

## 1.1: The Recruitment Process

### Learning Objectives

1. Discuss the need for forecasting human resource needs and techniques for forecasting.
2. Be able to explain the steps to an effective recruitment strategy.
3. Be able to develop a job analysis and job description.

The recruitment process is an important part of human resource management (HRM). It isn't done without proper strategic planning. Recruitment is defined as a process that provides the organization with a pool of qualified job candidates from which to choose. Before companies recruit, they must implement proper staffing plans and forecasting to determine how many people they will need. The basis of the forecast will be the annual budget of the organization and the short- to long-term plans of the organization—for example, the possibility of expansion. In addition to this, the organizational life cycle will be a factor. Forecasting is based on both internal and external factors. Internal factors include the following:

1. Budget constraints
2. Expected or trend of employee separations
3. Production levels
4. Sales increases or decreases
5. Global expansion plans

External factors might include the following:

1. Changes in technology
2. Changes in laws
3. Unemployment rates
4. Shifts in population
5. Shifts in urban, suburban, and rural areas
6. Competition

Once the forecasting data are gathered and analyzed, the HR professional can see where gaps exist and then begin to recruit individuals with the right skills, education, and backgrounds. This section will discuss this step in HR planning.

### Recruitment Strategy

Although it might seem easy, recruitment of the right talent, at the right place and at the right time, takes skill and practice, but more importantly, it takes strategic planning. An understanding of the labor market and the factors determining the relevant aspects of the labor market is key to being strategic about your recruiting processes.

Based on this information, when a job opening occurs, the HRM professional should be ready to fill that position. Here are the aspects of developing a recruitment strategy:

1. Refer to a staffing plan. This is discussed in [Chapter 2](#).
2. Confirm the job analysis is correct through questionnaires.
3. Write the job description and job specifications.
4. Have a bidding system to recruit and review internal candidate qualifications for possible promotions.
5. Determine the best recruitment strategies for the position.
6. Implement a recruiting strategy.

The first step in the recruitment process is acknowledgment of a job opening. At this time, the manager and/or the HRM look at the job description for the job opening (assuming it isn't a new job). We discuss how to write a job analysis and job description later within the course.

Assuming the job analysis and job description are ready, an organization may decide to look at internal candidates' qualifications first. Internal candidates are people who are already working for the company. If an internal candidate meets the qualifications, this person might be encouraged to apply for the job, and the job opening may not be published. Many organizations have formal job posting procedures and bidding systems in place for internal candidates. For example, job postings may be sent to a listserv or other

avenue so all employees have access to them. However, the advantage of publishing open positions to everyone in and outside the company is to ensure the organization is diverse.

Then the best recruiting strategies for the type of position are determined. For example, for a high-level executive position, it may be decided to hire an outside head-hunting firm. For an entry-level position, advertising on social networking websites might be the best strategy. Most organizations will use a variety of methods to obtain the best results.

Another consideration is how the recruiting process will be managed under constraining circumstances such as a short deadline or a low number of applications. In addition, establishing a protocol for how applications and résumés will be processed will save time later. For example, some HRM professionals may use software such as Microsoft Excel to communicate the time line of the hiring process to key managers.

Once these tasks are accomplished, the hope is that you will have a diverse group of people to interview (called the selection process). Before this is done, though, it is important to have information to ensure the right people are recruited. This is where the job analysis and job description come in.

## Job Analysis and Job Descriptions

The job analysis is a formal system developed to determine what tasks people actually perform in their jobs. The purpose of a job analysis is to ensure creation of the right fit between the job and the employee and to determine how employee performance will be assessed. A major part of the job analysis includes research, which may mean reviewing job responsibilities of current employees, researching job descriptions for similar jobs with competitors, and analyzing any new responsibilities that need to be accomplished by the person with the position. According to research by Hackman and Oldham (Hackman & Oldham, 1976), a job diagnostic survey should be used to diagnose job characteristics prior to any redesign of a job.

To start writing a job analysis, data need to be gathered and analyzed, keeping in mind Hackman and Oldham's model. The Figure below shows the process of writing a job analysis. Please note, though, that a job analysis is different from a job design. Job design refers to how a job can be modified or changed to be more effective—for example, changing tasks as new technology becomes available.



Figure: Process for Writing the Job Analysis. (CC-BY-NC-SA This work)

The information gathered from the job analysis is used to develop both the job description and the job specifications. A job description is a list of tasks, duties, and responsibilities of a job. Job specifications, on the other hand, discuss the skills and abilities the person must have to perform the job. The two are tied together, as job descriptions are usually written to include job specifications. A job analysis must be performed first, and then based on that data, we can successfully write the job description and job specifications. Think of the analysis as “everything an employee is required and expected to do.”

## University Of Houston Job Analysis Questionnaire

**PURPOSE AND INSTRUCTIONS**

The purpose of the study is to obtain current information on your job based on a review of job duties and responsibilities.

Because you know your duties and responsibilities better than anyone else, we need your help to get an accurate description of your job. We are asking you to complete this questionnaire that asks for information about your job duties. The questionnaire does not ask about your job performance; only what your job requires you to do.

Please complete this questionnaire as honestly, completely and accurately as you can. Base your answers on what is normal to your current job, not special projects or temporary assignment duties, unless these tasks are a regular part of your job. This questionnaire needs to cover many jobs, so the questions are not specifically about your job. However, you should be able to compare your job duties to the examples given. If two answers seem to fit your situation, just check the one that works best. When answering the questions, imagine you are describing what you do to a neighbor, friend or to someone just hired for your position.

Your supervisor and manager will also be asked about your job, but they will not be allowed to change your answers. We appreciate your active participation in this important study. If you have questions, please feel free to ask your supervisor or division administrator.

**Please return this questionnaire to your supervisor.**

**A. EMPLOYEE DATA (PLEASE PRINT):**

Your Name: \_\_\_\_\_ Division or College: \_\_\_\_\_  
 Employee ID: \_\_\_\_\_ Department: \_\_\_\_\_  
 Your Job Title: \_\_\_\_\_ Job Code: \_\_\_\_\_  
 How long have you been in your current position: \_\_\_\_\_ years \_\_\_\_\_ months  
 Work Telephone Number: \_\_\_\_\_  
 Supervisor's Name: \_\_\_\_\_ Supervisor's Title: \_\_\_\_\_

**B. GENERAL PURPOSE OF POSITION**

Indicate in one or two sentences the general purpose of the position (or why this job exists). This statement should be a general summary of the responsibilities listed in the next section.

\_\_\_\_\_

\_\_\_\_\_

1

**C. SUMMARY OF RESPONSIBILITIES/DUTIES**

Describe specific job responsibilities/duties, listing the most important first. Use a separate statement for each responsibility. Most positions can be described in 5-8 major responsibility areas. Combine minor or occasional duties in one last statement. Give a best estimate of average percentage of time each responsibility takes; however, do not include a duty which occupies 5% or less of your time unless it is an essential part of the job. Each statement should be brief and concise, beginning with an action verb. A list of action verbs is attached for reference but feel free to use other action verbs if they are more appropriate. The box below shows an example.

-EXAMPLE-	Percent (%) of Time
Secretary	
1. Performs a variety of typing duties including standard letters, reports and forms.	35%
2. Takes and transcribes dictation. Composes letters and memos as directed.	25%
3. Maintains departmental files, ensures that all records are updated and modified as necessary.	20%
4. Answers the telephone and gives replies.	15%
5. Makes travel arrangements.	5%
	100%

**LIST MOST IMPORTANT DUTIES FIRST**

Percent (%) of Time
1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. Perform other job-related duties as assigned.
100%

2

For the remainder of the questionnaire, most of the questions require that you check the box or list information. Guidelines for completing these sections are as follows: 1) read each definition carefully before answering, 2) consider the job, not yourself, 3) answer based on the job as it currently exists, 4) select the most appropriate answer(s) for each question.

**General Education & Experience**

**D. EDUCATION:** Check the box that best indicates the minimum training/education requirements of this job. (Not necessarily your education, but the requirements for the job.)

<input type="checkbox"/> Minimum Requirement	<input type="checkbox"/> Some College/Associate's Degree
<input type="checkbox"/> Up to 8 years of education	<input type="checkbox"/> Bachelor's Degree
<input type="checkbox"/> 9 to 11 years of education	<input type="checkbox"/> Master's Degree
<input type="checkbox"/> High School Diploma or GED	<input type="checkbox"/> Doctorate Degree
<input type="checkbox"/> Vocational/Technical/Business School	

**E. EXPERIENCE**

**TYPE OF EXPERIENCE NEEDED:** Please indicate the specific job experience needed. For example, "accounting experience in an education environment" vs. "accounting experience". Be sure that the experience stated is what is actually required by the job, not what is preferred.

\_\_\_\_\_

\_\_\_\_\_

Check the box which best indicates the minimum amount of experience described above. (Not necessarily your years of experience, but the requirements for the job.)

<input type="checkbox"/> Less than 6 months	<input type="checkbox"/> 3 but less than 5 years
<input type="checkbox"/> 6 months but less than 1 year	<input type="checkbox"/> 5 but less than 7 years
<input type="checkbox"/> 1 year but less than 3 years	<input type="checkbox"/> 7 years plus

**F. TYPE OF SKILLS AND/OR LICENSING/CERTIFICATION REQUIRED:**

Please indicate all specific skills and/or licensing/certification required (not preferred) to do this job. For example, spreadsheet software proficiency may be a requirement for a secretarial job; journey license may be required for an electrician.

\_\_\_\_\_

\_\_\_\_\_

3

Figure: Sample Job Analysis Questionnaire. (CC-BY-NC-SA This work)

This questionnaire shows how an HR professional might gather data for a job analysis. Questionnaires can be completed on paper or online.

[illegible]

Figure: Questionnaire continued (CC-BY-NC-SA This work)

Two types of job analyses can be performed: a task-based analysis and a competency- or skills-based analysis. A task-based analysis focuses on the duties of the job, as opposed to a competency-based analysis, which focuses on the specific knowledge and abilities an employee must have to perform the job. An example of a task-based analysis might include information on the following:

1. Write performance evaluations for employees.
2. Prepare reports.
3. Answer incoming phone calls.
4. Assist customers with product questions.
5. Cold-call three customers a day.

With task job analysis, the specific tasks are listed and it is clear. With competency based, it is less clear and more subjective. However, competency-based analysis might be more appropriate for specific, high-level positions. For example, a competency-based analysis might include the following:

1. Able to utilize data analysis tools
2. Able to work within teams
3. Adaptable
4. Innovative

You can clearly see the difference between the two. The focus of task-based analyses is the job duties required, while the focus of competency-based analyses is on how a person can apply their skills to perform the job. One is not better than the other but is

simply used for different purposes and different types of jobs. For example, a task-based analysis might be used for a receptionist, while a competency-based analysis might be used for a vice president of sales position. Consider the legal implications, however, of which job analysis is used. Because a competency-based job analysis is more subjective, it might be more difficult to tell whether someone has met the criteria.

Once you have decided if a competency-based or task-based analysis is more appropriate for the job, you can prepare to write the job analysis. Of course, this isn't something that should be done alone. Feedback from managers should be taken into consideration to make this task useful in all levels of the organization. Organization is a key component to preparing for your job analysis. For example, will you perform an analysis on all jobs in the organization or just focus on one department? Once you have determined how you will conduct the analysis, a tool to conduct the analysis should be chosen. Most organizations use questionnaires (online or hard copy) to determine the duties of each job title. Some organizations will use face-to-face interviews to perform this task, depending on time constraints and the size of the organization. A job analysis questionnaire usually includes the following types of questions, obviously depending on the type of industry:

1. Employee information such as job title, how long in position, education level, how many years of experience in the industry
2. Key tasks and responsibilities
3. Decision making and problem solving: this section asks employees to list situations in which problems needed to be solved and the types of decisions made or solutions provided.
4. Level of contact with colleagues, managers, outside vendors, and customers
5. Physical demands of the job, such as the amount of heavy lifting or ability to see, hear, or walk
6. Personal abilities required to do the job—that is, personal characteristics needed to perform well in this position
7. Specific skills required to do the job—for example, the ability to run a particular computer program
8. Certifications to perform the job


Once all employees (or the ones you have identified) have completed the questionnaire, you can organize the data, which is helpful in creating job descriptions. If there is more than one person completing a questionnaire for one job title, the data should be combined to create one job analysis for one job title. There are a number of software packages available to help human resources perform this task, such as AutoGOJA.

Once the job analysis has been completed, it is time to write the job description and specifications, using the data you collected. Job descriptions should always include the following components:

1. Job functions (the tasks the employee performs)
2. Knowledge, skills, and abilities (what an employee is expected to know and be able to do, as well as personal attributes)
3. Education and experience required
4. Physical requirements of the job (ability to lift, see, or hear, for example)

[Previous View](#)    [Tell a friend about this vacancy](#)    [Printable form](#)

Server time: 01/17/2011 07:36:25 AM	Recruitment period ends: 01/24/2011 05:00 PM	This position closes in <b>7 days, 9 hours and 24 minutes</b>
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**Workplace Alaska**  
State of Alaska Online Recruitment System  
*Alaska...Great Land, Great People, Great Jobs!*

**Recruitment Bulletin**  
**Systems Programmer I/II**  
Alias:  
Position ID Number: 06-1116

Application Period: 01/03/2011 through 01/24/2011	Position open to: All Applicants
Department: Commerce Community & Economic Development	Division: Administrative Services
Location: Juneau	Region: Southeast
Salary: \$5,026.00 Range 20 \$5,745.00 Range 22 Monthly	Range: 20/22
Job Status: Full-Time	Bargaining Unit: GG

**Job Description:**

The Department of Commerce, Community and Economic Development (CCED) is seeking a technically skilled individual to fill a key Systems Programmer position. This position supports all aspects of the department's imaging and document repository infrastructure. The position is responsible for administering the imaging environment, including software and hardware installation, configuration, security and providing programming support to Analyst/Programmers coding applications that access and manipulate images.

Commerce's imaging environment utilizes Oracle Content Management and .Net applications. The successful candidate should be technically skilled and motivated to learn new technologies and processes.

**Key responsibilities include:**

- Administer all aspects of the department's Oracle UCM (Universal Content Management) servers and Kofax environment.
- Code custom image access and manipulation services using WSDL (web service definition language) and .Net.
- Configure, modify and update Adobe Capture and UCM inbound refinery. Develop batch classes and custom validation and release scripts.
- Install, configure and maintain high speed and flatbed scanner equipment.
- Work with users and programming staff to develop efficient physical paper workflows and practical scanning processes.
- Develop relevant scan workflows and required hardware for a variety of media such as envelopes, plain paper, and odd sizes.
- Monitor production system CPU, disk space, network utilization and error logs and make appropriate configuration changes and updates

Figure: Sample Job Description. Notice how the job description includes the job function; knowledge, skills, and abilities required to do the job; education and experience required; and the physical requirements of the job. (CC-BY-NC-SA This work)

Once the job description has been written, obtaining approval from the hiring manager is the next step. Then the HR professional can begin to recruit for the position. Before we discuss specific recruitment strategies, we should address the law and how it relates to hiring.

#### Tips to Writing a Good Job Description

- Be sure to include the pertinent information:
  - Title
  - Department
  - Reports to
  - Duties and responsibilities
  - terms of employment
  - qualifications needed
- Think of the job description as a snapshot of the job.



- Communicate clearly and concisely.
- Make sure the job description is interesting to the right candidate applying for the job.
- Avoid acronyms.
- Don't try to fit all job aspects into the job description.
- Proofread the job description.

### Writing a Job Description



A short video on how to write an effective job description, with examples.

### ? Human Resource Recall

Does your current job or past job have a job description? Did it closely match the tasks you actually performed?

### 📌 Key Takeaways

- The *recruitment process* provides the organization with a pool of qualified applicants.
- Some companies choose to hire *internal candidates*—that is, candidates who are already working for the organization. However, diversity is a consideration here as well.
- A *job analysis* is a systematic approach to determine what a person actually does in his or her job. This process might involve a questionnaire to all employees. Based on this analysis, an accurate *job description* and *job specifications* can be written. A job description lists the components of the job, while job specifications list the requirements to perform the job.

### ? Exercises 1.1.1

1. Do an Internet search for “job description.” Review three different job descriptions and then answer the following questions for each of the jobs:
  1. What are the job specifications?
  2. Are the physical demands mentioned?
  3. Is the job description task based or competency based?
  4. How might you change this job description to obtain more qualified candidates?
2. Why do the five steps of the recruitment process require input from other parts of the organization? How might you handle a situation in which the employees or management are reluctant to complete a job analysis?

## References

Hackman J. R. and Greg R. Oldham, "Motivation through the Design of Work: Test of a Theory," *Organizational Behavior and Human Performance* 16, no. 2 (August 1976): 250–79.

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