HR Analytics
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Lecture 13: Steps of recruitment

Hello, we are studying this particular subject that is human resource analytics, and in the first session of human resource analytics, we will be talking about understanding recruitment and what recruitment is. And, then how the recruitment is matching the needs of the applications and organizations and what is the standard process of recruitment. However, I understand and I know that is the recruitment process will be different for different organizations, but there is a standard process which most of the organizations are following are these are the guidelines you can say. You might have also seen my that is a particular subject that is a talent acquisition and in the talent acquisition also we have talked about the recruitment process. Here, we are talking about the general recruitment process, and we will be discussing with the help of the case study of LinkedIn and modern recruiting that we will be talking about as an example. Then we will be talking about the situational factors which are impacting recruitment, and the sources of the different recruitment processes   are   there.

On the basis of these, we will also see what are the alternatives to recruiting and the evaluation of the sources of recruitment that we will be discussing. Now, first step we will talk about the introduction to recruitment is there. According to the prospecting theory, recruitment is the process of locating and encouraging potential applicants to apply for existing or anticipated job openings. So, it is a complete process, and in this particular process we are identifying or locating and also we try to attract the talent and therefore it will be encouraging the potential applicants, and we have to also see that our recruitment process reaches to the all the possible talented applicants potential applicants.

So, that there we will be having the more and more choices and there we can be having this existing the our job openings to the these candidates. According to the mating theory recruitment is actually it is a two way traffic, it is linking function joining together those with jobs to fill and those seeking jobs are there. And here it is to be understood that is the it is not the one way because it is the linkage. In this process, on one side, the organization needs the manpower, so therefore in that case organization will go for the particular process of reaching these potential applicants. Then the potential candidates they will apply to the

organizations and therefore, according to this mating theory it is the matching between the those who are looking for the manpower and those who are the manpower who is looking for the industries or the companies are there.

So certain influences, however, retain a firm while choosing recruiting sources. Here, we will find out what the different factors are and how these factors are affecting this particular aspect of recruitment. The first and foremost is the poor image. Now, we also have to understand that whenever we are going through the recruitment process, the organizations will be looking for whether it has the proper image among the surrounding applicants or not. Because if the applicants find the organization's image or the recruitment process is not proper process, a simple example is that is we are applying, and we are applying for this particular organization, and the organization does not respond.

If the organization does not respond for the long time then definitely in that case next time the candidate will not apply and which will creating the this poor image will be there. So, to avoid this poor image we have to make the our recruitment process very strong. Second is the jobs which we are advertising, whether they are attractive jobs or not attractive jobs. So, there are the unattractive jobs are there. If there is an unattractive job then definitely applicants will be less and those positions will not be fulfilled.

So, therefore, in the recruitment process we maybe there may be the really certain jobs which are not attractive jobs like for example, monotonous is there and there is no additional variable pay is there and like this there is no attraction, there is no motivation, but still those jobs are to be performed. If those jobs are to be performed then definitely we have to give the certain other support to this type of the jobs are there. So, for example, that is the role and responsibility which we can make higher so that those who have experience in that particular job get better promotional facilities. Third one is the conservative internal policies are there. Now, with the period of time the organizations have learned.

That is, we have to make all our reward policies, especially incentives, the mode of incentives, and the type of incentives and that we have to change. therefore, in that case, for a candidate, the sky is the limit, which means that if he performs more, he will be able to get more. I would like to give an example of the IIT system is there; in the IIT system, we have teaching, training, research, consultancy, and administration, and all these five pillars. So therefore, it is not only that you are focused only on one dimension, but you are a good researcher; no you are supposed to be the balance between all the five pillars are there. So, therefore, in that case if the policies of the rewards are good.

So, then you can have the more opportunities to perform and better earnings are there. So,

organization should avoid this conservative internal policies. Then limited budgetary support is there, and many times that is many organizations do not have this training fund, and therefore, employees are not able to learn new things. In many places, employees are not recommended for the different training programs because of the limited financial resources or budgetary support is there, then definitely employees will not go to get this type of training where they are supposed to learn. Restrictive policies of the government are there, and therefore, in that case, the government is making certain policies which are not favourable for the retainer selecting the talent in that case, you will find here there will be these factors that will restrain a firm while choosing a recruitment sources is there.

So, what is required is that is the there are the many dimensions which you have to focus on. For example, the control management is there, what type of the control you are having and how you are going for these control mechanisms. Similarly, your the time office role that is a payroll management is there and how you are calculating your wages, your salary and your the incentives and rewards and the in the payroll how much an employee is getting, what deductions are made and naturally in India there are the certain labour laws are there which are taking care of this. For example, when we are talking about the payroll management and the payment of wages act, the payment of minimum wages act is there, and accordingly, this payment of wages act and the minimum wages act there will be the payroll management will be there. Then there will be time to time there will be the different incentives which will be paid to the employee.

There might be the reimbursement and that reimbursement will be done frequently. So, therefore, in that case you will find that is the payroll management is there. Then there will be the performance management in HRM. Therefore, we are talking about these appraisals, and here I would like to add that earlier, we were talking about traditional performance appraisal methods, but now we are talking about modern appraisal methods are there. So, it is a 360 degree.

And in 360 degrees we are talking about the superior and subordinate both. In the case of the potential candidates are there, we are using this performance appraisal for their future career planning, for their training programs, and for their role in diplomacy. So; therefore, in that case, it will be that is how we can make our performance management system very strong is there. And then in recruitment, there will always be this type of training management, what type of training management. If the training management is properly managed, frequent training is given, and exposure is given.

Naturally, the talented will be likely to come and join the organizations. Similarly, the benefits insurance and benefits management are there and here, all these processes in which one of them is the recruitment process, are there. Now, in this case of the recruitment

matching the needs of the applications in the organizations are there. So, this is the information flow in the organization need for the high quality employees are there. We have to understand that is there are certain jobs and there are certain careers.

Now, to whom we are recruiting? We are recruiting the job seekers or we are recruiting the career builders. So, therefore, in that case the organization need the career builders because today there is an advertisement. The applicant will apply, and the applicant will join that particular organization. But the question arises that is the how long he will continue in the organization. So, his retention or sustainability in the organization that will depend on his the future and then he should have that future career if he is not having that potential, it is not the high quality employee what will happen? He will stagnant to a particular position either he will leave the job or he may not get the job and then he will be the   liability   for   the   organization.

So, therefore, many times we have to be very careful in the recruitment process that is the high quality employees are there. The definition of high quality from organization to organization it will be different. Some organizations they are looking for those type of employees, those who are doing their current job also and they are able to do the future jobs also. Some organizations are restricted that are their employees only to their current job is there, and therefore, in that case, there is no career planning for this type of organization   are   there.   So,   they   will   recruit   accordingly.

Now, the potential applicants need for the suitable job is there. I would like to give the example that is many times especially in the case of the management trainees when they come to the campus. And they talk about that is the we want finance specialization in management education, we want finance specialization, we want HR specialization, we want marketing specialization. But when they join, when they join then it has been observed because there is a 6 months gap almost. In December there will be the placement, the   candidate   is   joining   in   the   month   of   July.

So, therefore, when he joins that time he is given the another position, which is nothing to do with his academic background. Now, in that case therefore, there will not be the suitability of job. The candidate will join, but if he is not getting the suitability or matching of the job with the candidate the interest or qualification, then there will definitely be a change in the organization will be there. There may be their internal applications will also be there, and these internal applicants are from within the organizations are there. Some organizations have a policy that some percentage will be there for internal applicants, and some   percentage   of   the   vacancies   will   be   for   external   applicants   is   there.

In some organization first internal candidates are preferred and then the outsiders are the

other than internal candidates they have been preferred. Now, this particular recruitment process of the applications and need are it depends on different environmental factors. Normally we know. These factors are the social factors are there, so we talk about these social factors are there and then we talk about this political, economical, technological and one more is there that is a legal and this process is called the spelt approach that is the social, political, economical, legal and technological. And when we are talking about these particular aspects then in that case we find that is the we are going for doing these spelt approach   or   that   is   environmental   approach   is   there.

 Whenever we are going for this type of the environment approach we find that is the these recruitment process it will be affecting. For example, when we are talking about the legal aspects are there, so labour laws and recruitment and procedures that will be there. Whenever we are talking about the economical conditions, so therefore the recruitment will be more or less or the like the India, where the prime minister of India is talking about the trillion economy. So, therefore in that case definitely the future which is the very bright and there will be the more opportunities will be there. Similarly, the changes in technologies   they   will   like   example   the   AI   is   there.

 So, now the every job which we will be also talking in this particular subject that is the role of the technology in the analytical processes. So, therefore, in that case you will find this is the how it is going to be the different is there. Now the how recruitment process starts. So, the recruitment process starts with the that is the here number of these applications are there, and then there will be the filtration process, and there will be the selection, and finally, the right employee will be there. Now, recruitment process is all about   widening   the   general   pool   or   the   attracting   more   applicants.

 Now, you see there are many organization, multinational organizations where the candidates are having this thousands of applications per day. So, therefore, there is required the ATS application tracking system. When there is an application tracking system, then, if thousands of applications are there, how are they going to be screened? here, we should use the software that uses this type of application and recruitment process. So, they are having that is the screening and in the screening process it is the keywords are important. Higher the matching of the keywords then there will be the more better will be the chances of   filtration   of   the   application   is   there.

 It is very important that whenever we are talking about this type of the processes recruitment process, then, there will be these different types of this filtration will be there. And accordingly the keywords matching with the keywords the system, the electronic system or the technical system it itself will filter the applications which are the more having the matching of these keywords are there. So, applicant should be very careful that is they

have to understand the job profile and matching the job profile with those keywords are there. So, for example, it is about the industrial relations. So, then definitely like the labour laws is there, industrial relations, qualification is there.

So, some of these postgraduate diploma and personal management and industrial relations which I have done and then there may be the words which will be looking for the another keyword where the employee is supposed to have the knowledge of the payment of bonus act or the minimum wages act. And all these aspects are there or maybe the training and development is there or the compensation management is there. So, therefore, if these keywords are there then ATS that is application tracking system will definitely filter that and accordingly they will be matching with the this particular candidate and the pool will be created. So, this creation of this pool of job applications right this pool creation that is becoming very, very important, and whenever you are creating this job application, these pools will be wider and wider, and that is the objective that is we are making the widening of the pool of the applications are there. Now, when we are talking about the process of recruitment, so this is a standard process which is supposed to be the followed by these HR executives at the time of recruitment.

And then you can make the amendment, you might be having certain additions, but I hope that there is no deletion of the steps of any particular process is there. So, whenever we are talking about human resource planning, so that is the first and foremost is that is manpower planning, that is, the identified HR recruitments are there. Whenever you are going to identify these HR recruitments, first and foremost, we have to see that is what manpower is required. Now, how do you identify the requirement? So, there will be the HR manual, will be having the certain jobs right. And therefore, in that case we have to see that is how it is the number of jobs are required.

There might be three types of employees that is the skilled, semi-skilled and unskilled. If there are these three types of employees are there, then definitely you would like to go for these particular aspects where you are talking about that is where the selection from the process is there. So, here it will be only possible whenever you are talking about that is what is the job analysis is there and on the basis of this job analysis which you are having the knowledge of the jobs in the identifying the HR requirements are there. Whenever you have the HR requirements then you will be able to understand that is whether we have a surplus employees or more employees. Because you are doing this analysis of the scale, semi-scale, unskilled, engineer, junior management, middle management, top management.

All these jobs you are aware number of jobs you are aware and when you are aware number of jobs you will find my future planning. My future planning is to adopt the

technology. So, naturally in that case there will be the surplus employees. If there will be surplus employees how to manage the manpower by the retrench and layoff is there. So, as per the standard standing order act, as per the industrial dispute act and you will be having that industry these layoffs whether you want to layoff or you do not want to have layoff and therefore, you have to manage those surplus employees are there.

So, this will be there. So, you can understand the importance of manpower planning. If your manpower planning is not correct then your surplus employees will be keep on increasing. There will be employees without work. They will be asking for work. This is we this we have seen at the time of the economic recession.

And what some companies have done? Some companies have done the bench management. In the bench management they have asked the employees to sit because now they are surplus. But then some organization they started giving them training. So, therefore, there is also possibility for the future projects you can prepare your own manpower. Now, this was the situation about the surplus employees.

Now, the another situation is of the demand that is what is the demand is there and in the demand there will be the organizational recruitment policy. You have to frame your own recruitment policy is to be there because there are so many factors, as I mentioned, social, political, economic, legal and technological. So, therefore, in that case if the technological aspects are there your recruitment policy will be different. I would like to share one example: in 2019, before COVID-19 started to these Manesar plant Maruti and there were thousands of employees in this Maruti plant in Manesar, India. After two months, I visited the Hyundai plant in Korea and Seoul, and I found that there was very little manpower there because it was a more automated plant.

So, therefore, now when you are talking about in the future there will be the artificial intelligence. So, manpower recruitment will be very less. So, here organizations recruitment policy will decide the numbers and levels and criticality of the vacancies are there. For example, at the lower management during the season and during the season there will be the absenteeism. Therefore, your numbers are what you have to define that will decide about the recruitment process.

Then the choose the resources and methods of recruitment is there, then the analyze the cost and time involved, then the job analysis is to be done. Here, you will be starting with the implementation of the recruitment program and analysing the cost and time involved in the selection and the hiring process to evaluate the program. So, this is the process of recruitment where you will start from the planning, manpower planning, identify the requirements, if the surplus is there you will plan accordingly. If there is a demand, you

will go through your policy, identify the methods, and what methods you would like to use. I will be discussing all these steps in the detail in further.

And then accordingly the analysis of the job will be done and finally there will be the selection and hire and we have to see overall whether it is the time, cost and quality of our process of recruitment has been done properly or not. I would like to take an example here as a case study in the LinkedIn and the modern recruiting is there. And in the 2015 LinkedIn the world's largest professional network was experiencing the explosive growth. And it needed to hire the very best people quickly to support and the fuel that growth is there. LinkedIn's for hiring approach used LinkedIn talent solutions to attract and retain talent.

At the same time the company was creating new recruiting models that put into in the forefront of the modern recruiting is there. Nowadays it has become very popular and then you see that is in the LinkedIn the first jobs seekers that is becoming the most popular. That is, they are going through the LinkedIn process, and here, the LinkedIn process that has done well so far in bringing in the top talent is there. Everybody who is associated with social media puts their profile on LinkedIn, and LinkedIn's executives are also members. They are also looking for these profiles, and they select and call for the interviewer and visit the campus.

So, therefore LinkedIn has done well, very well so far in bringing in the top talent is there. And nevertheless as it is rapidly scale the challenges was making sure the company could compete with the other technical firms to attract the enough highly skilled engineers are there. So, most of the time it has become popular for the highly skilled type of these manpower employees are there. So, the LinkedIn recruiting team used specific techniques and over 100 people to attract talented candidates for positioning in engineering sales and other departments are there and slowly and slowly, it is becoming a major source of recruitment is there. LinkedIn uses many techniques for recruitment, replacing cold calling potential candidates with finding warm connections to them through their LinkedIn networks is there.

So, therefore, it is not like that that is the you are just posting your application and nobody is responding that is a cold calling is there. While in the case here you will find that easily they are having the warm connections are there. So, there is an interaction platform. So, using a data-driven approach to identify the best candidates to pursue and develop a personalized online relationship with the top candidates.

This is very very important. Like the recruiter, it has the frequent interaction. It is not like this that only at the time of the recruitment only. As soon as the recruitment process starts then therefore that company will like to develop their relationships. LinkedIn made internal

hiring a priority for external hires. The company focused heavily on recruiting passive candidates- people who were already gainfully employed and not necessarily looking for a new   job.

 So, it is also possible. That is, there will be LinkedIn will approach those candidates who are not applying and are not active; they are passive and therefore, LinkedIn's proposition focuses on the extraordinary opportunities employees are given for transformation once they join the LinkedIn team is there. Now, you see that when you identify the high potential and when you recruit them, then definitely in that case, you have that opportunity to make these employees for the transformation is there, and once they join the LinkedIn team is there, and then they become the better performers. These opportunities included personal advancement through a smooth path to change the jobs within LinkedIn if they wished as well as formal and informal programs and which are designed for the employees to pursue their passion and share their experiences, are there. So, it has become more and more interactive, it has become, more and more informative, and it has become more and more suggestive   the   process   is   there.

 Now, there are a number of famous jobs, and such sites are there. These are certain names are there, but in addition to this also, there are a number of sites and where the people they go by the use of these particular slides for their recruitment are there. Now, what are the situational factors that is impacting the recruitment? As I already mentioned about the economic factors, social factors, technological factors, political factors and legal factors are there, there is a SPELT approach is there. Now under this process in India we find there are different acts are there for example Factories Act is there, the Apprentice Act is there 1961, the Employment Exchange Act, and the contract labour act 1970 because the number of employees who are on the contract and by appointing a contractor that is also increasing and therefore in that case this contract labour act also becomes very very important. Bonded labour system act 1976 is there. And the Child Labour Act because there should not be any child who is not legally supposed to be appointed to work at the workplace.

 Now what are the different sources of recruitment as there? Promotion and transfer are there for the internal candidate, and therefore, if any vacancy is there from the internal candidate, you promote or transfer from one department to another department so that the position is filled. Or the job postings are there within the department only, or have you selected an outside person you want to keep for any particular job so that job posting can be done? Job bidding is there so therefore always the job is they keep on talking that is this job is more important as compared to the another job is there. And employee reference are there where the employees are supposed to give these particular references where how they will going for these particular aspects. Now, there are other sources of recruitment for the external is that is advertisements are there and many times, you will find that companies

keep on giving advertisements, maybe on social media, maybe on this particular aspect. Then, the educational institutions will be there for those who are helping them with the campus placement to get better employment there.

Employment agencies are there like I have talked about the some of the agencies at the job search in the future. Then, the interested applications are there where the candidates have been found these applications found interesting, and through these external methods there will be the sources of the recruitment are there. Employment agencies are there like I have talked about the some of the agencies at the job search in the future. Then, the interested applications are where the candidates have found these applications interesting, and through these external methods, there will be the sources of recruitment. Other than these the internal recruitment process and external recruitment process, there are the other processes also for example, the outsourcing is there.

Now, many companies have 60 per cent 60 per cent of their jobs outsourced are there; overtime is there where overtime has been given. Then, for subcontracting, the contractor is giving the contract to another person, and temporary employees are there who are working for this very short period of time. And, employee leasing is there where the employees get the organization leased, and therefore, they can work in another organization is there. How we should ensure that is which source of the recruitment that will be the best source? So, it is a time-lapse data between the data requisition for manpower supply from a department to the actual data filling the vacancies in that department. Then, the yield ratios show the number of contracts required to generate a given number of hires at a point in time, and the survey and studies show the suitability of a particular source for certain positions are there. Thank you.