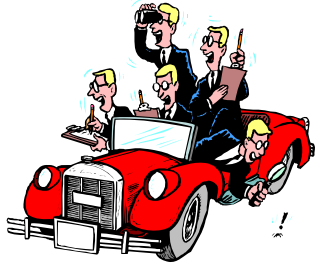


## Employee Recruitment



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## Effective Recruitment Methods Should

- Get the attention of the public
- Screen unqualified applicants
- Motivate qualified people to apply
- Be cost effective
- Be timely



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## Recruitment Methods

- |   |  |
|---|--|
| <ul style="list-style-type: none"><li>• <b>Formal or Direct</b><ul style="list-style-type: none"><li>– Media advertisements</li><li>– Point of purchase</li><li>– Direct mail</li><li>– Employment agencies</li><li>– College recruiters</li><li>– Computer databases</li><li>– Special events</li><li>– Employee referral programs</li></ul></li></ul> | <ul style="list-style-type: none"><li>• <b>Informal or Indirect</b><ul style="list-style-type: none"><li>– Situation-wanted ads</li><li>– Direct applications</li><li>– Employee referrals</li></ul></li></ul> |
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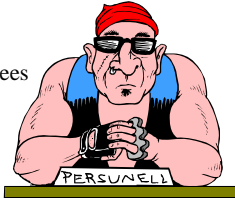
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## Special Populations

- The retired
- The mentally or physically challenged
- Ex-cons
- Current convicts
- People on public assistance
- Other organizations' employees
- People in foreign countries
- Temps



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## Recruiting a Diverse Workforce

- Build long-term relationships with minority organizations
- Learn how to effectively interview diverse groups
- Advertise in minority-read publications
- Recruit at historically black/female colleges
- Provide minority role-models
  - at work
  - in recruiting materials



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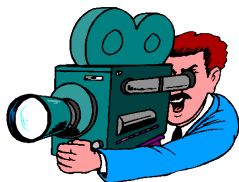
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## Media Ads

Only 10% of all jobs are advertised

- Newspaper
- Television
- Radio
- Web sites
- Billboards



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## Newspaper Ads

AVAILABLE: Good tasting soda. Consumers must want 20 ounces of fluid, regular level of caffeine, and competitive price. If interested, purchase Coca-Cola from your neighborhood store.

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## Newspaper Employment Ads Effective Print Ads

- Creative
- Attractive
- Contain information about the job



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## Newspaper Employment Ads Five Major Types

- Apply in person
- Call
- Send resume
- Blink box
- Employment agency



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## Apply-in-Person Ads

- Dress as if it were an interview
- Be prepared to interview on the spot
- Bring copies of your resume
- Bring a black pen
- Be nice to the receptionist

**CUSTOMER SERVICE**—Local home health company has an immediate, full time position available. Direct personal contact and requires a caring individual. Some typing and billing helpful. Competitive salary and benefits. **Apply in person, 9 a.m. to 5 p.m., Mon-Fri., 2501 Williamson Road**

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## Call Ads

- Often used to quickly screen applicants
- Practice your first few sentences
- Be prepared for a short phone interview
- Have your resume ready to answer questions
- Have paper and pencil close by

**Sales**  
Experienced sales people preferred. Neat and dependable. Flexible hours & good pay. **Call 366-6071, 12 – 8:00 p.m., Tues-Fri; Sat. 10 a.m.-5 p.m.**

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## Send Resume

- Employer expects a large response
- Type envelope if possible
- Include cover letter
- Do not use your employer's stationary
- Send
  - Immediately?
  - Wait a few days?

**RECEPTIONIST**  
Local construction company has immediate opening for person with excellent telephone skills and professional manner to operate the switchboard and greet the public. Typing skills required. **Send resume to: Personnel, Acme Co., Box 20069, Roanoke, VA 24018**

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## Blind Box

- Used when employer
  - doesn't want incumbent to know
  - doesn't want name in the public
  - Is afraid people won't apply if they knew the name of the employer
- Send resume immediately

### Carpet Cleaning

Looking for clean cut, reliable, self-motivated person to clean carpet for growing business. Room for advancement. Must be at least 21 years old and have a valid drivers license. Send resume to **Box P-271, c/o Roanoke Times & World News**, P.O. Box 491, Roanoke, VA 24010

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## Employment Agencies

### • Types

- Public
- Private Employment Agency
  - Employer pays fee
  - Applicant pays fee
- Executive search firms
- Temporary employment agencies

### Programmer/Analyst

\$30 to \$40's + Fee Paid  
Degree required. ASCS-BSCS. 1-2 years experience. 989-2831  
Carol Day & Associates

### Machine Operator

• ½ Fee Paid •  
Will train on production equipment. Experience with fabric helpful. \$13-\$15 per hour. 981-0799 AAA  
Employment Agency

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## Point of Purchase Methods

- Signs
- Cash register receipts
- On-hold phone recording (Papa Johns)
- Restaurant placemats
- Pizza boxes
- Table tents
- Sides of trucks
- Brochures
- Milk cartons
- Book markers



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## Offering Incentives

- Bonus
  - signing
  - tenure
  - year-end
- 401k match
- Relocation
- Vacations
- Flexible schedules
- Educational assistance
- Casual dress



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## Direct Mail Recruiting

- Types
  - e-mail
  - fax
  - Postal
- Cost
  - Mailing lists cost \$15 - \$150 per 1,000 names
- Postal Basic Facts
  - cost is about 50 cents per person
  - response rate should be 1-2%
  - make mailing creative and eye catching
  - Hand addressed mail gets opened most frequently, then typed names, followed by mailing labels



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## Direct Mail Success Stories

- INTEGRIS
  - Mailed out 30,000 letters
  - Received 350 responses
  - Hired 5 nurses
- Union Special
  - Illinois manufacturer of sewing machines
  - Had 10 openings for engineers
  - Sent 3,300 cards to Chicago area engineers (\$5,000)
  - Received 100 responses
  - Interviewed 30 applicants
- Allstate
  - Local unemployment was 2.9%
  - Previous help-wanted ads yielded 2 responses
  - 14 data processing openings
  - Direct mail to local Allstate customers
  - Received 500 responses and hired 20 employees

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## Employee Referral Programs Frequency of Use

- Private Sector (SHRM, 2005)
  - 50% have formal programs
  - 17% have informal programs
  - 34% have no program
- Public Sector
  - 1% have formal programs



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## Employee Referral Programs Incentive for Referral

- Incentive Given
  - 88% if referral results in hire
  - 2% if referral results in interview
  - 4% for making a referral
- Type of Incentive
  - 77% provide financial incentive
  - 23% give cars, gift certificates, trips, and other gifts
- Amount of Incentive
  - Median is less than \$1,000
  - 12% have incentives over \$2,000



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## Employee Referral Programs Why are They so Effective?

- Realistic job preview
- Employees and friends are similar
  - Personality
  - Ability
- Employee can help socialize friend when hired



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## Situation-Wanted Ads

- Ads run by applicants
- Internet has perhaps made these obsolete
- Effectiveness
  - Willis (1991)
  - Williams (1991)

**Top Speechwriter**  
 Currently writing speeches for Fortune 200 CEO. Background in tech, multi-industry. Wall St., Wash DC  
**Box EA-648, Wall Street Journal**

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## Effectiveness

### Number of Inquiries

Inquiries	Frequency	Percent
0	44	30.6
1	20	13.9
2	26	18.1
3	18	12.5
4	8	5.6
5	9	6.3
6	6	4.2
7	4	2.8
10	4	2.8
12	2	1.4
>20	3	2.1
<b>TOTAL</b>	<b>144</b>	

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## Effectiveness

### Number of Job Offers

Job Offers	Frequency	Percent
0	117	78.5
1	10	6.7
2	11	7.4
3	2	1.1
4	2	1.3
5	3	2.0
6	1	0.7
7	1	0.7
15	1	0.7
20	1	0.7
<b>TOTAL</b>	<b>149</b>	

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## Evaluating Recruitment Effectiveness



- Time to fill
- Retention rates
- Cost per hire
- Number of applicants
- Job performance of new hires
- EEO/diversity impact

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## Most Common Methods

	HR Departments	Job Seekers
Newspaper ads	96	95
Networking	95	95
Employee referrals	91	92
Internet	88	96
Employment agency	76	81
Walk-ins	76	62
Temp-to-hire	75	65
Head hunters	74	89
Job fairs	70	76
Ads in trade journals	67	78
Community organizations	55	63
Minority job fairs	51	42
Website job applications	49	90

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## % Rating Method as Effective

	HR Departments	Job Seekers
Networking	61	78
Internet job postings	58	48
Employee referrals	55	65
Head hunters	54	45
Newspaper ads	47	30
Website job applications	40	36
Ads in trade journals	37	37
Temp-to-hire	36	43
Employment agency	35	31
Job fairs	23	23
Job hotlines	22	19
Radio/TV advertising	21	15
Open houses	18	12

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### Zottoli (1997) Meta-Analysis

- **Inside Sources**
  - Employee referral
  - Friend/Family referral
  - Rehire
- **Outside Sources**
  - Advertisements
  - Employment Agency
  - School Placement
- **Walk-In**
- **Results**
  - Inside better than outside
  - Performance
    - d=.12
    - CI = .08 - .15
  - Retention
    - d = .08
    - CI = .07 - .09

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### Zottoli (1997) Meta-Analysis

Criteria	Mean Retention Rate
Recruiter/School Placement	.78
Rehire	.71
Friend/relative referral	.65
Walk-in	.62
Employee referral	.57
Agency	.57
Ads	.41

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### Aamodt & Carr (1988) Meta-Analysis

	Tenure	Performance
Employee referral	.13*	-.02
Direct application	-.03	.00
Media	-.20*	.02
Employment agency	-.18*	-.10
College recruiter	-.02	-.01

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## Why Recruitment Sources Should Differ

- Informal sources provide realistic job previews
- Different sources reach different types of people
- Similarity of employee and person referred




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## Correlations between employees and their referrals

(Aamodt & Rupert, 1990)

	N	Tenure	Performance
Retail Workers	135	.24	
Fire-protection	29	.70	- .01
Concrete workers	24		.33
Restaurant workers	42	.25	
MEAN		.31	.15
95% upper limit		.44	.43
95% lower limit		.18	-.13

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