for future recruitments.

Step 6: Standardize Procedures

The next step is to standardize the procedure. First, make a note of the improvements achieved in recruitment efficiency. It can be done as shown in the following tables:

<table>
<thead>
<tr>
<th></th>
<th>Before</th>
<th>After</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resumes</td>
<td>100</td>
<td>92</td>
</tr>
<tr>
<td>Selected</td>
<td>18</td>
<td>24</td>
</tr>
<tr>
<td>Interviews</td>
<td>170</td>
<td>142</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Before</th>
<th>After</th>
<th>Percentage Improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>R/C</td>
<td>6.25</td>
<td>4.1</td>
<td>34</td>
</tr>
<tr>
<td>I/C</td>
<td>10</td>
<td>6</td>
<td>40</td>
</tr>
</tbody>
</table>

With the help of the above processes, there will be a reduction of about 30%-40% in the hiring process in shortlisting, reviewing and selecting the candidates for the right job positions. This process was standardized and adopted in the regular practice.

Step 7: Compiling the Quality Improvement Story

At last, the improvised and the quality story is compiled and presented to the senior management for a better recruitment process.
Recruitment is a process of identifying, screening, shortlisting and hiring potential resource for filling up the vacant positions in an organization. It is a core function of Human Resource Management.

Recruitment is the process of choosing the right person for the right position and at the right time. Recruitment also refers to the process of attracting, selecting, and appointing potential candidates to meet the organization’s resource requirements.

The hiring of the candidates can be done internally i.e., within the organization, or from external sources. And the process should be performed within a time constraint and it should be cost effective.

**Importance of Recruitment**

Recruitment is one of the most fundamental activities of the HR team. If the recruitment process is efficient, then –

- The organization gets happier and more productive employees
- Attrition rate reduces.
- It builds a good workplace environment with good employee relationships.
- It results in overall growth of the organization.
Here is a list that shows the purpose and importance of Recruitment in an organization:

- It determines the current and future job requirement.
- It increases the pool of job at the minimal cost.
- It helps in increasing the success rate of selecting the right candidates.
- It helps in reducing the probability of short term employments.
- It meets the organization’s social and legal obligations with regards to the work force.
- It helps in identifying the job applicants and selecting the appropriate resources.
- It helps in increasing organizational effectiveness for a short and long term.
- It helps in evaluating the effectiveness of the various recruitment techniques.
- It attracts and encourages the applicants to apply for the vacancies in an organization.
- It determines the present futures requirements of the organization and plan according.
- It links the potential employees with the employers.
- It helps in increasing the success ratio of the selection process of prospective candidates.
- It helps in creating a talent pool of prospective candidates, which enables in selecting the right candidates for the right job as per the organizational needs.
Recruitment is an important function of the Human Resource Management in an organization, and it is governed by a mixture of various factors. Proactive HR Professionals should understand these factors influencing the recruitment and take necessary actions for the betterment of the organization.

When the market condition changes, the organization also needs to monitor these changes and discover how it affects the resources and analyze these functions for making recruitment an effective process.

We have **Internal Factors** as well as **External Factors** that influence the recruitment process. In this chapter, we will be discussing these factors in detail.

### Internal Factors

Organizations have control over the internal factors that affect their recruitment functions. The internal factors are:

- Size of organization
- Recruiting policy
- Image of organization
- Image of job

#### Size of Organization

The size of the organization is one of the most important factors affecting the recruitment process. To expand the business, recruitment planning is mandatory for hiring more resources, which will be handling the future operations.

#### Recruiting Policy

Recruitment policy of an organization, i.e., hiring from internal or external sources of organization is also a factor, which affects the recruitment process. It specifies the objectives of the recruitment and provides a framework for the implementation of recruitment programs.

#### Image of Organization

Organizations having a good positive image in the market can easily attract competent resources. Maintaining good public relations, providing public services, etc., definitely helps an organization in enhancing its reputation in the market, and thereby attract the best possible resources.

#### Image of Job

Just like the image of organization, the image of a job plays a critical role in recruitment. Jobs having a positive image in terms of better remuneration, promotions, recognition, good work environment with career development opportunities are considered to be the characteristics to attract qualified candidates.
External Factors

External factors are those that cannot be controlled by an organization. The external factors that affect the recruitment process include the following:

- **Demographic factors** – Demographic factors are related to the attributes of potential employees such as their age, religion, literacy level, gender, occupation, economic status, etc.

- **Labor market** – Labor market controls the demand and supply of labor. For example, if the supply of people having a specific skill is less than the demand, then the hiring will need more efforts. On the other hand, if the demand is less than the supply, the hiring will be relatively easier.

- **Unemployment rate** – If the unemployment rate is high in a specific area, hiring of resources will be simple and easier, as the number of applicants is very high. In contrast, if the unemployment rate is low, then recruiting tends to be very difficult due to a lesser number of resources.

- **Labor laws** – Labor laws reflect the social and political environment of a market, which are created by the central and state governments. These laws dictate the compensation, working environment, safety, and health regulations, etc., for different types of employing. As the government changes, the laws too change.

- **Legal considerations** – Job reservations for different castes such as STs, SCs, OBCs are best examples of legal considerations. These considerations, passed by government, will have a positive or negative impact on the recruitment policies of the organizations.

- **Competitors** – When organizations in the same industry are competing for the best qualified resources, there is a need to analyze the competition and offer the resources packages that are best in terms of industry standards.

End of ebook preview

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