

delay in filling vacancies by planning for openings well in advance of their actual occurrence. Effective planning requires that top management prioritize job openings so that they can be filled in the order that best meets the needs of the business. It also requires that recruiters be fully prepared to conduct the searches. Therefore, recruiters must be aware of the deadlines for placing ads in the appropriate periodicals, and they should be knowledgeable about the availability of labor in the marketplace. With the growth of Internet recruiting, much hiring is now continuous.<sup>9</sup> For example, many large organizations keep a list of job openings on their websites that are continually updated through their HR information systems.

**Time Sequence Concerns.** In a successful recruitment program, the steps involved in the process are clearly defined and sequenced in a logical order. A staffing flowchart should be used to organize all components of the recruitment process. The sequence of recruitment activities will affect the amount of time needed to fill job vacancies.

A very useful set of indicators for time sequence concerns is known as time-lapse statistics. These statistics provide data on the average length of time between various phases in the recruitment process. Organizations should routinely collect these data in order to assist managers in planning when vacancies are to be filled.

### Recruitment Budget and Return on Investment

The recruitment process is a very expensive component of organizational staffing. Costs include staff time developing a recruitment message, a website, advertising, personal contacts and follow-up with potential candidates, and logistics for on-site candidate visits. Because recruiting is such an expensive proposition, it is vital for HR to track both the costs and the returns of its recruiting practices.<sup>10</sup> The use of applicant tracking systems makes it easier for leaders to estimate metrics from a variety of recruiting practices.

The high costs of recruitment also point to the importance of establishing a well-developed recruitment budget. An example of a recruitment budget is shown in Exhibit 5.3. Two issues need to be addressed in establishing a recruitment budget. First, a top-down or bottom-up procedure can be used to gather the information needed to formulate the budget. With a top-down approach, top management sets the budget for recruitment activities on the bases of the business plan for the organization and projected revenues. With a bottom-up approach, the budget for recruitment activities is set on the basis of the specific needs of each business unit. The former approach works well when the emphasis is on controlling costs. The latter approach works better when commitment to the budget by business unit heads is the goal.

A second issue is deciding whether to charge recruitment costs to business unit users. That is, should recruitment expenses be charged to HR or to the business unit using HR services? Most organizations charge the HR department. One reason for this may be to encourage each business unit to use the recruitment services of

get,

pli-  
ies,  
en-  
the  
ness  
with

For  
than  
that  
ross  
con-  
unc-  
that  
[3],  
idies  
elop  
used  
ghly  
ntral  
take  
ment  
e the  
perw

time  
apply  
ng the  
dual  
appli  
Once  
ertain  
inc.

more  
ndle #  
ze the