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HIGHER EDUCATION

# Human Resource Management

Attraction (Recruitment)  
Lecturer: Matthew Bambach  
(Slide adapted from Wiley Lecturer Resources)

Shiraz College

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## Objectives

- Describe strategic recruitment
- Discuss the major internal and external sources of human resources
- Explain the major recruitment methods and their advantages and disadvantages
- Discuss the recruitment of women, people with disabilities, older workers and minorities
- Evaluate the recruitment activity

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## Some facts...

- Young people entering the workforce can expect to change their careers (not jobs) 7 times
- Only 3% of female students in Victoria have a strong interest in an IT career. Many think IT is 'geeky and boring'.
- > 20% of Australian businesses are actively seeking employees from overseas
- Japanese husbands with 1 child under the age of 6 spend on average only 21 minutes/day with them

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### Some facts...

- 1/5 of men with young children are working part time or not in the labour force at all.
- In 2006, US women held 14.7% of all Fortune 500 board seats. At the present rate, it will take 70 years for women to equal the number of men on boards.
- UK research: for each 16 point rise in IQ, a women's marriage prospects drop by 40%. For men, the increase in intelligence raises the prospect of marriage by 35%.

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### Strategic recruitment

- Linking of recruiting activities to the organisation's strategic business objectives and culture
- **Recruitment** — seeking and attracting a pool of qualified applicants from which candidates for job vacancies can be selected.
- **Employment branding** — promoting an image of the company as a good employer to create a favourable impression with potential candidates

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### Issues

- Realistic Job preview
  - A method of conveying job information to an applicant in an unbiased manner, including both positive and negative factors
- Policy
  - Promotion from within
  - Promotion from outside

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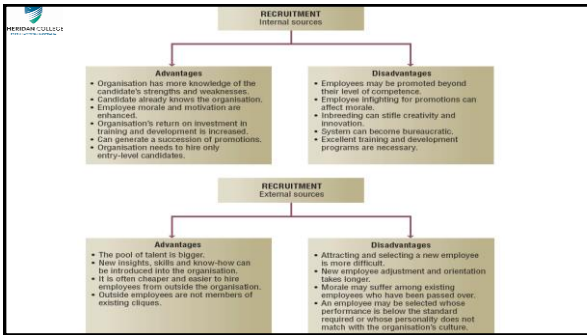
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**Employment checklist**

Before beginning the hiring process, the HR manager should review and receive agreement from all involved managers on the following issues:

1. Is there a genuine need for this job to be filled? Could the work be reallocated? Is the work really necessary? Would the work be better outsourced?
2. Should the job be filled internally or externally?
3. What is the budget for filling the position? Which departments will be charged the recruitment costs?
4. What are the duties, responsibilities, reporting relationships, qualifications, experience, skills and personal qualities required? (An agreed job description and job specification are essential)
5. What is the job size? What is the job title?
6. What pay and fringe benefits will the position attract? What are the conditions of employment? Which departments will the payroll costs be charged to?
7. How will candidates be recruited? Job posting? Newspaper advertisement? Executive search consultant? Personnel agency?
8. What advertisement copy/layout/style will be used? Will the advertisement be prepared in-house or by an advertising agency? Who will approve the final version? Who will be responsible for placing the advertisement? Which newspapers, magazines and other communication media will be used to relay the advertisement to potential applicants?
9. Who will be involved in the recruitment and selection process? Who will conduct the interviews? Who will make the hire/reject decisions? Will psychological tests be used? Will a medical examination be required?
10. Who will handle the induction? Who will be responsible for placing the new hire on the payroll?
11. Who will give the job instructions? Who will arrange for any special training required?
12. Who will review the new hire's performance during the probation period? Who will be involved in the decision to confirm or terminate employment? Who will make the decision?

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**Recruitment activities**

- Determine and categorise the organisation's long-range and short-range HR needs
- Keep alert to changes in the labour market
- Develop appropriate recruitment advertisements and literature
- Select the recruitment methods to be used
- Record the number and quality of applicants from each recruiting source
- Follow-up on applicants and evaluate

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 **Recruitment best practice**

- Realistic job previews
- Recruitment sources
- Recruiter behaviours
- Employment inducements
- Recruitment activities
- Recruitment advertising
- Organisational image, reputation and symbolic attributes
- Creative, innovative and effective recruitment practices

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 **Internal recruitment methods**

- Computerised record systems:
  - Skills inventories
  - Replacement charts
- Job postings:
  - Bulletin boards
  - Newsletters
  - Personal letters computerised posting programs

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 **External recruitment methods**

- International recruitment
- Advertising
- Employment agencies
- Management recruitment consultants
- Executive leasing
- University recruiting
- Employer referrals
- Unsolicited applications
- Professional associations
- Trade unions

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**Major Types of Advertising Media**

- Newspapers/ Magazines
- Direct Mail
- Billboards
- Directories
- Radio / TV
- Point of Purchase
- Internet
- Social Media

See Fig 6.8 Adv. & Disadv.

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**The AIDA technique**

AIDA stands for Attention, Interest, Desire, Action. It gives information, creates interest and stimulates replies.

1. **Attention.** An eye-catching, descriptive title is the key to getting attention. The title of the advertisement need not be the actual job title (which may not have a particularly appealing sound) but it should highlight the attractive features of the job. If needed, subtitles or the first sentence of the copy immediately following the heading can be used to expand on this theme. Attention is also gained in the first paragraph, which should be stimulating and contain much of the information about the job.
2. **Interest.** This will include some but not all of the critical points of interest such as job detail, reporting relationships and qualifications. The details should be contained in one or two paragraphs in an easy-to-read, logical style.
3. **Desire.** Having caught the attention of the reader and created interest, you want to make a special, individual and direct appeal to this prospective candidate. You do this by offering such incentives as higher status, better remuneration, more security, realistic promotional prospects, greater professionalism and more progressive employee policies. Apart from the salary, your appeal will be an emotive one.
4. **Action.** Finally, you call for action. This must be more than just giving your address or telephone number. Ask the candidate to write, invite him or her to telephone, ensure him or her of complete confidentiality. Give your name so the candidate may contact you direct.

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**When you are job seeking online:**

- Research carefully to find the right sites.
- Check whether a site belongs to a head-hunter or is a general recruitment site.
- Check that job adverts are updated regularly.
- Don't expect too much.

**Before posting your résumé online:**

- Check how confidentiality issues are handled at each site.
- Don't post personal details such as your address (although you may need to leave your phone number).
- Think carefully about sending your résumé, as having your résumé on too many sites can make you look desperate and probably isn't necessary.
- Re-post your résumé regularly so that it appears near the top of any search.

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### Recruitment of women

- Barriers encountered by women
- Glass ceiling
  - Glass walls
- Women in trades and non-traditional occupations
- Women in sales

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### Recruitment and EEO

- Recruitment of people with disabilities
- Recruitment of older workers
  - Grey ceiling
- Recruitment of minorities
- Recruitment of Aboriginal and Torres Strait Islanders
- Recruitment of gay and lesbian workers

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### Evaluation of recruitment

- Productivity
- Quality
- Costs
- Time
- Soft data

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### Summary

- Recruitment is a form of business competition.
- The job needs to be clearly identified and defined and the type of candidate required specified.
- Organisations that are regarded as good employers have the least trouble attracting high-quality candidates.
- Evaluation of recruitment is essential.

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