

To turn things around for the second year of college recruitment, Marianne realized that she needed to engage in a thorough process of recruitment planning and strategy development. As she began this undertaking, her analysis of past events led her to conclude that one of her key mistakes was to naïvely assume that the three managers would actually be good recruiters and were motivated to do the job effectively. This time around, Marianne decided to use 12 managers as recruiters, assigning one to each of the 12 campuses. She also decided that more than a recruitment briefing was needed. She determined that an intensive, one-day training program must be developed and given to the managers prior to the beginning of the recruitment season. page 262

You work in HR at another organization in Clucksville and are a professional acquaintance of Marianne's. Knowing that you have experience in both college recruitment and training, Marianne calls you for some advice. She asks you if you would be willing to meet and discuss the following questions:

1. What topics should be covered in the training program?
2. What materials and training aids will be needed for the program?
3. What skills should the trainees actually practice during the training?
4. Who should conduct the training?
5. What other changes might have to be made to ensure that the training has a strong impact on the managers and that during the recruitment process they are motivated to use what they learned in training?

Case Study & Discussion #6
Internet Recruitment

Selma Williams is a recruiter for Mervin/McCall-Hall (MMH), a large publisher of educational textbooks (K-12 and college). Fresh out of college, Selma has received her first big assignment at MMH, and it is a tough one—develop an Internet recruitment strategy for the entire organization. Previously, MMH had relied on the traditional recruitment methods—college recruitment, word of mouth, newspaper advertisements, and search firms. As more and more of MMH's textbook business is connected to the web, however, it became clear to Selma's boss, Jon Beerfly, that MMH needs to consider upgrading its recruitment process. Accordingly, after Selma had acclimated herself to MMH and had worked on a few smaller recruitment projects (including doing a fair amount of recruitment at college campuses in the past three months), Jon described her new assignment to her, concluding, "Selma, I really don't know much about this. I'm going to leave it to you to come up with a set of recommendations about what we ought to be doing. We just had a new intern come into the office for a stint in HR, and I'm going to assign this person to you to help on this project." Assume that you are the intern.

At your first meeting, you and Selma discuss many different issues and agree that regardless of whatever else is done, MMH must have a recruitment area on the corporate website. After further discussion, Selma gives you several assignments toward this objective: page 263

1. Look at three to five corporate websites that have a recruitment area and note their major features, strengths, and weaknesses.
2. Interview three to five students who have used the recruitment area on a corporate website and ask them what they most liked and disliked about it.
3. Prepare a brief report that (1) summarizes your findings from assignments #1 and #2 and (2) recommends the design features that you and Selma will develop for inclusion in the MMH website.

ENDNOTES

1. G. Dessler, *A Framework for Human Resource Management*, 7th ed. (Upper Saddle River, NJ: Pearson, 2013); E. Page, "Linking Business Strategy to Recruiting Strategy," *Journal of Corporate Recruiting Leadership*, 2010, 5(4), pp. 3-6; J. Sullivan, "The 20 Principles of Strategic Recruiting," *ERE*, July 7, 2008 (www.ere.net/2008/07/07/the-20-principles-of-strategic-recruiting).
2. D. H. Freedman, "The Monster Dilemma," *Inc.*, May 2007, pp. 77-78; J. Barthold, "Waiting in the Wings," *HR Magazine*, Apr. 2004, pp. 89-95; A. M. Chaker, "Luring Moms Back to Work," *New York Times*, Dec. 30, 2003, pp. D1-D2.
3. L. Ryan, "10 Ways to Fix Broken Corporate Recruiting Systems," *BusinessWeek*, June 13, 2011, p. 3.
4. B. L. Rau and M. M. Hyland, "Role Conflict and Flexible Work Arrangements: The Effects on Applicant Attraction," *Personnel Psychology*, 2002, 55, pp. 111-136.
5. F. Hansen, "Recruiting the Closer: Dealing With a Deal Maker," *Workforce Management Online*, Oct. 2007 (www.workforce.com).
6. R. J. Grossman, "How to Recruit a Recruitment Outsourcer," *HR Magazine*, July 1, 2012 (www.shrm.org); R. J. Grossman, "Alternatives to Recruitment Process Outsourcing," *HR Magazine*, July 1, 2012 (www.shrm.org).
7. M. N. Martinez, "Recruiting Here and There," *HR Magazine*, Sept. 2002, pp. 95-100.
8. P. O. Ángel and L. S. Sánchez, "R&D Managers' Adaptation of Firms' HRM Practices," *R&D Management*, 2009, 39, pp. 271-290.
9. "Cutting Corners to the Best Candidates," *Weddle's*, Oct. 5, 2004 (www.weddles.com).
10. J. Whitman, "The Four A's of Recruiting Help Enhance Search for Right Talent," *Workforce Management Online*, Nov. 2009 (www.workforce.com).
11. D. Dahl, "Recruiting: Tapping the Talent Pool ... Without Drowning in Résumés," *Inc.*, Apr. 2009, pp. 121-122; M. Ferguson, "Recruiting by Numbers," *Workforce*, Aug. 2015 (www.workforce.com).