

(4) Recruitment - General

(a) Background

A recruitment program is effective to the extent it produces the best qualified candidates available within a reasonable time. When program results are poor or marginally satisfactory, the following elements should be considered in identifying the source of the deficiency.

1 Planning - does the recruitment plan provide both long and short range projections and take into account

Quantity - by specifying numbers and types of occupations needed, using such bases as historical data, organizational trends anticipated by management, present and projected labor market.

Quality - through realistic interrelationship of job requirements with the type of applicants sought and those available.

Alternatives - in determining the mix and degree of internal, other agency, and competitive sources to use in obtaining the best qualified candidates.

Budget - by assessing the manhours available for use by personnel, operating, and staff officials in recruiting, as well as the costs of miscellaneous items such as publicity and testing materials, recruiters' travel expenses.

Responsibilities - by delegations of recruiting authority to selected management, personnel, and operating officials.

2 Staff for Recruiting - has a recruiting staff been developed with such considerations in mind as:

Numbers - by reasonably proportioning the size of the staff both to the number of hires to be made and to the difficulty anticipated in their recruitment.

Composition - to achieve the balance of personnel, technical, and clerical employees necessary for recruiting particular occupations.

Selection - of the staff based on ability to meet the public, personal capability, knowledge of the organization and its work, and a positive interest in recruitment.

3 Recruitment Methods - have appropriate recruitment techniques been pursued? The following typify some of the general practices to examine in determining whether the local program utilizes effective techniques.