

Week 4

Forecasting the Supply of Outside Candidates

- Factors impacting the supply of outside candidates
 - General economic conditions
 - Expected unemployment rate
- Sources of information
 - Periodic forecasts in business publications
 - Online economic projections
 - U.S. Congressional Budget Office (CBO)
 - Bureau of Labor Statistics
 - U.S. Department of Labor: O*Net
 - Other federal agencies

Effective Recruiting

- External factors affecting recruiting:
 - Looming undersupply of workers
 - Lessening of the trend in outsourcing of jobs
 - Increasingly fewer “qualified” candidates
- Internal factors affecting recruiting:
 - The consistency of the firm’s recruitment efforts with its strategic goals
 - The available resources, types of jobs to be recruited and choice of recruiting methods
 - Nonrecruitment HR issues and policies
 - Line and staff coordination and cooperation

Effective Recruiting (cont'd)

- Advantages of centralizing recruitment
 - Strengthens employment brand
 - Ease in applying strategic principles
 - Reduces duplication of HR activities
 - Reduces the cost of new HR technologies
 - Builds teams of HR experts
 - Provides for better measurement of HR performance
 - Allows for the sharing of applicant pools

Sample Acceptable Questions Once A Conditional Offer Is Made

- **Do you have any responsibilities that conflict with the job vacancy?**
- **How long have you lived at your present address?**
- **Do you have any relatives working for this company?**
- **Do you have any physical defects that would prevent you from performing certain jobs where, to your knowledge, vacancies exist?**
- **Do you have adequate means of transportation to get to work?**
- **Have you had any major illness (treated or untreated) in the past 10 years?**
- **Have you ever been convicted of a felony or do you have a history of being a violent person? (This is a very important question to avoid a negligent hiring or retention charge.)**
- **Educational background. (The information required here would depend on the job-related requirements of the position.)**

Measuring Recruiting Effectiveness

- What to measure and how to measure
 - How many *qualified* applicants were attracted from each recruitment source?
 - Assessing both the quantity and the quality of the applicants produced by a source.
- High performance recruiting
 - Applying best-practices management techniques to recruiting.
 - Using a benchmarks-oriented approach to analyzing and measuring the effectiveness of recruiting efforts such as employee referrals.

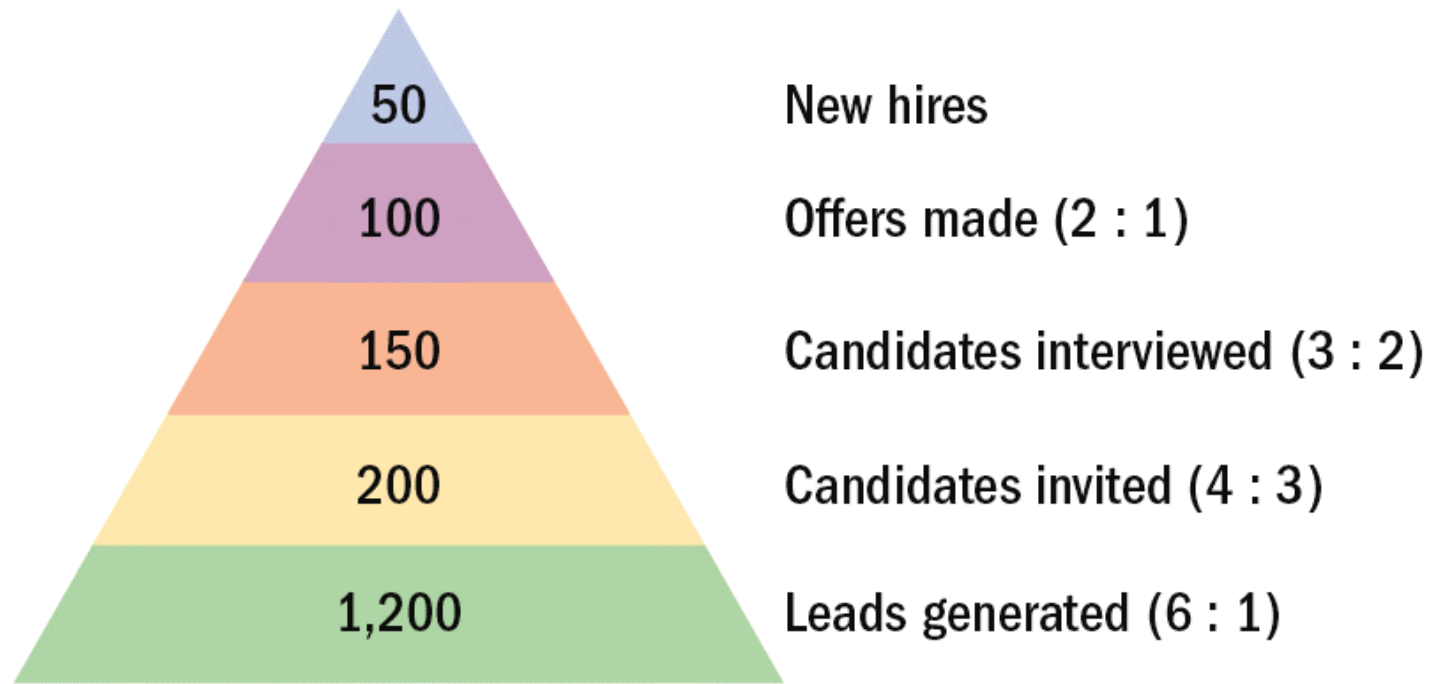
Selection Devices that Could be used to Initially Screen Applicants

Selection device	Validity for predicting job performance*
Construct	
General mental ability tests	.51
Conscientiousness tests	.31
Integrity tests	.41
Method	
Work sample tests	.54
Job knowledge tests	.48
Structured interviews	.51
Biographical data	.35
Grade point average	.23
Ratings of training and experience	.11

Note: *Higher is better.

Source: Kevin Carlson et al., "Recruitment Evaluation: The Case for Assessing the Quality of Applicants Attracted," *Personnel Psychology* 55 (2002), p. 470.

Recruiting Yield Pyramid



- Recruiting yield pyramid
 - The historical arithmetic relationships between recruitment leads and invitees, invitees and interviews, interviews and offers made, and offers made and offers accepted.

Figure 5–6

Internal Sources of Candidates: Hiring from Within

- Advantages
 - Foreknowledge of candidates' strengths and weaknesses
 - More accurate view of candidate's skills
 - Candidates have a stronger commitment to the company
 - Increases employee morale
 - Less training and orientation required
- Disadvantages
 - Failed applicants become discontented
 - Time wasted interviewing inside candidates who will not be considered
 - Inbreeding of the status quo