

HR Summary

Chapter 6:

1. **Define the term *recruiting*.** Recruiting is discovering potential applicants for actual or anticipated organizational vacancies. It involves seeking viable job candidates.
2. **Identify the dual goals of recruiting.** The two goals of recruiting are to generate a large pool of qualified applicants and to provide enough information for individuals to self-select out of the process.
3. **Explain constraints human resource managers face in determining recruiting sources.** Influences that constrain HRM in determining recruiting sources include image of the organization, attractiveness and nature of the job, internal policies, government requirements, and the recruiting budget.
4. **Identify the principal sources for recruiting employees.** The principal sources for recruiting employees include internal search, advertisements, employee referrals/recommendations, employment agencies, temporary leasing services, schools, colleges, universities, professional organizations, online recruiting, and casual or unsolicited applicants. Employee leasing, temporary employees, and independent contractors continue to be good sources of employees.
5. **Describe the advantages and disadvantages of employee referrals.** The advantages of employee referrals include access to individuals who possess specific skills, having job applicants with more complete job and organization information, and a universal application to all levels in the organization. The disadvantages of employee referrals include the potential of confusing friendship with job performance, nepotism, or for minimizing the organization's desire to add diversity to the organization's employee mix.
6. **Identify three important variables that affect response rates to job advertisements.** The three important variables are: identification of the organization; labor market conditions; and the degree to which specific requirements are included in the advertisement.

- 7.Explain what distinguishes a public employment agency from a private employment agency.** The major difference between public and private employment agencies often lies in their image. Private employment agencies are believed to offer positions and applicants of a higher caliber. Private agencies may also provide a more complete line of services in that they advertise the position, screen applicants against the criteria specified by the employer, and provide a guarantee as protection to the employer should the applicant not perform satisfactorily. Public employment agencies are more closely linked to unemployment benefits. Accordingly, the image of most public agencies (not completely accurate) is that they tend to attract and list individuals who are unskilled or have had minimum training.
- 8.Describe the benefits of online recruiting.** Internet recruiting provides businesses with low-cost and unprecedented access to potential employees worldwide. Online recruiting also helps increase diversity and finds people with unique talents.
- 9.Explain the concept of employee leasing and the organizational benefits of such an arrangement.** Employee leasing refers to when individuals employed in an organization actually work for the leasing firm. One reason for the popularity of leasing is cost. The acquiring organization pays a flat fee for the employees and is not responsible for benefits or other costs it would incur for a full-time employee, such as Social Security payments.

Glossary

blind-box ad An advertisement that does not identify the advertising organization

constraints on recruiting efforts Factors that can limit recruiting outcomes.

employee referral A recommendation from a current employee regarding a job applicant.

employment agencies Assists in matching employees seeking work with employers seeking workers.

executive search firms Private employment agency specializing in middle- and top-management placements.

expatriate An individual who lives and works in a country of which he or she is not a citizen.

host-country national (HCN) A citizen of the host country hired by an organization based in another country.

internal search A promotion-from-within concept.

job fairs Events attended by employer representatives or recruiters with the goal of reaching qualified candidates.

leased employees Individuals hired by one firm and sent to work in another for a specific time

online résumés Résumés created and formatted to be posted on online résumé or job sites.

recruiter Represents employer to prospective applicants at colleges and job fairs.

recruiting The process of seeking sources for job candidates.

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