

Introduction to Recruitment

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INTRODUCTION

Recruitment is the process of having the right person, in the right place, at the right time and it is crucial to organizational performance. You'll find here information on the recruitment process, recruitment law, policy and methods, online recruitment, costs of recruitment, recruitment advertising, recruitment agencies, consultants and executive search, graduate recruitment, competency-based recruitment, application forms, curriculum vitae, and internal recruitment.

DEFINITION

“Recruitment is the process of searching the candidates for employment and stimulating them to apply for jobs in the organisation”.

The process of finding and hiring the best-qualified candidate (from within or outside of an organization) for a job opening, in a timely and cost effective manner. The recruitment process includes analyzing the requirements of a job, attracting employees to that job, screening and selecting applicants, hiring, and integrating the new employee to the organization.

A process of finding and attracting capable applicants for employment. The process begins when new recruits are sought and ends when their applications are submitted. The result is a pool of applications from which new employees are selected.

IMPORTANCE

It is the process to discover sources of manpower to meet the requirement of staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient working force.

Recruitment of candidates is the function preceding the selection, which helps create a pool of prospective employees for the organisation so that the management can select the right candidate for the right job from this pool. The main objective of the

recruitment process is to expedite the selection process.

Recruitment is a continuous process whereby the firm attempts to develop a pool of qualified applicants for the future human resources needs even though specific vacancies do not exist. Usually, the recruitment process starts when a manager initiates an employee requisition for a specific vacancy or an anticipated vacancy.

RECRUITMENT NEEDS ARE OF THREE TYPES

- **PLANNED**
i.e. the needs arising from changes in organization and retirement policy.
- **ANTICIPATED**
Anticipated needs are those movements in personnel, which an organization can predict by studying trends in internal and external environment.
- **UNEXPECTED**
Resignation, deaths, accidents, illness give rise to unexpected needs.

PROCESS

The selection process will be carried out in two stages, the first one is Common Written Examination and second stage is Common Interviews conducted by IBPS.

1. Common Written Examination:

Institute of Banking Personnel Selection (IBPS) conducts Online Exam for Clerical Cadre posts. Total marks are 200 in a duration of 2 hours for objective type questions. All the tests except the Test of English Language will be available bilingually, i.e. English and Hindi. Each candidate will have to secure a minimum score in each test and also on total to be considered to be called for interview.

2. Common Interviews:

Candidates who have been shortlisted in the examination for CWE Clerks-IV will subsequently be called for an Interview to be conducted by the Participating Organisations and coordinated by the Nodal Bank in each State/ UT with the help of IBPS. Interviews will be conducted at select centres. The total marks allotted for Interview are 100. The minimum qualifying marks in interview will not be less than 40% (35% for SC/ ST/ OBC/ PWD/ EXSM candidates). The weightage (ratio) of CWE (exam) and interview will be 80:20 respectively. The combined final score of candidates shall be arrived at on the basis of scores obtained by the candidates in CWE Clerks- IV and Interview.

PURPOSE

The recruitment process is one of the most fundamental value added HR Processes. The recruitment is especially critical for managers in the organization. The managers use the recruitment process intensively, and satisfaction with Human Resources is mostly about the satisfaction with the recruitment process. The **recruitment process** is sensitive to the external and internal changes, and it can be used as the best indicator for the future HR trends. By careful analysis of **HR Recruitment Measures**, the HR Management team can predict the trends in the job market simply.

Main Recruitment Process Goals

The recruitment process is designed to staff the organization with the new employees, and it uses many different recruitment sources to attract the right talent in the defined quality and within a defined time.

The recruitment process has several goals:

- Find the best talents for the vacancies
- Manage the recruitment sources
- Manage the vacancies in the organization
- Run the internal recruitment process
- Building the strong HR Marketing platform
- Co-operation with local and international universities
- Provide feedback about the trends in the job market

Most recruitment goals are not visible to managers directly, and they use just sourcing of the job candidates as the main outcome from the recruitment process. HR has to use the other outcomes from the recruitment process as it is the source of valuable information.

Finding the best talents on the job market

This is the most important goal of the recruitment process. The HR Recruiters are paid for delivering the candidates to managers, who make the final decision about hiring a new employee.

The organizations are fighting for the best talents in the job market. HR Recruiters have to develop the competitive approaches to make the attractive job offers. The candidates select the organization, which is recognized for being modern and competitive. The job adverts and job offers have to reflect this.

The managers love to hire the best employees available on the job market. They love to interview motivated job candidates. The role of HR is to describe the real need to the manager. Many times, the best job candidate is not the appropriate job candidate.

Recruitment Sources Management

The recruitment sources management is an extremely significant goal of the recruitment process. The recruitment sources deliver the candidates for the selection procedure in the organization. The better the candidates are; the higher quality job candidates can be hired. The proper management of the recruitment sources has a significant impact on the competitive advantage of the organization.

The better employees do not have to be more expensive, but the organization has to manage the recruitment sources to attract the high quality job candidates.

Building the Strong Internal Recruitment Process

The external recruitment is not the only goal of the recruitment process. Building the strong internal recruitment helps the organization to keep the best talents in the organization. The employees have a chance to apply for a new job position, and they can change their career path.

The internal recruitment is a difficult HR topic as the managers have to allow their best employees to take a new role within the organization. The role of Human Resources is in allowing the best employees to rotate and in supporting the managers in developing the successors.

HR Marketing

The HR Marketing is essential for the large organization, which need to attract many job candidates. The large organization cannot hire just the experts; they have to attract many university

graduates. The graduates do select the employer by the strength of the brand name on the job market and offered opportunities in the organization.

The HR has to design the recruitment activities, which support the name of the employer on the job market. The organization has to build a positive brand name, and it has to promote the job opportunities and excellent career paths.

Questionnaire Guidelines

You should apply the basic rules of user-centered design to the design of questionnaires. Design a questionnaire in much the same way that you would develop a maintenance procedure (except that your design cycle might be in days rather than months).

1. You begin by gathering requirements that you need to know about users and the manual.
2. Follow the requirements gathering with a clear definition of goals and an explicit statement of how to build trust and provide respondents with benefits that outweigh the costs of filling out the questionnaire.
3. Conduct prototype reviews and iterative testing.
4. Ensure that you have a data analysis plan so that you understand what to do when all the data is collected.

Gathering Requirements and Questions

- Interview key “stakeholders” about what they know and don’t know about maintenance technicians and how they use the manual. Stakeholders include actual users, sales/marketing, training/development, documentation, senior management, and technical support.
- Distribute 3x5 cards and ask stakeholders from the different groups to write 1-3 questions that they would like to ask users. Avoid asking for too much here. This technique can be useful for getting insight into what issues are most important for different groups.
- Conduct a short brainwriting session. Brainwriting is an extension of brainstorming where each person writes a question on a card and then passes it on to the next person who then reads the previous question and passes the card on to the next person who sees the first two questions and adds a third question. The premise is that seeing the questions of others will prompt additional relevant questions. This can be done in about fifteen minutes at team

meetings and yield a large selection of questions.

- Conduct a focus group to find out what issues are important to key user groups – they can be an excellent source of requirements for questionnaire design (see Interview/Focus Group evaluation method, p. 15, and Focus Group Guidelines, p. 68). The more open-ended nature of a focus group can provide input for more structured online or paper questionnaires.

Be Explicit on the Goals of Your Questionnaire

Too often, the goals of a questionnaire and each question on the questionnaire are not clear. Is the purpose of the questionnaire to gather information before or after a usability evaluation, gather requirements, or understand what difficulties the maintenance technicians generally have with the manuals? Each question on a questionnaire should be related to a specific business goal and user experience issue.

Consider How to Establish Trust, Increase Rewards, and Reduce Social Costs for Respondents

You can design your questionnaire to create trust among respondents and influence the respondent’s expectations about the benefits and costs associated with filling out the questionnaire. Dillman (2000) notes that you can increase trust in the questionnaire by:

- Providing tokens of appreciation in advance (though be careful not to make the tokens too large since this may be a source of bias)
- Indicating clearly that the request is legitimate and the results can initiate changes
- Making the questionnaire appear important
- Indicating how the data will be used

Dillman’s (2000) suggestions for increasing rewards to respondents include:

- Design an interesting questionnaire.
- Use positive language that makes the respondent feel like a collaborator.
- Provide tangible rewards.
- Thank the user for helping.
- Ask people for advice.

Suggestions for reducing the costs of completing a questionnaire include

- Make the questionnaire usable.
- Avoid embarrassing questions (don’t ask “how old are you?”).
- Minimize the need for personal information.

- Make every question is relevant and avoids lengthy questionnaires.
- Allow users to change answers easily in online surveys.

- Rarely
- Occasionally
- Regularly

1b. How often did you use???? during the last month? (Check 1 answer)

- Not at all
- 1-3 times a month
- Once a week
- Two to four times a week
- Once a day
- More than once a day

Create Prototypes of the Questionnaire and Review Against Principles of Survey Design

Design a prototype questionnaire, including the cover page, and compare it with the principles of questionnaire design. These principles should cover language, relevance, page layout, response categories, and ordering of the questions. I recommend that the questionnaire designer ask four people to review the questionnaire, and that you interview a few people not closely associated with the project as they read the questionnaire and think aloud about their reactions to it.

Devise a Data Analysis Plan

A common error in designing and implementing a questionnaire is to not devise a data analysis plan that spells out how answers will be coded. For example, how will you code non-responses, unusual responses, or ratings where people circle two numbers when you only want a single answer?

You also need to consider what analyses you will do on single questions and sets of questions, any hypotheses that you may have and what questions will be used to test those hypotheses. You should do this even if you have survey software that does an automatic analysis of the data. You might find that your automated software doesn't allow some of the analyses that you need to answer the questions that are important to your stakeholders.

Conduct Limited Testing of the Questionnaire with Actual Users

Get a small sample of users (or people as close to the expected users as possible) and have them fill out the questionnaire under realistic conditions and give you feedback. Make your final changes based on this input and do a final edit.

Principles of Questionnaire Design

- Ensure that your first question is relevant to everyone, easy, and interesting.
- Avoid vague response quantifiers when precise quantifiers can be used.

In example 1a, the response categories are vague and can be interpreted differently by respondents. The data from this question would be nearly impossible to interpret. Example 1b eliminates the vague quantifiers with more specific answers.

1a. How often did you ???? during the last month? (Check 1 answer)

- Never