

BEST PRACTICES AND EMERGING TRENDS IN RECRUITMENT AND SELECTION

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Abstract

In today's hyper competitive business environment employees are a source of competitive advantage. It is absolutely critical for businesses to hire the right people, with the right skills, right knowledge, right attributes, at the right time, for the right job. The recruitment and selection process has become one of the key processes determining the success of an organization. This paper examines the recruitment and selection process and the latest trends concerning recruitment and selection.

Keywords: Recruitment and selection; Recruitment and selection best practices; Recruitment and selection emerging trends

Introduction

Recruitment and selection process can easily be considered to be one of the most critical functions of an organization. As the business environment becomes more and more competitive, having the right people with the right skills for the right tasks becomes all the more critical. Indeed it can be a source of competitive advantage. Today organizations have moved from product focus to market focus to selling focus to customer focus to employee focus. It is common to hear organizations speak of their human resource as their biggest organizational asset.

Overview of recruitment and selection process

Recruitment and selection is a core function of the Human Resource department. It can be regarded as one of the most important functions performed by the HR department. Also commonly known as the staffing function, it involves the following phases:

- Job analysis
- Manpower planning
- Recruitment and selection

The following is a quick overview of the above phases.

Job analysis: All staffing requirements requires a detailed job analysis. Job analysis helps in determining the major characteristics and scope of a job. Job Analysis is a 'process to identify and determine in detail the particular job duties and requirements and the relative importance of these duties for a given job.

Man power planning: Simply put man power planning refers to forecasting the number of workers required for the performance of a task or a job at some future point in time. Its main purpose is to 'ensure that it has the right number of people, and the right kind of people, at the right places, at the right time, doing things for which they are economically most useful

Recruitment and selection: This is the phase where the actual prospective candidates are selected and hired by the company. It is a long and arduous process. Recruitment and selection can follow only after man power planning has ascertained the demand for new workers. Recruitment and selection process varies from company to company however the following are steps generally common to all companies.

Application form: Usually the first step in the selection process. Details are sought about the prospective candidates. Information is normally categorized into bio data, education, work experience, recreation etc.

Preliminary interview: These are brief interviews conducted to quickly ascertain suitability of candidates for the job. Its main aim is to eliminate those candidates that are unsuitable for the job. It is an important step as it ensures that the company invests time and effort only with prospective candidates that can perform the task.

Employment tests: These are sets of tests conducted to ascertain qualities and characteristics of potential candidates. Many different types of employment tests can be conducted. Each test is designed to measure a specific characteristic or capability of a prospective candidate. The main aim is to match an individual's physical, mental and temperamental capability with the requirements of the job.

Employment interview: This is the most common method for hiring new recruits and is widely used by all organizations. The main objective is to ascertain the suitability of the candidate. It provides opportunity to the organization to know the candidate better i.e. their motivation, ambition, outlook etc.

Physical examination: May or may not be part of selection process. In certain jobs like the military and police physical examination is mandatory due to the requirements of the job. However for most white collar jobs physical examination may not be required. Generally the candidates age is a reflection of his physical ability.

Final selection: Refers to the final selection of the candidate. At this stage selected candidates are issued employment letters. Initially all new hires are hired on probationary period. During this time candidates are assessed for their work ethic,

dedication, motivation, honesty, integrity etc. The probationary period can last from 6 months to a year. Should the candidate successfully meet all the requirements, they will then be hired on a permanent basis.

Placement and induction: New hires are assigned office space. Induction may be conducted of new candidates. Induction may be a formal process or an informal process. The objectives of the induction process is to familiarize candidates with organizational procedures, rules and regulations. It is also aimed at boosting the confidence of the new recruits, instilling a sense of belonging, trust, and loyalty.

Best Practices in Recruitment and Selection: What are some of the best practices followed by the industry leaders? How are they able to hire the best and the brightest from a pool of candidates? Indeed, these are the million dollar questions. The following are compilation of best practices relating to recruitment and selection. The best practices are compiled according to the various phases of the recruitment and selection process

Top recruiting trend no. 1: Recruitment Marketing: Recruitment marketing strategy is based on the implementation of marketing tactics in recruiting. Recruitment marketing is the process of nurturing and attracting talented individuals to your organization using marketing methods and tactics.

Top recruiting trend no. 2: Inbound Recruiting: Inbound Recruiting is a recruitment marketing strategy where you proactively and continually attract candidates with the goal to make them choose you as their next employer. Your goal in inbound recruiting is to attract, convert and engage candidates.

Top recruiting trend no. 3: Employer Branding : Employer brand is the term commonly used to describe an organization's reputation and popularity as an employer, and its employee value proposition, as opposed to its more general corporate brand reputation and value proposition to customers. Employer branding ideas are essential for building a strong and attractive employer brand.

Top recruiting trend no. 4: Candidate experience: "Candidate experience" is current, past and potential future candidates' overall perception of your company's recruiting process. It is based on candidates' feelings, behaviors and attitudes they experience during the whole recruiting process, from sourcing and screening to interviewing, hiring and finally onboarding.

Top recruiting trend no. 5: Talent pools: Talent pool refers to a place or database where recruiters and HR Managers keep all of their top job candidates. Talent pools make not only candidates that have applied for jobs, but also sourced, referred candidates, silver medallists and candidates that have willingly joined your pool in an inbound way.

Top recruiting trend no. 6: Candidate Relationship Management: Candidate relationship management (CRM) is a method for managing and improving relationships with current and potential future job candidates.

Top recruiting trend no. 7: Social Recruiting: Social recruiting is using social media channels for recruiting. The term refers to different ways of using social media networks (such as Facebook, Twitter, LinkedIn etc.) and websites (blogs, forums, job boards and websites like Glassdoor for example) to find, attract and hire talent.

Top recruiting trend no. 8: Recruitment automation tools: Simply put, recruitment automation tools are software that use new technology to automate recruiting process. Automation of recruiting process has been around for a while, but now it will go beyond HRIS, Applicant Tracking System (ATS) and Recruitment Marketing Software. The new trend is software that offer 2 in 1 tools - integrate both ATS and Recruitment Marketing solutions under one platform.

Top recruiting trend no. 9: GDPR: General Data Protection Regulation (GDPR) is a new piece of EU legislation that will replace the current Data Protection Act (DPA) with the goal to unify data regulations within the EU.

Top recruiting trend no. 10: Data-driven recruiting and HR Analytics. Data-Driven Recruiting and HR Analytics are expressions used to demonstrate recruiting methods in which planning and decision making are based on data acquired through HR technology such as Applicant Tracking Systems and Recruitment Marketing Platforms.

Top recruiting trend no. 11: Employee referrals: Employee referral programs are definitively one of the most productive ways of hiring talent and filling open positions.

May research has proven that referred employees take shortest to hire and onboard, and require way less money.

That being said, we had to put employee referrals to our list of best recruitment trends for 2019!

Top recruiting trend no. 12: Talent Sourcing: Proactive talent sourcing has become a must-have recruitment strategy. LinkedIn research has shown that only about 36% of potential candidates are job seekers. However, more than 90% of them are interested in hearing about new job opportunities.

Top recruiting trend no. 13: Collaborative hiring: Collaborative hiring is a hiring method in which both HR teams and teams from other departments work together to find and hire talent. Collaborative hiring is extremely important as it significantly improves the quality of new hires.

Consequently, turnover rates drop which positively effects the overall recruitment and hiring strategy. For all of these reasons, collaborative hiring was chosen as top 15 recruitment trends for 2019!

Top recruiting trend no. 14: Structured interviews: Structured interviews are becoming the most popular interview type among many employers.

Here are a few advantages of structured interviews:

- Effectiveness
- Objectiveness
- Fairness
- Legal defensibility.

Top recruiting trend no. 15: Strategic alignment: Recruiting and hiring should be aligned with the overall business strategy! As companies can't grow without people, recruiting talent should be more strategic.

Conclusion

Recruitment and selection remains one of the most important functions of the HR department. As competition increases between firms, selecting and recruiting the right and qualified talents become all the more important. Traditional-

ly companies have largely relied upon prospective candidates to find the firm however today head hunting is a active function of the HR department. Firms not only need to head hunt but also must retain existing employees. The entire recruitment and selection strategy has changed and evolved to a new form where the onus lies on the firms to advertise, attract, and retain top talents. Internet based technologies and various other software and information systems have provided new capabilities like never before. There is a growing trend amongst firms to adopt and utilize these technical solutions. The future is bound to see an increased role of internet based solutions in recruitment and selection process.

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