

# RECRUITMENT OF RECRUITERS AS A HUMAN RESOURCES FUNCTION IN THE COMPANY

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# HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT

- NEEDS ANALYSIS
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# RECRUITMENT OF RECRUITERS – ROR

In today's human resource market, recruiters are as diverse and varied as the positions they hire for. How can we hire recruiters that offer value to our companies and clients? Considering the current state of the economy, this question is more approved than ever. Recruiters are getting the inside track on finding the right recruitment talent for certain organization, exploring key factors to consider when hiring and screening candidates.

*Hays Financial Markets surveyed nearly 800 employees in the UK financial markets sector to get a gauge of the state of the market. Survey results confirm the recruitment and retention challenges that exist in the banking and financial services sectors. Headline figures strongly suggest that the candidate market is far more mobile than it was in 2009:*

*25% of employees are considering leaving the sector*

*75% are open to considering new jobs opportunities*

*25% of employees think they will stay with their current employer for more than 3 years*

*42% want to leave within the next year*

*Source: [http://www.hays.co.uk/enhance-your-career/banking-jobs/HAYS\\_005604](http://www.hays.co.uk/enhance-your-career/banking-jobs/HAYS_005604)*

# ROR

Hiring the right recruiter is the 1st step for hiring the right employees. Whether recruiting in a large corporation or a small project company, recruiters are at the front lines of the talent search. Working to recruit the right engineering team or marketing VP can be critical to client's or company's bottom line. As a contract recruiter, bringing the right talent to the table can be the deal breaker in fee collection, referrals, and repeat business. As an internal recruiter, placing the right candidate not only lends job satisfaction and material rewards, but also helps the company succeed.

# ROR

There is no magic formula that determines recruiting success. Desirable characteristics include people skills, a penchant for sales, flexibility, confidence, and adaptability. However, a critical and sometimes poorly employed factor that bridges all these separate skills, is fit. In hiring recruiters, we not only need to ascertain fit for our own recruitment working group, but fit for companies and clients as well. 1st step in determining fit is assessing skills and personality. A common mistake of hiring managers is to screen recruiters based largely on fit to their own personality preference or work ethic. Proactive approach is to hire recruiters who will appeal to target candidates and clients.

# ROR

Next, look at the candidate's experience vis-à-vis your company's goals. Experience has two sides: industrial and functional. Screen candidates with both aspects in mind. First, what work experience does the recruiter have in the industry of your company? Second, what experience does the recruiter have recruiting and interacting with the professionals that you want to hire? The ideal candidate will have both types of experience. In addition, candidates should have a sophistication level appropriate to the position. The latter is key to interacting effectively with both management and the candidates they will be sourcing. Third, know-how and best practices are highly desirable.

# ROR

- Good recruiters add value by bringing hard-to-find candidates to the table. To do this not only means having the raw knowledge and ability to find talent and close the deal, but the drive and insight to maximize success from the outset. Evidence of good judgment, consensus building skills, and the ability to adjust to new situations are all great qualifications. A passion for the profession is also beneficial. One of the hallmarks of great recruiters is their ability to adapt and adjust market focus to reflect the times.
- ▶ 5 challenges recruiters face in these difficult times
  - Difficulties to get job orders
  - ‘Purple Squirrels’
  - Fee reducing pressure
  - Rising number of candidates
  - Hard times for recruitment

# ROR

## Human resource strategies

- Strengthen Company Branding
- Revitalize Company Website
- Utilize Video
- Searching for Innovators
- Strengthen Your Offer
- Revisit Internal Processes
- Engagement of Recruiters with Sound Reputation

In today's business environment, hiring a talented recruiter can be an invaluable asset to any company finding a top recruiter should be a priority for any business. As more jobs become available, finding the best talent out there will only become more difficult. Only a recruiter, who has the ability to attract and hire top level talent, can put a company one step ahead of its competitors

# What makes a good recruiter?

- As with any position, there are traits that can be associated with success in the corporate recruiting profession. 4 primary traits are recognized as critical to a potential recruiter:
  - Focus,
  - Adaptability,
  - Confidence and
  - Empathy.

# Focus

- ▶ A great recruiter needs to be able to keep their eye on the end goal while processing a great amount of information. A recruiter will be collaborating with various individuals throughout the hiring process and getting distracted can come with the territory

# Adaptability

- ▶ Top tier recruiter need to adapt and do the best in any situation. Adaptability also equates to ability to accustom themselves to any established in-house systems, such as applicant tracking software

# Confidence

- ▶ A great recruiter must have the self-confidence to start producing for a company right away. Starting out timid and 'testing the waters' won't help a company break into an incredibly competitive hiring market. A recruiter should latch their teeth onto a candidate and not let go until the job is done

# Empathy

- ▶ Empathy is one of the most overlooked traits that should come naturally to any good recruiter. A recruiter should have the ability to empathize with their candidates on a number of levels, including evaluating their backgrounds, emotional responses and overall behavior.

# How do you know that you're hiring top talent?

- ▶ Recruitment Technology
- ▶ Media evaluation for advertising
- ▶ Consider your competitor's personnel pool
- ▶ Verifying references
- ▶ Promote from within

# RECRUITMENT OF CANDIDATES

## INTERNAL CANDIDATES RECRUITMENT

- ▶ Methods of internal candidates recruitment
  - Notice board
  - Corporate journal
  - „Old boys network“
  - Evidence and human resources plan

Considering lack of internal candidates for certain positions or their “inappropriateness”, we turn to external candidates.

# RECRUITMENT OF CANDIDATES

- EXTERNAL CANDIDATES RECRUITMENT
- After identifying impossibility of internal candidates recruitment, and generating the picture of candidates needed characteristics, through analysis and job specification, we have to decide where we will search for potential candidates. It is necessary to contact potential sources, but also to generate the communication process scheme, for attracting and recruitment of candidates. Advertising as recruitment media for attracting of potential candidates becomes functional and effective, even the most important part of employment process.

# *Media*

When communicating to external candidates media have special role. Considering advantages and disadvantages, we may not forget the fact of media influence. Additional attention is focused to:

- INTERNET
- PRESS
- TV AND RADIO

Apart from considering media role, we have to include also:

Employment institute  
State employment institute  
Private agencies  
School institutions  
Postal informing  
Special occasions

# INTERNET

- Advertising on Internet portals, specialized pages, social groups, companies and organizations may successfully recruit job candidates.
- Communication speed, diversification, covering various, geographic, social and interest groups, and incomparable faster feedback, with low advertising cost and verification opportunity, make Internet dominant media.
- Internet advertisement presenting employment needs for various profiles of experts is usually followed with links to Internet page of the company that advertise employment needs, as well as job description, and infrequently is all about “open” tender and administrative competition, for continual employment.
- It is usually tied to system of network connected Internet pages and portals, especially when there are private agencies for job finding and consulting. Global internet and world trade expansion resulted in changes of definition for human resources, global demand for talents and obvious shortage, i.e. less offer of high quality employees.
- “Corporate pages” ensured significant contribution, Job finding portals, Google, Yahoo, Bing and other global search systems, and also blog, microblog, Twitter, Facebook, forums and other social networks, particularly business social networks like Linked In, ecademy, Focus, Xing, Plaxo, xeesm...



# PRESS

Key advantages: communication speed and deadlines fulfilment. Various changes are possible, and that confirms media flexibility. There is also possibility for focus onto specific geographical areas. On the pages of magazines classified sections, headings and columns, are appropriately organized for easier approach to potential job hunters. Advertising in press also have disadvantages, like following:

- probability of readers ignorance because of miscarrying or other reasons,
- high saturation with “competitors press” and generating tight information mass,
- lack of specialized circulation, i.e., we usually communicate to huge number of readers for the same high price, and we do not expect from each newspapers reader to cooperate or to apply for the vacancy,
- poor advertising quality because of insufficient or low quality print (graphical defects, inappropriate ways of visual communication etc.).

Press, as an advertising and recruitment media is useful, mostly in following occasions:

- when we want to focus advertising on to certain geographical area;
- when expecting sufficient number of applications on certain area; and
- if applications fulfil only short term needs for new staff employment.

# TV and radio

- These media are unavoidable. Advertising on radio and TV usually ensure contacts to potential candidates, that are not actively engaged in job searching through press. Radio and TV may be focused on narrow and specialized areas, they are creatively more flexible than other media. Recruitment process dramatizing, through “employment and successful career story”, typically have stronger impact than press materials. There is also a competitive effect during recruitment, i.e., it’s easier to extract the competition.
- Disadvantages of advertising in radio and TV are following:
- There are only possibility for short and simplified messages,
- Lack of continuity, difficult feedback, focus on impression generating,
- Creating and performing TV advertisement is time limited and usually very expensive, and
- Lack of specialized selection, respectively, paying for futile information circulation.

## TV and radio

- TV and radio are usually used for advertising in highly competitive environment, and when we believe that potential candidates are not well informed with our recruitment activities. This is a good opportunity when we offer numerous job positions and number of candidates is sufficient on certain area. This media are useful also when we need stronger and faster impact on potential candidates. „Blitz“ campaign may fulfill our expectations for certain area in ten to fifteen days or less. Additionally, radio and TV will devote attention of readers of certain newspapers or magazines and advertisements in the same magazine, that was eventually omitted to do.

# Employment institute

Candidate recruitment is practicable in cooperation with agencies, organizations, and Employment institutes. These institutions and organizations are following:

- State institutes, on state, regional and local level,
- Institutions tied to non profit association and organization activities, and
- Private institutions, various agencies for job finding and employment consulting.

Usually, that relates to system of local and regional employment institutes, connected to central one – state institute. This way we will reach not only higher efficiency, but also higher quality of organization, coordination and higher quality of informatin system. Utilization of computer processed data about job, Institute employees, psychologists and similar, have better basis for decision making, services and job advices providing for potential candidates. Every local and central state institution are connected in functional unity, that ensures additional potential in staff recruitment.

# State employment institutes

- State employment institutes services are recommendable when we are searching following:
  - When we are not sure in ensuring sufficient number of candidates,
  - When our human resource department haven't enough resources, or is limited in candidate recruitment activities,
  - If we need smaller number of specialized staff, respectively, when it is not worth whine to engage own staff for candidate recruitment,
  - When we need to fulfill empty job positions urgently,
  - When we are employing staff according to strictly defined criteria or regulation and
  - Usually we are searching for unavailable staff profiles, where the candidates are already employed in other company, and for the alleviation of transfer from company to company, Employment institute advices and services may be useful.

# Private agencies

- Private agencies are important source for human resources, especially managerial candidates. The highest of their qualities is in service speed, and they are extremely successful in candidate recruitment for temporary jobs. That way we may fulfill empty positions and avoid “tight bottlenecks” and time losses.
- It is required to develop relationships with an agency that was successful in candidate recruitment during long period. Additionally, we need answers to following questions:
  - How are the history, background, education and agency staff abilities;
  - Age structure and agency staff experiences;
  - Qualifications, that will ensure understanding of job profiles requested, and, at the end;
  - How good is agency reputation.

# School institutions

- Faculties, high schools and educational institutions generally may be considered as potential sources of external candidates, usually in long term. Maintaining regular meetings, lectures and panels, we are achieving better communication with potential human resources market.
- This approach to recruitment is very expensive, financially and in time spending aspect. For the recruitment of candidates in sufficient number and planned terms, we have to generate adequate programs, prepare the staff, print brochures and information materials, that will inform candidates closely with our plans and programs. We have to care about possible omissions with candidates (they may show indifference, and that leads to mistakes in selection).

# Postal informing

- Postal communication often includes cooperation with business associations and groups, trade unions and other associations.
- This approach consists exceptional level of personal contact, so it gives numerous advantages in contacts to candidates. There are following advantages:
  - Unlimited space, contacts possibility, communication ways – telephone, fax, e-mail, written letters and invitations,
  - Advantages in communication speed, depending on postal media, and option for taking certain “sample”, or candidates “target group”.
- There are also disadvantages in this approach to candidates. Besides option for area selection, we have also problem of selecton of “target market” or group. We also have to mention the problem of the price for the candidates recruitment in this way, although price may be multiple covered in long term.

# Special occasions

- ▶ Seminars, conferences, symposiums and other special occasions, are arable land for recruitment of candidates, mostly when it comes to long term recruitment process. Knowledge, thesis and arguments sharing, interaction at all, are basis for screening and contacts to potential candidates.

# SUMMARY

- In staff recruitment the main reliance is in systematic or contingency approach, that guarantees necessary flexibility level and openness – possibility for embedding the new elements. We should not perceive this model as fixed, it is possible and recommendable to change it, develop it and adapt it, according to specific conditions of each organization, working position, and particularly if some company decided to apply it. Model offeres basis for further scientific and other works on this area, which is the substance for this and similar works.

# Thank you!



## Questions?