

Modern Techniques of Recruitment

Modern recruiting Model is a new-age solution designed to overcome problems in traditional recruitment approaches like demand prediction, and critical skill-set supply.

- Knowledge Based Recruitment Method
- E-Recruitment / Online Recruitment Method

Concepts involved in Modern Recruitments

- Scouting
- Re – Recruitment
- Event Recruitment
- Networking
- EOS
- Cast A wider network

The Knowledge-Based Recruiting Method

The way that this method of recruiting works is that together, both the client and the recruiting company define the anticipated skill-set requirements over a period of time; say a twelve-month period. Once this has been established, a minimum rate of ongoing recruiting activity can be agreed upon. From this activity, candidates who become available immediately will be hired on an ongoing basis. Candidates who are potentially interested in making a move, but are not available immediately, can

be tracked until they are available. In addition, all information pertaining to recruiting sites is captured and entered into the knowledge database. The process requires continuous monitoring of both the long-term and short-term needs of the client and, whenever necessary, redirecting both the amount and focus of the recruiting effort in line with the client's changing needs. In other words, knowledge-based recruiting is an ongoing, flexible retained search that allows for a rapid response to the needs of the organization.

Knowledge-based recruiting is targeted search, taken to a new level of client relationship. It is a client-directed, continuous, yet flexible recruiting initiative designed to overcome the problems of critical skill shortage or sustained growth. It means that we do not have to "re-invent the wheel" every time a new opening occurs. It delivers a better quality of candidate, better value-for-money, and better time-to-hire periods. It is based on a mutual agreement between client and recruiting firm to invest in a long-term strategic relationship. The philosophy behind knowledge-based recruiting is that all information gleaned from a recruiting activity should be stored for use at a later date. In other words, Recruiting is viewed as not only a short-term process – to fill today's position now – but as an opportunity to build a database of knowledge which will result in rapid future hires. Knowledge-based recruiting is based on the concept of sharing information and updating information on an ongoing basis, in order to continuously build a pool of talent. The database which is generated contains information pertaining not just to target candidates, but also to target sites identified by location, product, or technology.

E-Recruitment / Online Recruitment Method:

The buzzword and the latest trends in recruitment is the “**E-Recruitment**”. Also known as “**Online recruitment**”, it is the use of technology or the web based tools to assist the **recruitment processes**. The tool can be either a job website like naukri.com, the organization’s corporate web site or its own intranet. Many big and small organizations are using Internet as a source of recruitment.

They advertise job vacancies through worldwide web. The job seekers send their applications or curriculum vitae (CV) through an e-mail using the Internet. Alternatively job seekers place their CV’s in worldwide web, which can be drawn by prospective employees depending upon their requirements

Flow of E- Recruitment

Resume Bank portals – i.e. posting the position with the job description and the job specification on the job portal and also searching for the suitable resumes posted on the site corresponding to the opening in the organization.

Creating a complete online recruitment/application section in the company's own website. - Companies have added an application system to its website, where the 'passive' job seekers can submit their resumes into the database of the organization for consideration in future, as and when the roles become available.

Resume Scanners: Resume scanner is one major benefit provided by the job portals to the organizations. It enables the employees to screen and filter the resumes through pre-defined criteria's and requirements.

Job sites provide a 24*7 access to the database of the resumes to the employees facilitating the just-in-time hiring by the organizations. Also, the jobs can be posted on the site almost immediately and is also cheaper than advertising in the employment newspapers. Sometimes companies can get valuable references through the "passers-by" applicants.

Online recruitment helps the organizations to automate the recruitment process, save their time and costs on recruitments.

Online recruitment giving a detailed job description and job specifications in the job postings to attract candidates with the right skill sets and qualifications at the first stage.

- E-recruitment should be incorporated into the overall recruitment strategy of the organization.
- A well defined and structured applicant tracking system should be integrated and the system should have a back-end support.
- Along with the back-office support a comprehensive website to receive and process job applications (through direct or online advertising) should be developed. Therefore, to conclude, it can be said that e-recruitment is the “Evolving face of recruitment.”

Concepts in Modern Recruitment Methods

- ❖ **Scouting:** Scouting means sending the representation of the organizations to various sources of recruitment with a view to persuading or stimulating the candidates to apply for jobs. The representatives provide information about the company and exchange information and ideas and clarify the doubts of the candidates.

❖ **Networking**

This is a very good job finding technique and is usually carried out by most HR professionals. Relevant and sustained relationships over a period of time can help the HR professionals in networking with their colleagues to acquire resources from different fields.

❖ **ESOP's:**

Companies recently started stimulating the employees by offering stock ownership to the employees through their Employees Stock Ownership Programmed (ESOPs)

Body shopping is also known as employee leasing activity.

❖ **Event Recruiting**

Sponsoring events where the candidates you are seeking attend to. By giving a presentation and advertising your company in a way which will attract the candidates and letting them know that your company knows what the participants are looking for, you can bring in the most suitable candidates which you might consider hiring.

❖ **Re-Recruiting**

When you're most qualified or experienced staff leave the company let them know that they're welcome back. The reasons they leave maybe for a change of location, a new challenge or higher pay which you can't afford at the moment.

But if they are not satisfied at the new place, they'll always appreciate the old one. This can also reduce on training cost and time which you might have to spend for a newly hired employee. This of course cannot be applied to all employees.

❖ **Make Every Employee a Recruiter**

This does not mean asking employees to refer their friends and family to the company. This also can be a way of advertising. Equip every employee with a company card stating the company contact details and an attractive “we are always looking out for dynamic individuals....” This can be very useful when employees know how to effectively hand out these cards to the most eligible individuals.

❖ **Cast A Wider Net**

Expand your recruiting to include some people who do not have all the skills you would like, but who have potential to contribute if they are trained.

Innovative Recruitment Practices in Modern Recruitment Practices

- **Sending of SMS**

E.g.: Convergences provide individuals an easy option to send their application by simply texting the word “APPLY” to a specific number and in turn receives a reply from the organization to proceed with the application process.

- **Video / Visual Networks**

Nowadays, Companies also using Online Video channels like YouTube, Google Video portal

- **Blogging on Social Networking Sites**

E.g.: Twitter, Facebook, Multiply, HRLink, CiteHR, LinkedIn and Orkut

- ***Job Fairs, Job Application Banners, Pamphlets, Hoardings, Advertisement in Public transport by using visual and audio aids.***

- ***Advertisement through public address system: Radio, Television.***

Even though advertising in the media still remains a powerful source in attracting candidates, pioneers in the field say that “the most suitable, qualified and talented candidates aren’t even looking”. So approaching this set of candidates should be done after careful observations and by being attractive and making the candidates want to join your organization for his or her career growth.

Modern Recruitment Metrics

The recruiter of today has to move from being transaction ally driven to relationship-driven. Recruiters are now sales professionals responsible for prospecting, building relationships, and advancing the sale. This function change requires the metrics associated with success of today's recruiter to change as well.

Although the following is not an all-inclusive list, the following six metrics are examples of metrics that drive the right results and create the necessary behaviors needed to achieve these results.

- **Performance/Quality of Hire:** Data is driven by performance appraisal ratings and/or production 6 to 12 months into the new employee's job as compared to their peers. Quality should be the first and most important recruiting metric. Since there is no formula for determining quality, recruiters and the hiring managers should define the standards for quality before recruiting. Quality of hire can be accessed through a simple survey that lists each criterion separately and asks the manager how the employee meets each standard on a scale of 1 to 5. New hire quality can also be tracked through formal performance evaluations, production reports, etc. A survey reported in Staffing.org's Recruitment Metrics and Performance Benchmark Report found that the more regularly recruiting professionals measure new hire quality in an organization, the more satisfied hiring managers are with new hire quality.

- **Manager Satisfaction:** Data is driven by the percentage of managers who are satisfied with the hiring process and the candidates. This metric provides

important, easily tracked data to determine a hiring manager's preferences before recruiting begins, and then to evaluate staffing performance post-hire. Effective recruiting organizations rely on customer feedback to be successful. However, customer satisfaction should never be viewed as a stand-alone metric because it can be misleading.

- **Source of Hire:** Data is driven by the percentage of new hires from each defined candidate source. Data is also driven by the percentage of hires per source, with highest on-the-job performance and tenure rates. Tracking source of data information allows management to better understand the quality of their sourcing Strategy. This metric also helps recruiting managers see sourcing channels in terms of outcomes, not just sheer numbers.

- **Referral Rates:** Data is driven by the percentage of hires from referrals generated by the recruiter. Referral programs are most commonly focused on generating referrals from the greater employee population. Referrals generated by recruiters directly soliciting them from prospective candidates and new employees will have a measurable and positive impact on the quality of hire (studies show referrals make better performing hires), cost-per-hire (little to no cost for these referrals), and time-to-fill ratios.

- **Candidate Satisfaction:** Data is driven by the percentage of new hires who are satisfied with the hiring process as judged by a candidate survey. Candidate satisfaction surveys drive recruiting organizations to have a greater focus on the quality of service provided to each candidate, which has a positive impact on the

brand positioning/employment branding of the company. Additional candidate metrics may also be valuable from candidates who were not selected, and candidates who declined offers. These last two groups are often overlooked, but they can provide valuable information about your recruiting operations.

- **Pipeline Development:** Data is driven by the number of potential candidates the recruiter has developed relationships with for key strategic positions. Data is managed through an effective CRM system. Similar to tracking pipeline development of sales professionals, measuring recruiter-developed candidate pipelines can have a dramatic improvement on time-to-fill (candidates are already in process for commonly needed positions), cost-per-hire (pipeline candidates have no additional cost associated with placing them), and quality of hire.

Companies can decrease their time to fill and decrease their cost per hire, but if they can increase their quality of hire and quality of service, the entire game changes. Better employees translate into higher performance, more revenue, and higher profits.

By using the right metrics you will encourage recruiters to focus their behaviors on the causes and not the symptoms of recruitment success. The combination of having the right recruiter with the right measurements will lead each recruiter to focus on finding the right candidate

Advantages from Modern Recruitment Procedures:

- Structure and systematically organize the entire recruitment processes.
- Facilitates faster, unbiased, accurate and reliable processing of applications from various applications.
- Helps to reduce the time-per-hire and cost-per-hire.
- Helps to incorporate and integrate the various links like the application system on the official website of the company, the unsolicited applications, outsourcing recruitment, the final decision making to the main recruitment process.
- Maintains an automated active database of the applicants facilitating the talent management and increasing the efficiency of the recruitment processes.
- Provides and a flexible, automated and interactive interface between the online application system, the recruitment department of the company and the job seeker.
- Offers tools and support to enhance productivity, solutions and optimizing the recruitment processes to ensure improved ROI.
- Helps to communicate and create healthy relationships with the candidates through the entire recruitment process.