

# RECRUITMENT AND SELECTION PRACTICE AS A KEY FACTOR OF BUSINESS DEVELOPMENT

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**Abstract:** The paper describes the main principles of the recruitment and selection system. It discusses basic steps that any company should use for its effective development.

**Key words:** recruitment and selection practices, position description, recruitment plan, developing short list of candidates.

Recruitment and selection for organizations have proved to be a core human resource planning activity and as such, they are a vital part of an organization's overall strategic plan. However, the complexity of the human resource planning process varies with the size of the organization and the perception and status of the human resource function within the organization. While large businesses have Human Resources (HR) as a core function, many small businesses are deficient, not only in management expertise, but especially in human resource management capability, and this can hinder development in small businesses.

In an increasingly global and sophisticated marketplace, recruitment and selection have become an essential tool for organizations in ensuring that they have the human resources necessary to achieve their current strategic direction and to continue innovating and growing in the future. Recruitment and selection have become increasingly important as one way of delivering behaviors seen as necessary to support organizational strategies.

Recruitment and selection process includes a set of specific, targeted actions to attract candidates who possess the qualities necessary to achieve the goals of the organization. Unprofessional, with a poor quality approach can lead to the disruptions of the business processes of the company; in this case, such system errors can significantly increase the costs of any company. The quality of available human resources, their contribution to goals of the organization and quality of services provided to a large extent depend on the effectiveness of recruitment and selection practice.

In order to increase efficiency in hiring and retention and to ensure consistency and compliance in the recruitment and selection process, it is recommended the following steps be followed (French, 2010). Details for each step include the minimum recommended best practice to attract a talented and diverse applicant pool:

Step 1: identify vacancy and evaluate need.

When it is determined a new position is needed, it is important to understand and take into consideration strategic goals for the organization; conduct a quick analysis of the company competencies; evaluate the core skills required now and those which may be needed in the future.

Step 2: develop position description.

A position description, also referred to as a job description, is the core of a successful recruitment process. From the job description interview questions, interview evaluations and reference checks questions are developed. A well-written job description provides a first and sometimes, lasting impression of the company to the candidate. It clearly articulates responsibilities and qualifications to attract the best-suited candidates; improves retention, as turnover is highest with newly hired employees; provides an opportunity to articulate clearly the value proposition for the role and the department and helps attract candidates to apply; optimizes search engine results by ensuring job postings rank highly in candidate search results when searching on-line.

Step 3: develop recruitment plan.

Each position requires a documented Recruitment Plan which is approved by the organizational unit. A carefully structured recruitment plan maps out the strategy for attracting and hiring the best qualified candidate and helps to ensure an applicant pool which includes women and underrepresented groups including veterans and individuals with disabilities (Rioux, 2011).

In addition to the position's placement goals the plan contains advertising channels to be used to achieve those goals. The recruitment plan is typically developed by the hiring manager in conjunction with the Departmental HR Coordinator. Placement goals identified are entered into the position requisition in the company. The main elements of recruitment plan are posting period, placement goals, additional advertising resources, diversity agencies and resume banks.

Step 4: select search committee.

To ensure applicants selected for interview and final consideration are evaluated by more than one individual to minimize the potential for personal bias, a selection committee is formed. The hiring manager will identify members who will have direct and indirect interaction with the applicant in the course of their job. Each hiring manager should make an effort to appoint a search committee that represents a diverse cross section of the staff. A member of the committee will be appointed as the Affirmative Action and Compliance Liaison who will monitor the affirmative action aspects of the search committee (Opoku, 2013). Under-represented groups and women are to have equal opportunity to serve on search committees and special efforts should be made to encourage participation. Departments that lack diversity in their own staff should consider appointing staff outside the department to search committees or develop other alternatives to broaden the perspective of the committee.

Step 5: post position and implement recruitment plan

Every effort should be made to ensure the accuracy of the job description and posted text. It is not advisable and in some instances, not possible, to change elements of a posted position. The reason for this has to do with the impact a given change may have on the applicant pool (Gusdorf, 2008).

Step 6: review applicants and develop short list.

It is recommended that all search committee members review all applicants to ensure more than one person assesses their qualifications and that individual opinion or biases are avoided. Each committee member may provide comments on each applicant's qualifications as they relate to the minimum requirements of the position.

Step 7: conduct interview.

The interview is the single most important step in the selection process. It is the opportunity for the employer and prospective employee to learn more about each other and validate information provided by both. By following these interviewing guidelines, you will ensure you have conducted a thorough interview process and have all necessary data to properly evaluate skills and abilities.

Step 8: select hire.

Once the interviews have been completed, the committee will meet to discuss the interviewees. Committee members will need to assess the extent to which each one met their selection criteria.

The search committee rating sheet will be helpful in justifying decisions and making them as objective as possible.

The most important thing to remember is that you will need to be able to justify your decision. As one of the most critical steps in the process, it is important to keep the following in mind:

- The best candidate for the position was chosen based on qualifications
- The candidate will help to carry out the company's missions

Today's tight labor market is making it more difficult for organizations to find, recruit, and select talented people. The competition for talent is intensifying, as there are fewer qualified applicants available. This shortage of applicants makes it all the more important for organizations to be able to effectively attract, select, and retain quality candidates. As results from different surveys indicate, organizations need to offer more than an attractive wage to entice qualified candidates. With the number of job opportunities currently available, candidates can afford to be choosy when searching for their ideal job. They are looking for more than just an attractive salary; candidates are seeking organizations that can offer them various kinds of benefits, the potential to advance, and an environment in which they can learn and thrive. If an organization cannot offer these, job seekers will find one that does. Thus, it is important for organizations to know exactly what they have to offer potential employees, and then highlight their best features when recruiting candidates. Once organizations have successfully recruited candidates, they must select the best ones for the positions under consideration. Organizations use various tools to help them select individuals.

Finally, better recruitment and selection strategies result in improved organizational outcomes. The more effectively organizations recruit and select candidates, the more likely they are to hire and retain satisfied employees. In addition, the effectiveness of an organization's selection system can in-

fluence bottom-line business outcomes, such as productivity and financial performance. Hence, investing in the development of a comprehensive and valid selection system is money well spent.

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