

LEARNING OBJECTIVES AND INTRODUCTION

Learning Objectives

- Engage in strategic recruitment planning activities
- Understand the difference between open and targeted recruitment
- Create a persuasive communication message
- Learn about a variety of recruitment media
- Recognize how applicant reactions influence the effectiveness of a recruiting plan
- Utilize a variety of recruitment sources
- Evaluate recruiting based on established metrics

Introduction

An effective recruiting process is the cornerstone of an effective staffing system. If the recruiting system works, high-quality applicants will be attracted to the organization, the best candidates will be available for selection and eventual hiring, and the organization will have a much easier time reaching its strategic staffing goals. Conversely, if recruiting fails to attract enough qualified applicants, none of the other components of the staffing system can function properly—after all, you can't hire people who don't apply.

In external recruiting, the organization is trying to sell itself to potential applicants, so many marketing principles are applied to improve recruiting yields. You'll learn how recruiters choose from three types of messages—realistic, employment brand, or targeted—to attract the right types of candidates. Over the course of this chapter, you'll also learn about the advantages and disadvantages of recruiting methods such as corporate websites, employee referrals, college job fairs, and many others.

The recruitment process begins with a strategic planning phase, during which strategic recruiting goals are defined, a decision is made about whether an open or targeted technique will be employed, and organizational and administrative plans are developed. Following the formation of a strategy, the message to be communicated to job applicants is established, along with the media that will be used to convey the message. Special consideration must be given to applicant reactions to recruiters and the recruitment process in undertaking each of these phases of the external recruitment process. Finally, the organization will implement its chosen strategy, based on careful consideration of all the factors that have been mentioned previously. Close attention must also be given to legal issues. This includes consideration of the definition of job applicant, disclaimers, targeted recruitment, electronic recruitment, job advertisements, and fraud and misrepresentation.