# AGENDA: November 1st
ADM 3333 Staffing Organizations

- 7:00pm – 7:10pm: Administration Details / Questions

- 7:10pm – 8:15pm: Recruitment and Applicant Screening with Exercise

- 8:15pm – 8:30pm: Break

- 8:30pm – 9:40pm: Recruitment Part II and Individual Reflection Exercise

- 9:40pm – 9:50pm : Discussion / Questions

ADM 3333 Staffing Organizations
Sessions 1 – 7

Summary of Key Points to Date:

- Overview of Staffing Organizations
- The challenges to building teams and retaining good people
- Best practices in recruitment and selection
- Challenges (and solutions) to selection
- Social / Economic Factors affecting recruiting
- CHRP Edge and Legal issues / balance with developing staff / teams
- Job Analysis and effective, relevant interview
- Job Performance and criteria for staffing
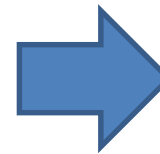
STAFFING ORGANIZATIONS

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BUILDING WINNING TEAMS

ADM 3333 Staffing Organizations Sessions 1 – 9

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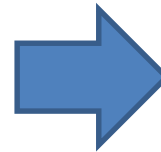
STAFFING ORGANIZATIONS STRATEGY

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1. **GETTING NEW TALENT**
2. **FIXING the LEAKY BUCKET**
3. **CREATING ADVOCATES**

RECRUITMENT PROCESS
Example: How to build a WINNING team?

Applicant Screening

- **Screening**: the first step of the selection process; involves identifying individuals from the applicant pool who have the minimum qualifications for the target position(s)
  - Candidates "passing" this first hurdle then undergo more extensive assessments

Applicant Screening

- **Minimum qualifications (MQ)**: knowledge, skills, abilities, experiences, and other attributes and competencies deemed necessary for minimally acceptable performance in one or more positions; designed for making the "first cut" in screening job applicants; sometimes referred to as **selection criteria**

Applicant Screening

- **Designated targeted groups**: the four groups (women, visible minorities, Aboriginal peoples, and people with disabilities) designated in the federal government's Employment Equity Act that receive legal "protection" in employment policies and practices because of their underrepresentation in the workplace
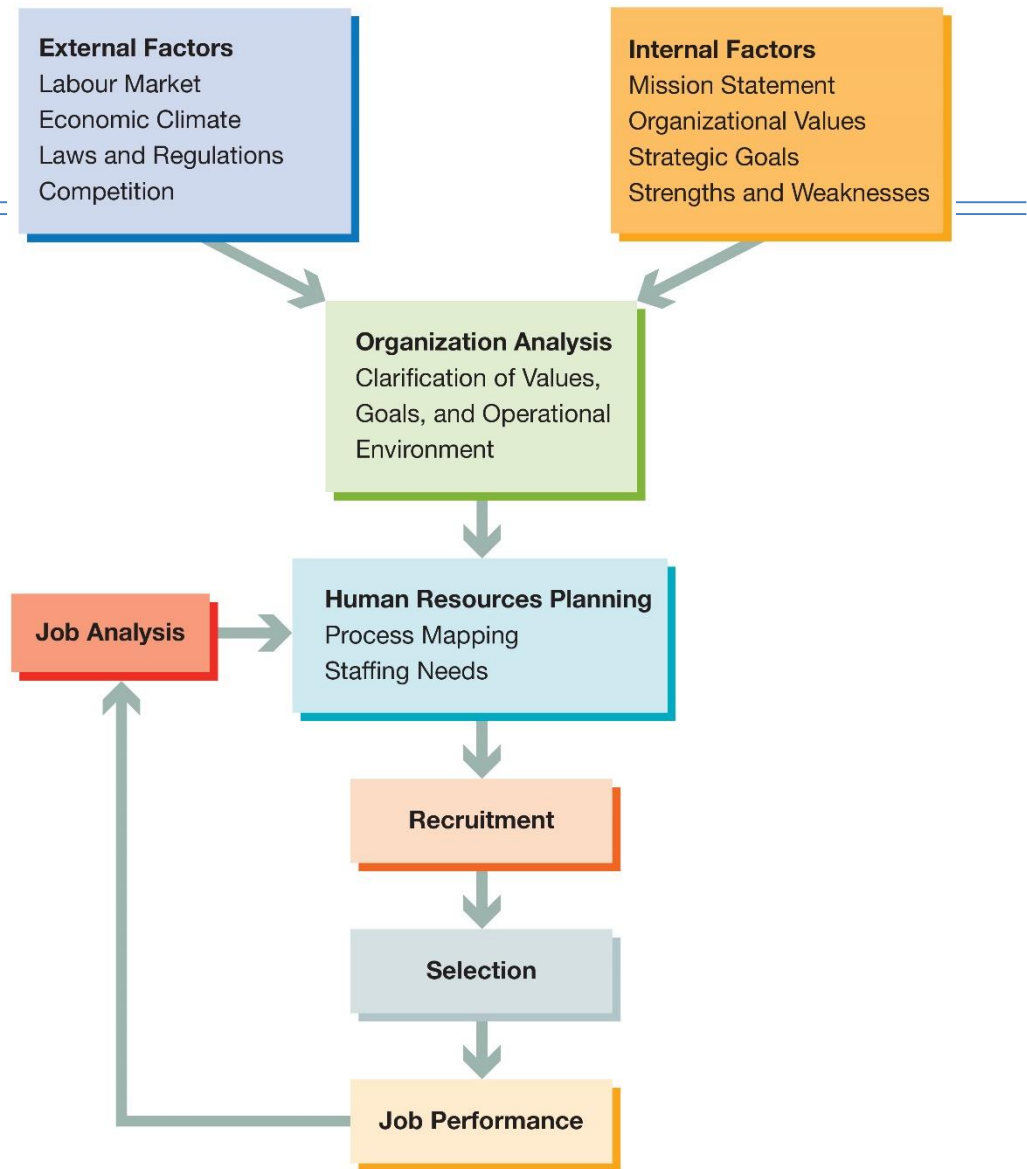
Recruitment, Screening, and Selection

- **Selection ratio**: the proportion of applicants for one or more positions who are hired

RECRUITMENT: Cirque de Soleil – the ENTIRE ORGANIZATION

Figure 6.1: Recruitment as Part of the HR Planning Process

External Factors
Labour Market
Economic Climate
Laws and Regulations
Competition

Internal Factors
Mission Statement
Organizational Values
Strategic Goals
Strengths and Weaknesses

Organization Analysis
Clarification of Values, Goals, and Operational Environment

Job Analysis

Human Resources Planning
Process Mapping
Staffing Needs

Recruitment

Selection

Job Performance

Recruitment Strategy

- **External Factors: The Labour Market**
    - Labour markets and recruiting
    - Part-time labour markets and recruiting

Outsourcing

- **Outsourcing**: contracting with an outside agent to take over specified HR functions

Recruitment Strategies

- **External Factors**:
  - The Legal Environment
  - Systemic Discrimination
  - Diversity Recruitment

Recruitment Strategies

- **Internal Factors**:
  - Business Strategy/Plan
  - Job Level and Type
  - Recruiting Strategy and Organizational Goals
  - Describing the Job

Recruitment Action Plan

- Timing of recruitment initiatives
- Locating and targeting the applicant pool

Recruitment and Selection Notebook 6.1

- **Elements of a Recruitment and Staffing Action Plan**
  1. Develop a recruitment strategy
  2. Develop the applicant pool
  3. Screen the applicant pool
  4. Conduct a review of job applicants
  5. Evaluate the recruiting effort

Recruitment and Selection Notebook 6.2

- **Guidelines for Effective Recruiting**
  - Ensure that candidates receive consistent and noncontradictory information about important features of the job and its environment
  - Recognize that the behaviour of recruiters and other representatives gives an impression of the organization's climate, efficiency, and attitude toward employees

Recruitment and Selection Notebook 6.2

- Ensure that all recruiting information and materials given to job applicants present accurate and consistent information

- Present important information on the job and the organization to job candidates by several different, reliable, and credible sources

- Give serious consideration not only to the content of information presented to candidates but also to the context in which it is presented

The Person-Organization Fit

- **Person-job fit**: when a job candidate has the knowledge, skills, abilities, or other attributes and competencies required by the job in question

- **Person-organization fit**: when a job candidate fits the organization's values and culture and has the contextual attributes desired by the organization

Recruitment Sources for Internal Candidates

- Internal Candidates

- Internal Job Postings

- Succession Plans/Replacement Charts

- Human Resources Information Systems (HRIS)

- Nominations

Recruitment Sources for External Candidates

- Job Advertisements

- Newspapers

- Professional Periodicals and Trade Journals

- Radio and Television

- Public Displays

- Direct Mail

Recruitment Sources for External Candidates

- Open Houses

- Job Fairs

- Employee Referral

- Networking

- Walk-Ins

- Employment Agencies

- Other!

Recruitment Sources for External Candidates

- Service Canada Centres
- Private Employment Agencies
- Executive Search Firms
- In-house Recruiters
- Temporary Help Agencies

As a recent graduate of a human resources program, how would you go about looking for a job?
What do you need to think about in your job search?

Recruiting at Educational Institutions

- Seeking entry-level technical, professional, and managerial employees

- Placement services provided in the educational institutions

- Well-established campus recruiting programs

E-Recruiting: Use of the Internet and Social Networks

- **Internet recruiting**: the use of the Internet to match candidates to jobs through electronic databases that store information on jobs and job candidates

- **Social networks**: Internet sites that allow users to post a profile with a certain amount of information that is visible to the public

TABLE 6.1

COMPARISON OF RECRUITMENT METHODS

METHODS	ADVANTAGES	DISADVANTAGES
INTERNAL RECRUITMENT		
Job postings	• Inexpensive • Rewards performance • Discovers talent	• Time consuming • Produces instability • Demoralizing process
Succession/replacement charts	Based on known human resources	Limited by organizational chart and structure
Information systems (HRIS)	Known KSAO database linked to job	• Expensive • Rarely used by companies
Nominations	Based on known human resources	• Random process • May lead to discrimination
EXTERNAL RECRUITMENT		
Newspaper ads	• Quick and flexible • Specific market	• Expensive • Short lifespan for ads
Periodicals/journals	Targets specific groups or skills	• Long lead time for ads • Expensive
Radio and TV	• Mass audience • Targets specific groups • Image advertising	• Very expensive • Short ad duration • Provides little information
Public displays	• Inexpensive	• Provides little information
Direct mail	• Targets specific groups and skills • Can provide much information	• Expensive and inefficient • Requires mailing list • Often not read
Special events: open house, job fairs	• Useful for filling multiple jobs • Relatively inexpensive • Targets job pool	• Shares job pool with competition • Information overload/stress
Employee referrals	Inexpensive	May lead to discrimination and inbreeding
Networking	Inexpensive	May lead to discrimination and inbreeding
Walk-ins	Inexpensive	Random process; inefficient
Canada Employment Centres	Inexpensive; job–KSAO fit	Success limited to certain occupational categories
Private employment agency	Person–job fit	Expensive

Continued

TABLE 6.1

CONTINUED

METHODS	ADVANTAGES	DISADVANTAGES
Executive search firm	Known talent pool	Very expensive
In-house recruiter	Knows company	Limited knowledge of recruiting methods
Temporary help agency	• Access to short-term labour pool • Few recruiting demands	• Exposure to risk of discrimination claims • Mostly unskilled and poorly educated talent pool
Recruiting at schools	• Known talent pool • Pretrained applicants	Time consuming; very expensive
Internet	• Mass audience • Inexpensive • Specific audience	• Random process • Unknown audience
Social networks	• Targets "passive" applicants • High rate of return on investment	• Potential for discrimination • Information may be unreliable

Corporate Image and Applicant Attraction

- Reputation of an organization is an important concern to job applicants

- Corporate image predicts the likelihood of interest on the part of a job seeker

- Familiarity with the company

- Competitive compensation package

Image Advertising

- **Image advertising**: advertising designed to raise an organization's profile in a positive manner in order to attract job seekers' interest

The Organizational Context

- **Interests and values**: an individual's likes and dislikes and the importance or priorities attached to those likes and dislikes

- **Job search**: the strategies, techniques, and practices an individual uses in looking for a job

Figure 6.4: Matching the Candidate's and Organization's Perceptions: Job Offer Outcomes

Candidate's Perception of the Organization

		Positive	Negative
Organization's Perception of the Candidate	Positive	Job offer made by organization and accepted by candidate.	Job offer made by organization and rejected by candidate.
	Negative	Job offer not made by organization but would have been accepted by candidate.	Job offer not made by organization and would not have been accepted by candidate.

Realistic Job Preview

- **Realistic job preview**: a procedure designed to reduce turnover and increase satisfaction among newcomers to an organization by providing job candidates with accurate information about the job and the organization

Recruitment and Selection Today 6.7

- **Behavioural Measures**
  - Turnover
    - within 6 months
    - within 12 months
    - within 24 months
  - Absenteeism

- **Performance Measures**
  - Performance ratings
  - Sales quotas
  - Performance potential

Recruitment and Selection Today 6.7

- **Attitudinal Measures**
  - Job satisfaction
  - Job involvement
  - Satisfaction with supervisor
  - Commitment to organization
  - Perceived accuracy of job descriptions