

RECRUITMENT PROCEDURES

Recruitment is the process of finding and hiring new workers for a job.

PROSPECTIVE USERS:

All factories must apply a sound recruitment policy and procedures in order to operate effectively. The Human Resources Department takes the lead responsibility for implementing this practice.

PROBLEM ADDRESSED

Implementing proper recruitment procedures helps to ensure that the right person is hired for the right job, and that vacancies in an organisation are filled in a timely and systematic manner.

PROCESS

Implementing recruitment procedures is the process of recruiting, selecting and appointing staff.

Steps in implementation

The following provides information on how to implement recruitment procedures. It defines the roles, responsibilities and activities involved in the process.

1. Create a job description.
 - Before the recruitment process begins, a job description should be created indicating various aspects which are important to the position being advertised (see template below).
2. Advertise the job description. Advertisements should be open for 2-4 weeks allowing candidates a reasonable time period to respond. Advertising can be done internally and externally as follows:
 - Internal: notice boards; public spaces in the factory; communicated verbally through meetings.
 - External: notices in front of factory or in local markets, meeting places or local newspapers.
3. Determine the appropriate selection process (establish a selection panel, develop testing procedures etc.).
 - The selection process will vary depending on the level of job you are recruiting for. For example, if you are recruiting managerial positions, you may have a panel to review applicants, create short-lists and interview candidates. If you are recruiting line operators, you may conduct skills testing rather than interviews. The most important point is to have a standard process that is used throughout the factory to select best possible candidates.
4. Receive and collate applications.
 - The human resources manager in charge of receiving and collating applications. He/she should provide the line manager with a description of the post, list of applicants and applications received. The line manager should ensure that any members of the selection panel receive copies of the applications for short-listing if applicable.

5. Assess short-listed candidates.
 - When recruiting line operators, the process of assessing each candidate will generally involve skills testing. The line manager or the human resources department should invite applicants to a specific day and time to conduct the test and then review the results.
 - When recruiting other employees the process may be slightly more involved. Applications will typically be reviewed by a committee or selection panel and a shortlist created before any applicants are contacted. The panel should agree beforehand on a ranking system for assessing candidates and then choose to conduct interviews, reference checking and/or skills testing.
 - In either case, the selection process should be based on merit and qualifications to do the job and not on gender, race or any other discriminatory basis. The goal is to find the right person. Once the assessment is done, the panel or line manager will make a decision and recommend a specific candidate to hire.
6. Make a verbal offer of employment to recommended applicant.
 - The line manager can then proceed with a verbal offer of employment to the successful candidate which speeds up the employment process. The line manager can discuss a start day and clarify terms and conditions of appointment.
7. Make a written offer of employment.
 - The human resources manager will draft the formal written offer and contract of employment which he or she can sign or which can be signed by the relevant line manager. The written offer provides information on terms and conditions of the offer.
8. Inform unsuccessful candidates.
 - If appropriate, the HR Manager is generally responsible for informing unsuccessful candidates of the selection decision.

Job description template	
Job title:	<i>The title of the job</i>
Job duration:	<i>The length of time the employee is expected to work for the enterprise. Contracts may be indefinite or have fixed duration such as six months. Regardless, the duration of the job should be clear from the outset, and should conform to national law.</i>
Department:	<i>Name of the department where the job takes place</i>
Location:	<i>Location of factory or office</i>
Start date:	<i>Date worker is to start the job</i>
Work group title:	<i>Title of work group, if any, job is part of</i>
Supervisor:	<i>Name of direct supervisor overseeing the job</i>
Manager:	<i>Name of manager overseeing supervisor and department</i>
Job summary:	<i>List overall and key areas of responsibility, specific tasks etc.</i>
Job specifications:	<i>Include skills and attributes and experience required for the job.</i>

RESOURCES REQUIRED

To ensure that correct recruitment procedures are in place it is vital to have an efficient human resources manager or department that will take charge of the recruitment procedures as described above.

POSITIVE IMPACT

There are many advantages to implementing proper recruitment procedures.

Advantages of internal recruitment	Advantages of external recruitment
<ul style="list-style-type: none"> • New opportunities can boost worker morale and productivity. • Workers already know how the system operates. • Training and orientation time is greatly reduced, saving overall costs. • Many organizations favour internal recruitment for non-base level positions to ensure applicants will fit in with the team/work environment and may plan specific training events to develop skills internally. 	<ul style="list-style-type: none"> • Pool of talent is bigger. • Can introduce new skills/insights. • Often cheaper/easier.

CHALLENGES AND PITFALLS

Implementing proper recruitment procedures can take a relatively long time.

There are also other disadvantages to bear in mind: internal recruitment can create other vacancies as one person is moved to another job and external recruitment can lead to low morale of existing workers as they are not offered the job.

However, the greatest risk in recruitment is of hiring someone whose performance is below standard. This makes it very important to apply proper recruitment procedures by following the steps in implementation as described above.

INDICATORS FOR MONITORING

XXXXXXXXXXXXXXXXXXXXXXXXXXXX.

Further Information Available:
 FIP References:
 Module 5 - Human Resources

Funding for the Factory Improvement Programme is provided by the Swiss State Secretariat for Economic Affairs and the United States Department of Labor.