

## The Recruitment Process

### Working Planning

**Definition:** Compares a business' expected future needs for employees with the existing workforce.



### Recruitment

**Definition:** The process of finding and hiring new employees.

### Steps in the Recruitment Process

- Identify the job vacancy
- Drawing up job description
- Drawing up person specification
- Deciding whether to recruit internally or externally
- Advertising the job
- Receiving Applications / Curriculum Vitae / Letter of Application
- Shortlisting
- Request references
- Interview
- Ability Tests / Testing / Trials
- Appointment / Selection

### Retention

**Definition:** The proportion of a business' workforce that remains with the business over a period of time, usually one year.

### Reasons Why Job Vacancies Arise

- An increase in sales → need extra employees to enable increased production
- Number of employees may be retiring / leaving → they need to be replaced
- The business plans to produce and sell new products / open more stores → additional employees may be required to achieve this



### Job Analysis

**Definition:** The collection and interpretation of information about a job.

### Headhunting

**Definition:** A method of recruitment where a business approaches suitable people employed by other businesses and invites them to apply for a particular job.

### Job Description

**Definition:** Used in the job advertisement to show what the job entails and what the employee will be expected to do.

#### Its Purpose:

- To show what the job entails / what the employee will be expected to do
- The applicant can use them to decide whether to apply → can speed up the recruitment process → potential applicants may not apply once they have seen the job description
- The business can link this to advertising the job
- The business can link this to the person specification → to make a decision on shortlisting.

#### Content:

- Job title / example of job title
- Part or full time > hours worked
- Pay
- Nature of work
- Days worked
- Holiday entitlement
- Location / address
- Date to start
- Duties / responsibilities
- Superiors / who the worker will be responsible to
- Subordinates / will the worker have supervision over others



### Person Specification

**Definition:** A profile of a person suited for a job / the type of person an employer is looking for.

#### Content:

- Qualifications
- Skills
- Experience / work history
- Personality / qualities

### Internal Recruitment

**Definition:** Takes place when a job vacancy is filled from within the existing workforce.

**Advantages:**

- ✓ **Cheap method of recruitment** → only need to advertise internally not pay external agencies
- ✓ **Candidates are familiar with the business** → saves on training costs such as induction
- ✓ **Positive impact on employee motivation** → chance of promotion may help to improve performance and productivity of employees

**Disadvantages:**

- ✗ **Limited number of people to select from** → makes it more difficult for the business to appoint the most talented people
- ✗ **No new ideas are brought into the business** → can be a problem for businesses which thrive on new ideas

### External Recruitment

**Definition:** Filling a job vacancy with any suitable person not already employed by the business.

**Advantages:**

- ✓ **Able to target a much wider group of employees** → may be able to appoint more talented people → can help businesses to develop new ideas → may help to improve the productivity of the labour force

**Disadvantages:**

- ✗ **More costly than internal recruitment** → may be beyond budget of smaller businesses
- ✗ **Negative effect on employee motivation and performance** → existing employees may feel that they have been overlooked → they may leave the business as a result

### Advertising the Job

**Where to advertise:**

- Newspaper
- Magazine
- Job Centre
- Office notice board
- Business news bulletin
- Shop window
- Internet



### Ways to Apply

**Application Form:** Form which indicates interest in a particular place of employment or position within a company. Typically requests personal identification information, such as name, address and phone number, as well as a history of job experience.

**Letter of Application:** Written to accompany an application for a job and will often contain information such as reasons for applying.

**Curriculum Vitae (CV):** Written by a person looking for employment. It outlines that individual's personal details, qualifications, experience and interests in the hope that these impress a possible employer.

### Ways to Make it Easier for Applicants to Apply

- Give the full name of the person to contact → e.g. there may be more than one "Jones" in the organisation
- Ensure a telephone number is given → applicants may need immediate contact
- Supply an email address → more people use internet
- Ensure a full address → applicants will know where to post the application

### Shortlisting

**Definition:** The process of selecting the most suitable applicants from those people who apply for a job / cut down from a larger list.

**Its Purpose:**

- Unsuitable candidates will not be asked to interview → most suitable candidate will be employed
- Speeds up the recruitment process → less time-consuming interview stage → reduces costs



### References

**Definition:** Statements of an applicant's suitability for a particular job → written by past employers → to show work ethic/skills of applicant → indicates how the employee is likely to work

- **Written by others in support of applicant to highlight other attributes such as character/personality** → to show the type of person the applicant is
- **Used by potential employer** → to cross check with application and to find other information about candidates
- **May be sent at any stage of process** → before selection to help to draw up shortlist → or after selection to confirm impression of applicant