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# *SADC*
# *2019 Human Resources Challenge*

# *UNDERSTANDING THE SEVEN RECRUITMENT CHALLENGES*

*© Professor: Jamal BEN MANSOUR, M.Sc., Ph.D., CRHA*
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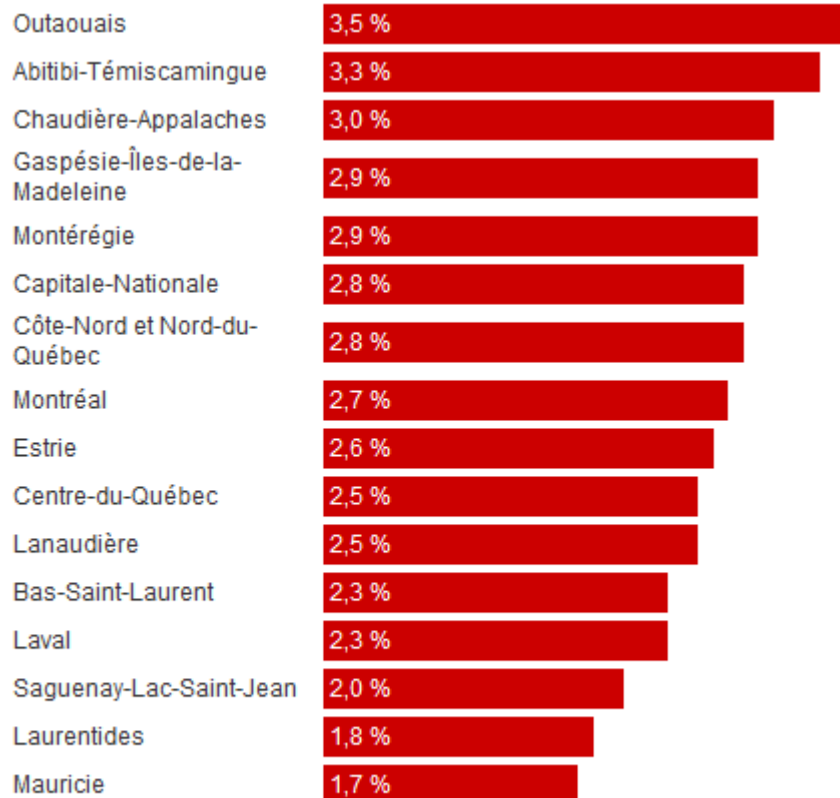*(819) 376-5011, extension 3146*

# A brief biography…

**Professor Jamal Ben Mansour** (*M.Sc, Ph.D., CRHA*) is a professor in the HRM Department at the École de gestion de l'UQTR and a regular researcher with the INRPME (small and medium-sized business research institute). He has acquired more than eight years of professional experience as a consultant in various fields (public administration, the banking sector, SME) prior to earning a joint interuniversity doctorate (UQAM, HEC, Concordia and McGill) in human resources management. He teaches leadership, human capital management, HR analytics and research methodology courses at the graduate and undergraduate levels and has cutting-edge expertise in qualitative, quantitative and mixed methods, particularly longitudinal specifications. He deals with matters on issues relating to the entry into an organization (talent management, the commitment process at work, attitude change over time, the organizational and professional socialization of newly hired employees, plural leadership) along with very successful HRM practices. His research findings have been published in scientific publications for the layperson (e.g. *Attirer, Retenir, et Fidéliser les Ressources Humaines ; L'entrée Organisationnelle des Jeunes Diplômés ; Les PME, d'Hier à Demain ; Comportement Organisationnel V3*), dans différentes revues savantes (e.g., *International Journal of Environmental Research and Public Health ; Journal of Human Resources Management and Labor Studies*), and press releases in several national and international conventions (*e.g., AIPTLF ; ASAC ; EAWOP , Conference on Commitment ; Academy of Management Conference*).

# A snapshot of the labour shortage

↘ The labour shortage is no longer just a forecast – it's a reality and a **persistent reality** at that…

↘ Quebec is **the province most affected** by the labour shortage in Canada.

↘ The labour shortage can be **viewed in various different ways** according to the:

- region
- sector
- sector within a region
- unemployment rate
- size of the company (less than 50 employees)
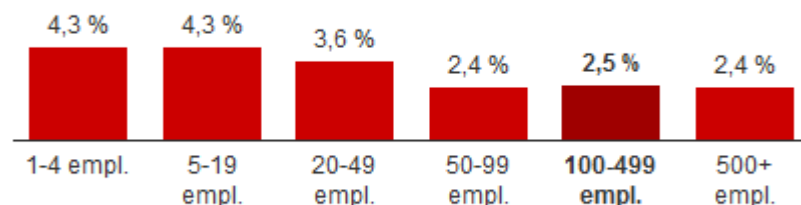
# A snapshot of the labour shortage

| Region | Rate |
|---|---|
| Outaouais | 3,5 % |
| Abitibi-Témiscamingue | 3,3 % |
| Chaudière-Appalaches | 3,0 % |
| Gaspésie-Îles-de-la-Madeleine | 2,9 % |
| Montérégie | 2,9 % |
| Capitale-Nationale | 2,8 % |
| Côte-Nord et Nord-du-Québec | 2,8 % |
| Montréal | 2,7 % |
| Estrie | 2,6 % |
| Centre-du-Québec | 2,5 % |
| Lanaudière | 2,5 % |
| Bas-Saint-Laurent | 2,3 % |
| Laval | 2,3 % |
| Saguenay-Lac-Saint-Jean | 2,0 % |
| Laurentides | 1,8 % |
| Mauricie | 1,7 % |

Source: Statistique Canada

**Taux de postes vacants**

Québec

Canada

3,5 %
3,0 %
2,5 %
2,0 %
1,5 %
1,0 %
0,5 %
0,0 %

T1 2004    T1 2007    T1 2010    T1 2013    T1 2016

Source: Fédération canadienne de l'entreprise indépendante

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# A snapshot of the labour shortage

## Taux de postes vacants selon le nombre d'employés



| | 1-4 empl. | 5-19 empl. | 20-49 empl. | 50-99 empl. | 100-499 empl. | 500+ empl. |
|---|---|---|---|---|---|---|
| | 4,3 % | 4,3 % | 3,6 % | 2,4 % | 2,5 % | 2,4 % |

Source: Fédération canadienne de l'entreprise indépendante

| | Nombre de postes vacants | Salaire horaire moyen |
|---|---|---|
| Secteur manufacturier | 13 040 | 20,45 $ |
| Soins de santé et assistance sociale | 10 825 | 20,25 $ |
| Commerce de détail | 8 945 | 14,55 $ |
| Services professionnels scientifiques et techniques | 8 580 | 28,70 $ |
| Hébergement et restauration | 8 190 | 12,40 $ |
| Services administratifs, de soutien, de gestion des déchets et d'assainissement | 7 005 | 16,55 $ |

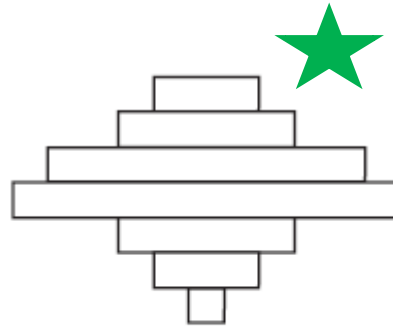Source: Statistique Canada

# Causes of the labour shortage

Labour shortage

Lack of HR planning

Aging

Economic recovery

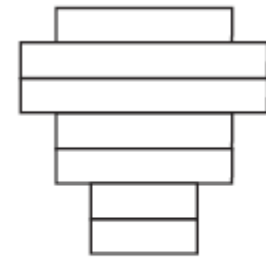Evolution of work
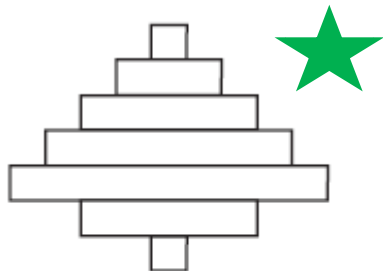
Societal evolution
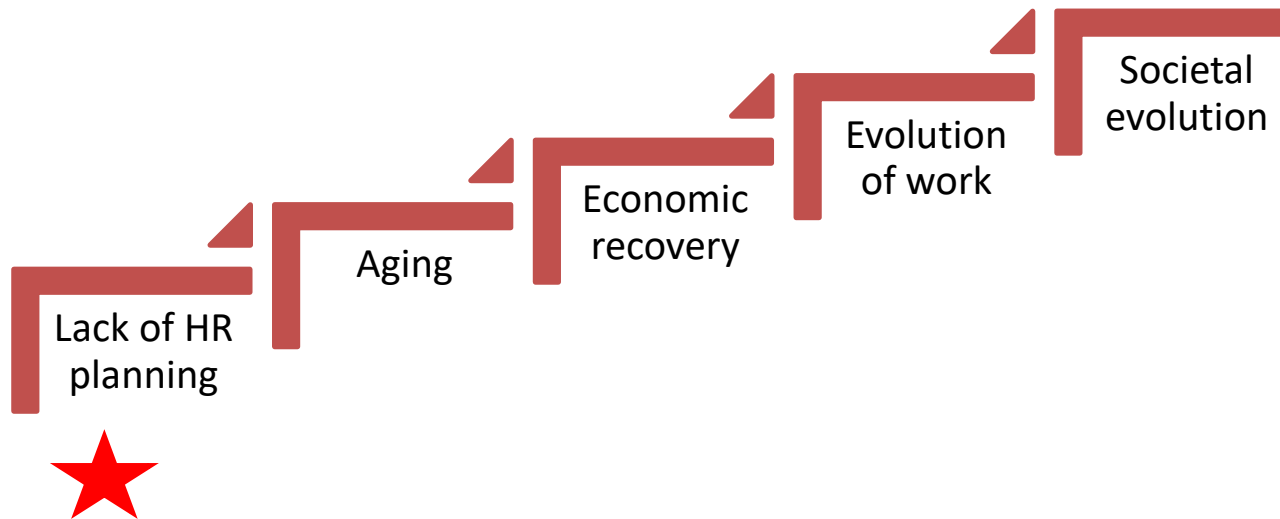
# The shapes of age pyramids
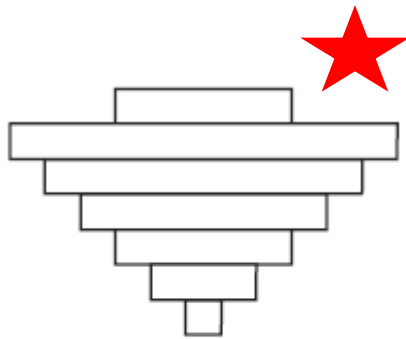


« Champignon »

« Toupie »

« Cylindre »

« Poire écrasée »
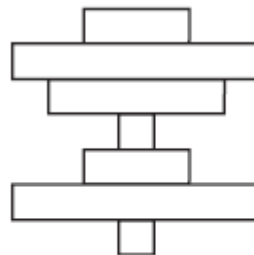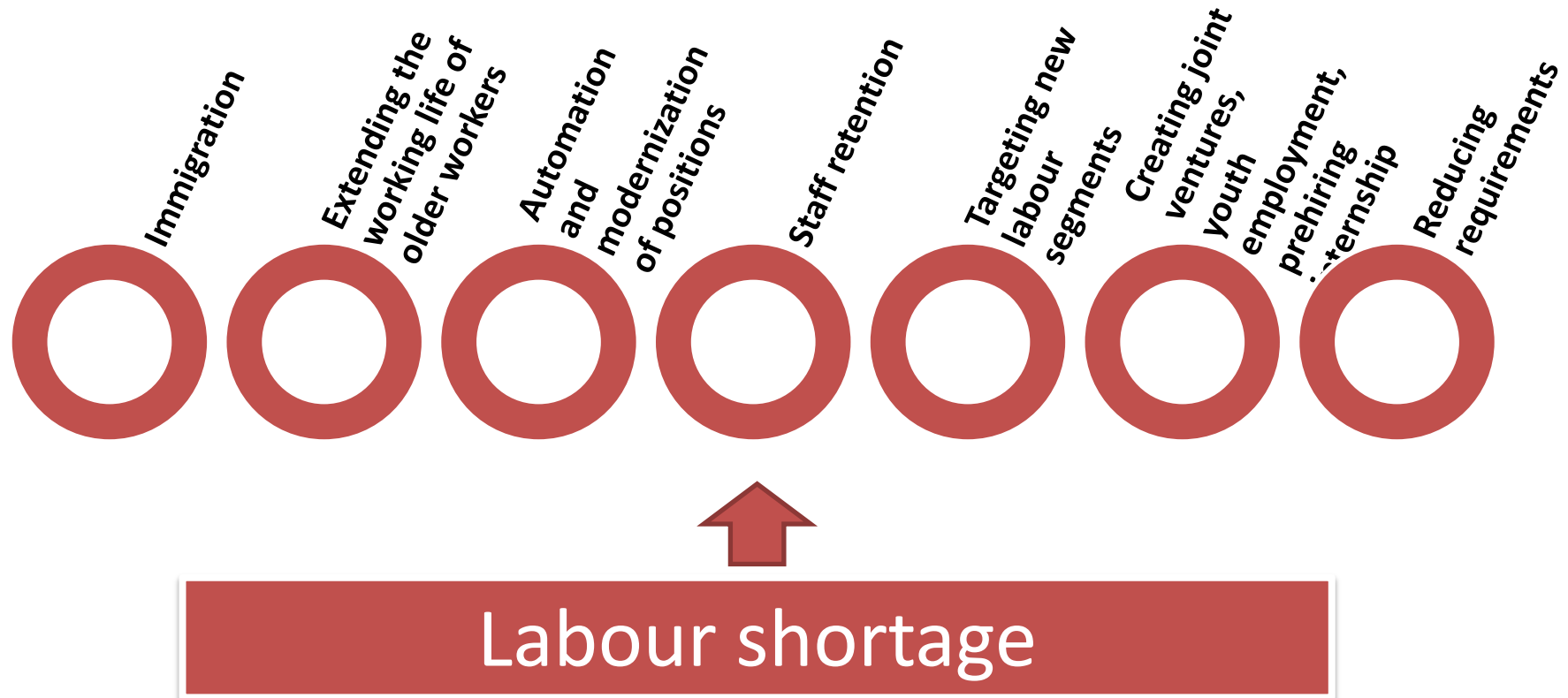
« Pelote de laine »

# Avenues to resolve the labour shortage

Immigration

Extending the working life of older workers

Automation and modernization of positions

Staff retention

Targeting new labour segments

Creating joint ventures, youth employment, prehiring, internship

Reducing requirements

Labour shortage

# Options to resolve the labour shortage

Professionalize recruitment

- Immigration
- Extending the working life of older workers
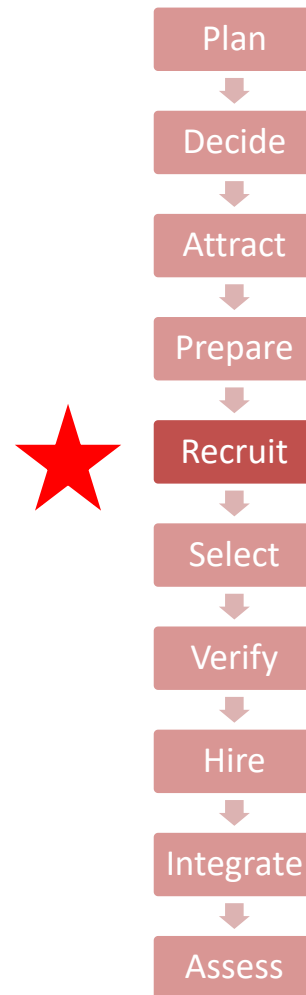- Automation and modernization of postions
- Staff retention
- Targeting new labour segments
- Creating joint ventures, youth employment, prehiring internship
- Reducing requirements

# Staffing

Plan
↓
Decide
↓
Attract
↓
Prepare
↓
★ Recruit
↓
Select
↓
Verify
↓
Hire
↓
Integrate
↓
Assess

# Constraints

↘ **External constraints**

- Labour market

- Economic climate

- Legislation and regulations

- Competition

↘ **Internal constraints**

- Mission

- Organization's values

- Strengths and threats

- Budget

# Why recruit?

⬊ **HR marketing vs. the marketing of a product/service**

- Recruitment is similar to the selling and marketing process in the marketing world, but the product in this case is **the work experience offered** by the organization, and the client is the **candidate qualified** to occupy the vacancy.

⬊ **A few statistics**

- Depending on the size of the organization, HR practitioners spend from **50% to 70% of their time** recruiting new employees.

- For certain positions, the recruitment-related costs are estimated to be more than **one year's full salary** of a new recruit.

# A few definitions (2/3)

⇘ **What is recruitment?**

- *"Recruitment encompasses all organizational practices and decisions that affect either the **number** or **types** of individuals that are willing **to apply for** or to **accept a given vacancy**."* (Rynes, 1991, p. 429)

- *"Employee recruitment involves those organizational activities that (1) influence the **number** and/or the **types** of applicants who **apply** for a position and/or (2) affect whether a job offer is **accepted**."* (Breaugh, 1992, p.4)

- Recruitment is generally defined as a process aimed at providing a sufficient number of qualified candidates from whom the organization will be able to choose those best suited to occupy the vacancies. (translation) (Tania and Dolan, 2013).

# Content used…

**RECRUITMENT** (Results of the reflection on the 7 see further issues)

**PRESELECTION** (evaluation of the candidates' general aspects: eligibility, minimum requirements, degrees and professional experience both current and past required for the position, previous responsibilities, membership in an Order or Association, salary expectations, values, etc.)
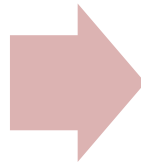
**POSTSELECTION** (contractual clauses)

**SELECTION** (evaluation of the more specific job requirements; knowledge, know-how, and soft skills)

# Material used…

**RECRUITMENT**

(HR master plan; job description/specification, legal framework, collective agreement, code of ethics)

**PRESELECTION** (Position description/specification, posting, CV, covering/motivation letter, employment application form, telephone/video interview, letters of reference)
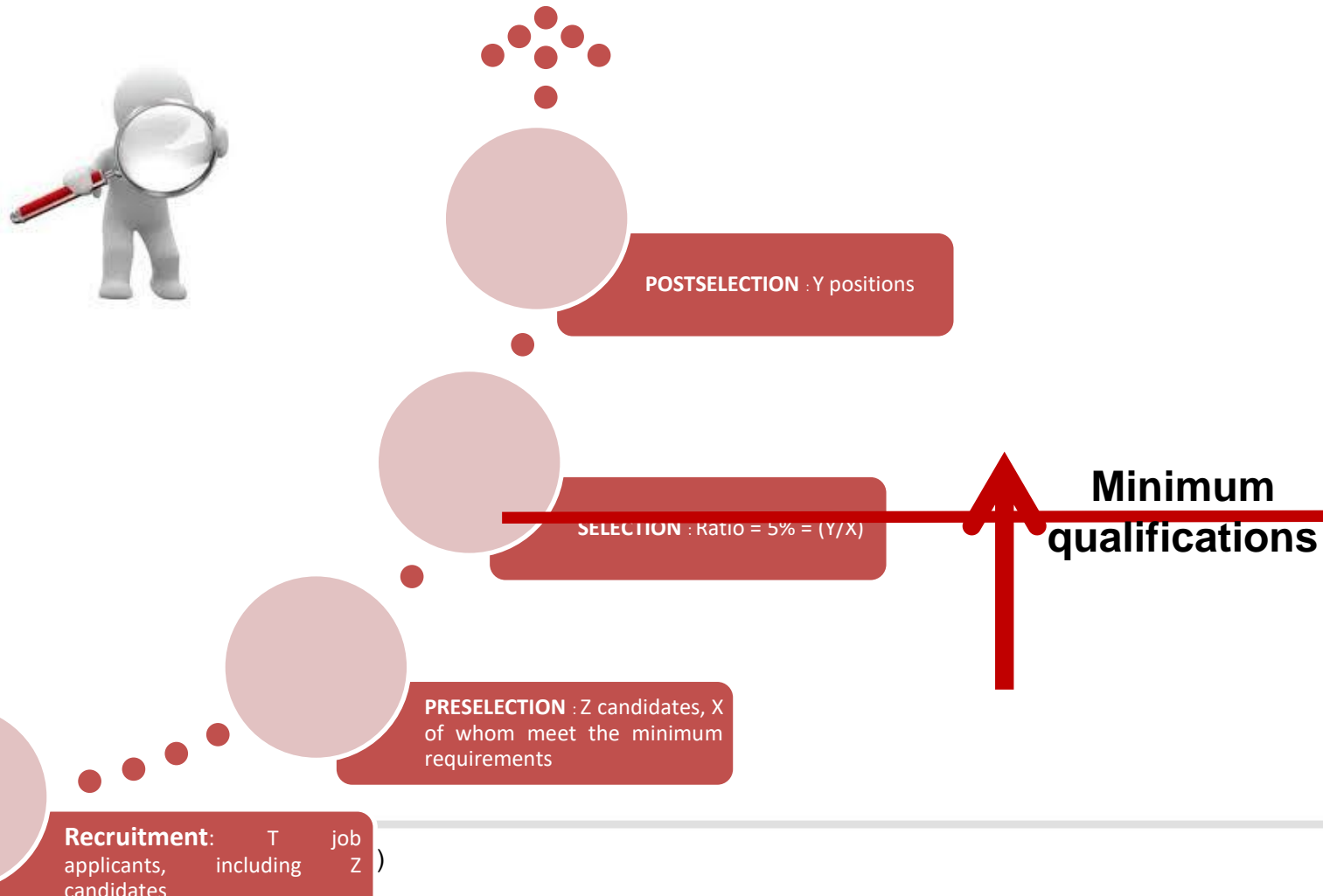
**POSTSELECTION** (Position description, collective agreement, organizational procedures and policies)

**SELECTION** (Position description/specification, interview, tests, background check)

# Selection ratio

**POSTSELECTION** : Y positions

**SELECTION** : Ratio = 5% = (Y/X)

**Minimum qualifications**

**PRESELECTION** : Z candidates, X of whom meet the minimum requirements

**Recruitment**: T job applicants, including Z candidates

# General objective of recruitment

↘ **GENERAL objective of recruitment:**

1.  Generate a sufficient **number** of applications (**quantity**) that meet the (minimum) requirements, while keeping costs at a reasonable level;

2.  Generate applications that match the sought profile (**quality**)

↘ **To do this, recruitment must be targeted and based on the:**

-   pools of candidates (recruitment sources);
-   method of communication (**recruitment methods**).

# Specific objectives of recruitment (1/2)

⬎ **The SPECIFIC objectives of recruitment:**

1. Abide by the **legal and social obligations** of the organization with respect to the composition of its staff (e.g., employment equity).

2. Enhance **the company's image** as a good employer.

3. Attract **quality candidates,** i.e., provide the organization with the staff and competencies it needs and will need.
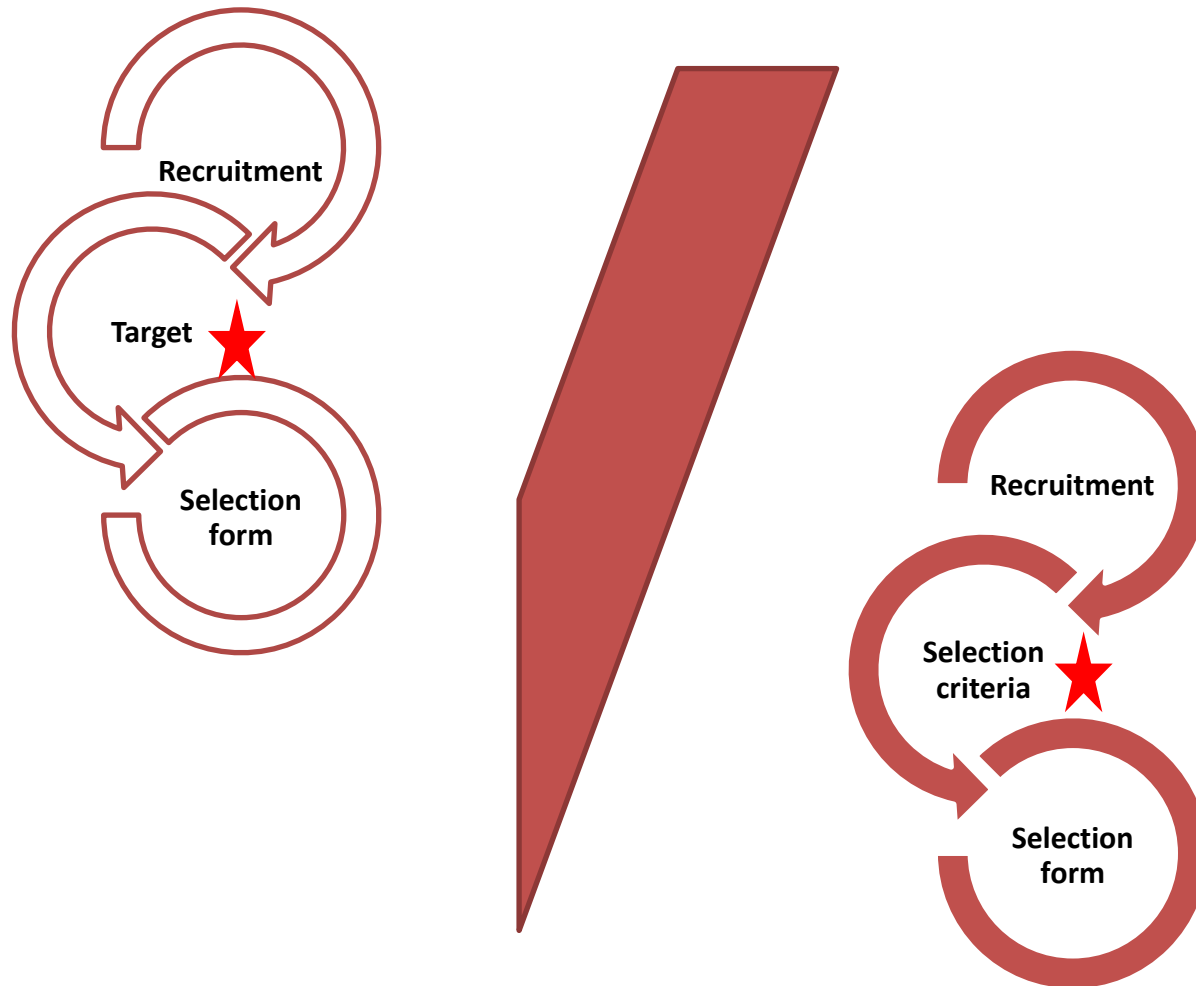
…

⬊ **The SPECIFIC objectives of recruitment:**

…

4. **Develop a reserve** of qualified staff to avoid chronic or episodic shortages.

5. Increase the chances of **success** of the HR **selection** and **integration** process.

6. Increase the organization's **efficiency**, particularly the HR function.

7. **Reduce the risk of early employment separations** due to incompatibility of job profiles, individual needs and organizational values.
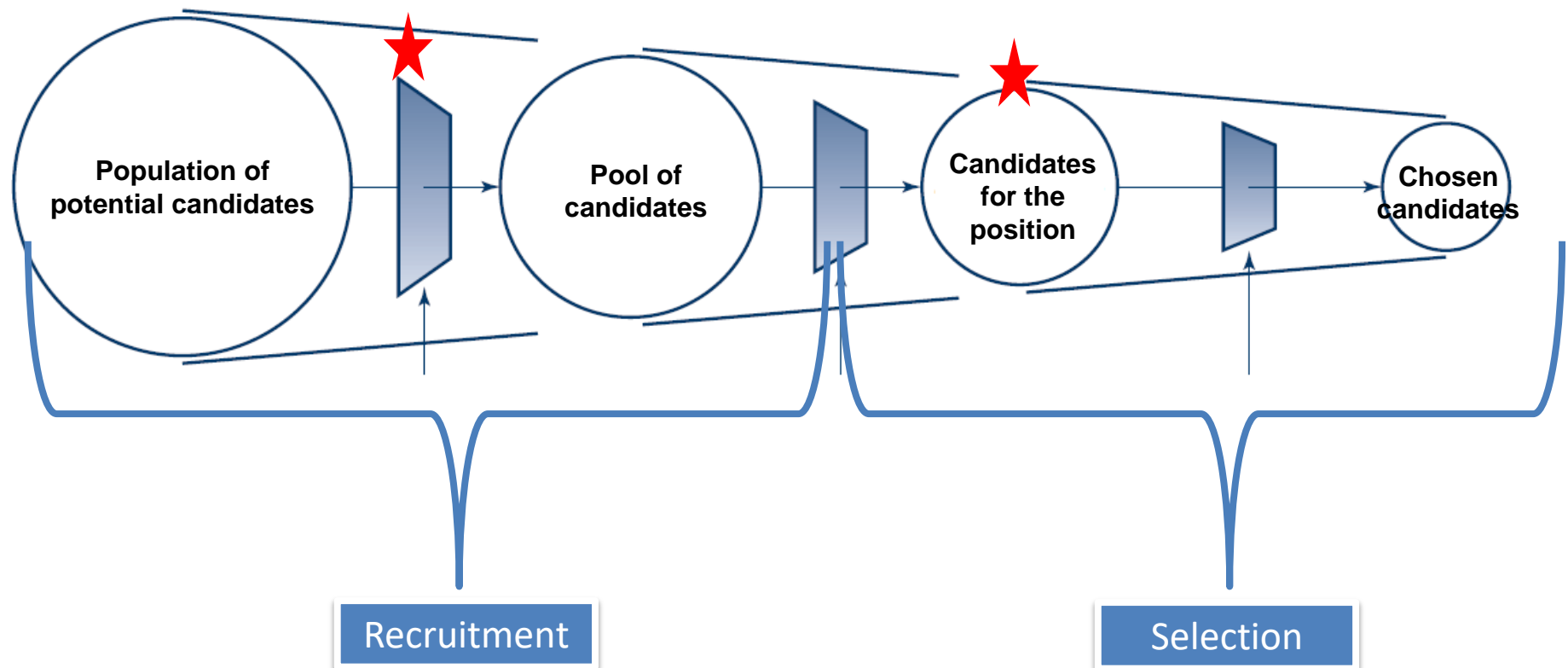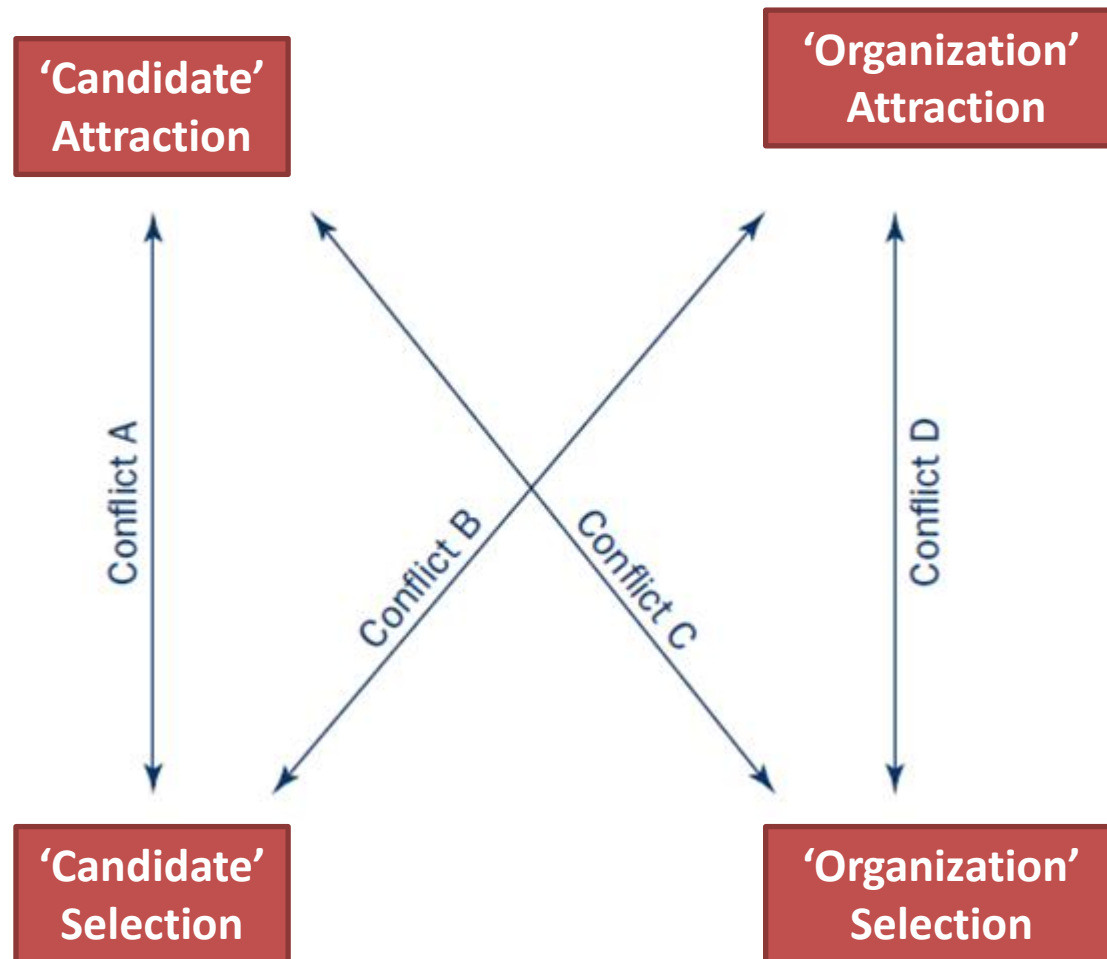
Population of potential candidates → Pool of candidates → Candidates for the position → Chosen candidates

Recruitment

Selection

# 7 recruitment-related issues …

7. Recruitment strategy

6. Responsibility

5. Deadllines

4. Budget

3. Scope

2. Legal framework

1. Reassess the alternatives

HR master plan — HR requirements — Staffing / Staffing alternatives

Legal framework
(discrimination; employment equity; reasonable accommodations)

**+**

Collective agreement → Legal framework

**+**

Ethical framework

# 3. Scope

Regional

$+$

National → Staffing scope

$+$

International

Cost 1

+

Cost 2 ➡ **Budget**

+

Cost 3
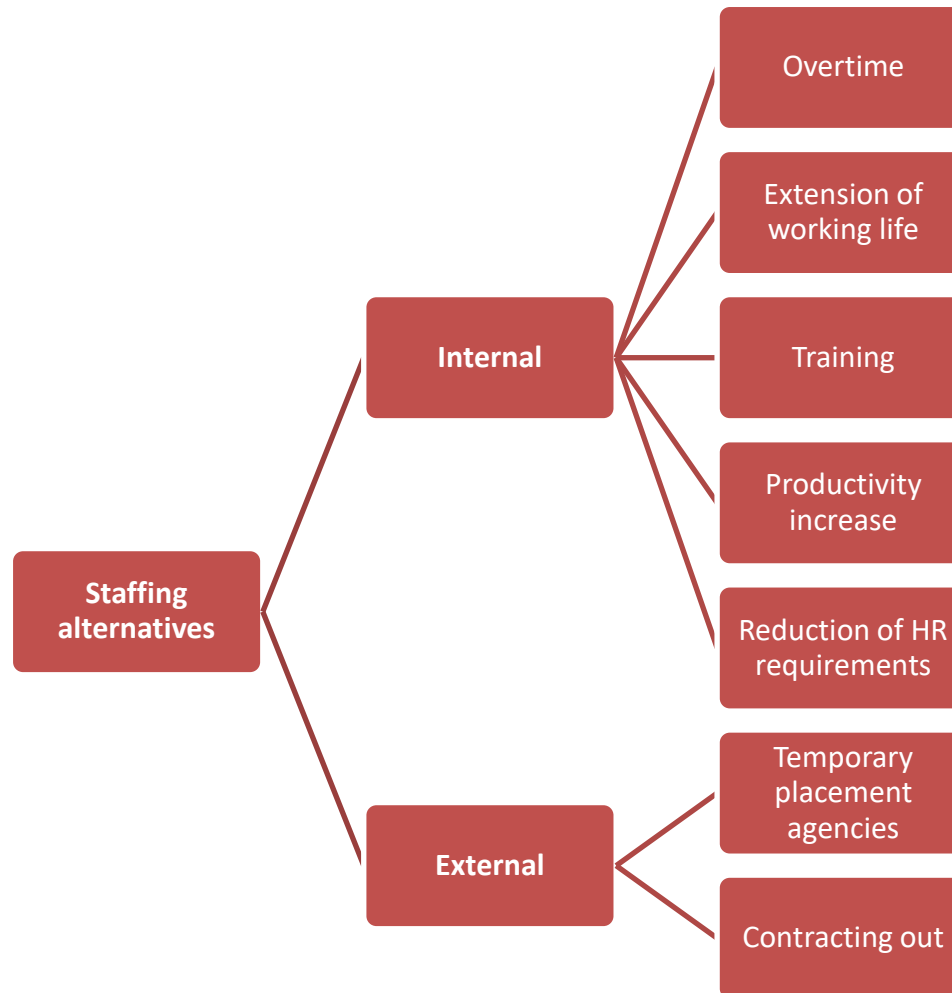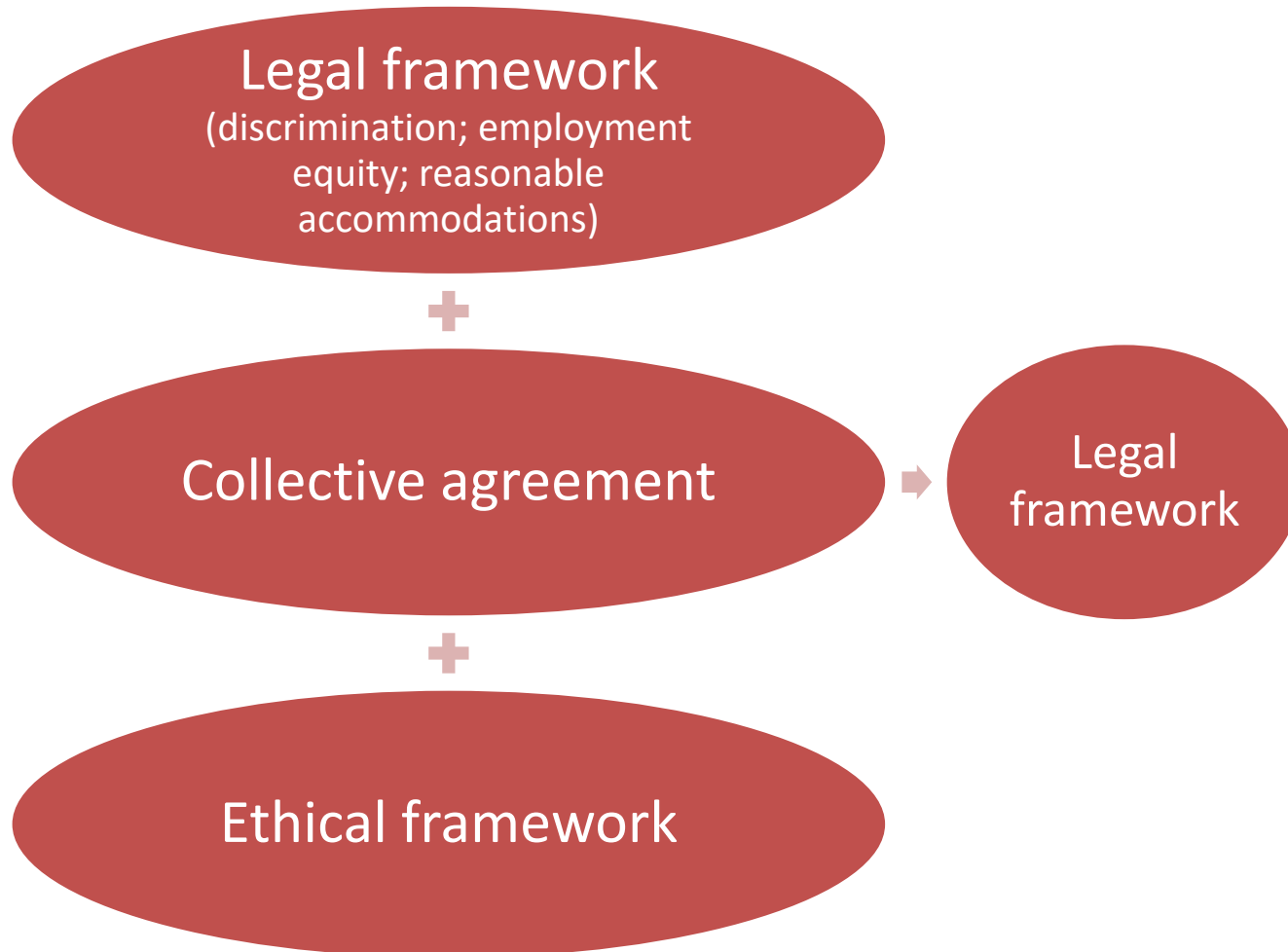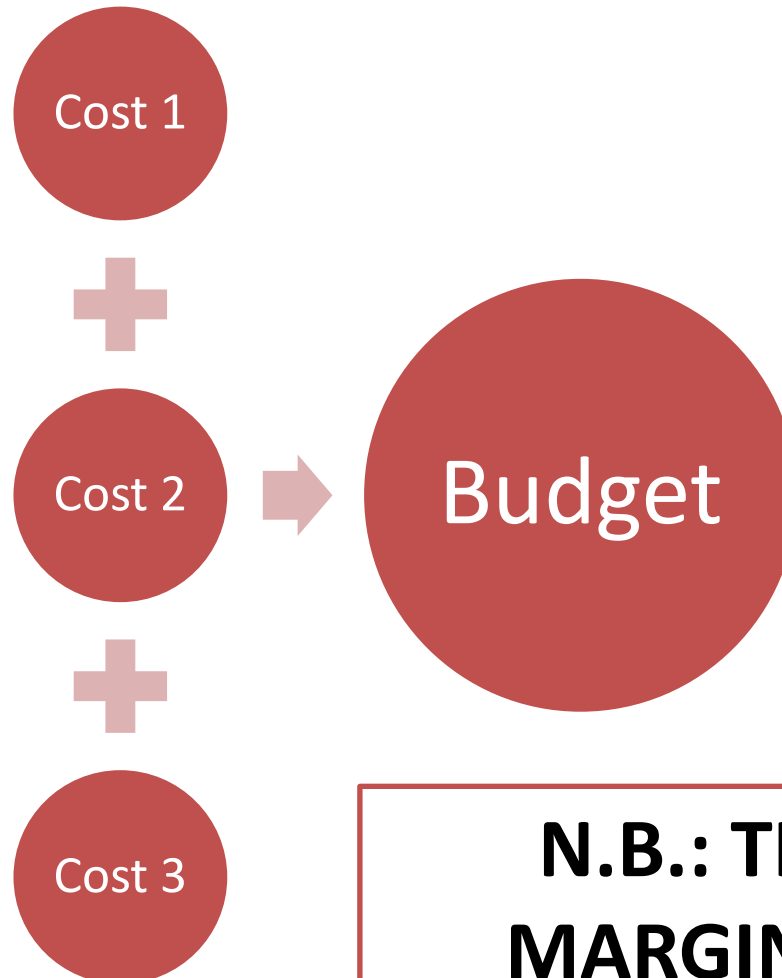
**N.B.: THESE ARE MARGINAL COSTS**

# 5. Deadline

Migatory flows

Degree level

Career mobility cycle

Administrative delays

Emergence or disapperance of a competitor

Cultural events

DEADLINE

# 6. Responsibility

Insourcing

+

Outsourcing

➡
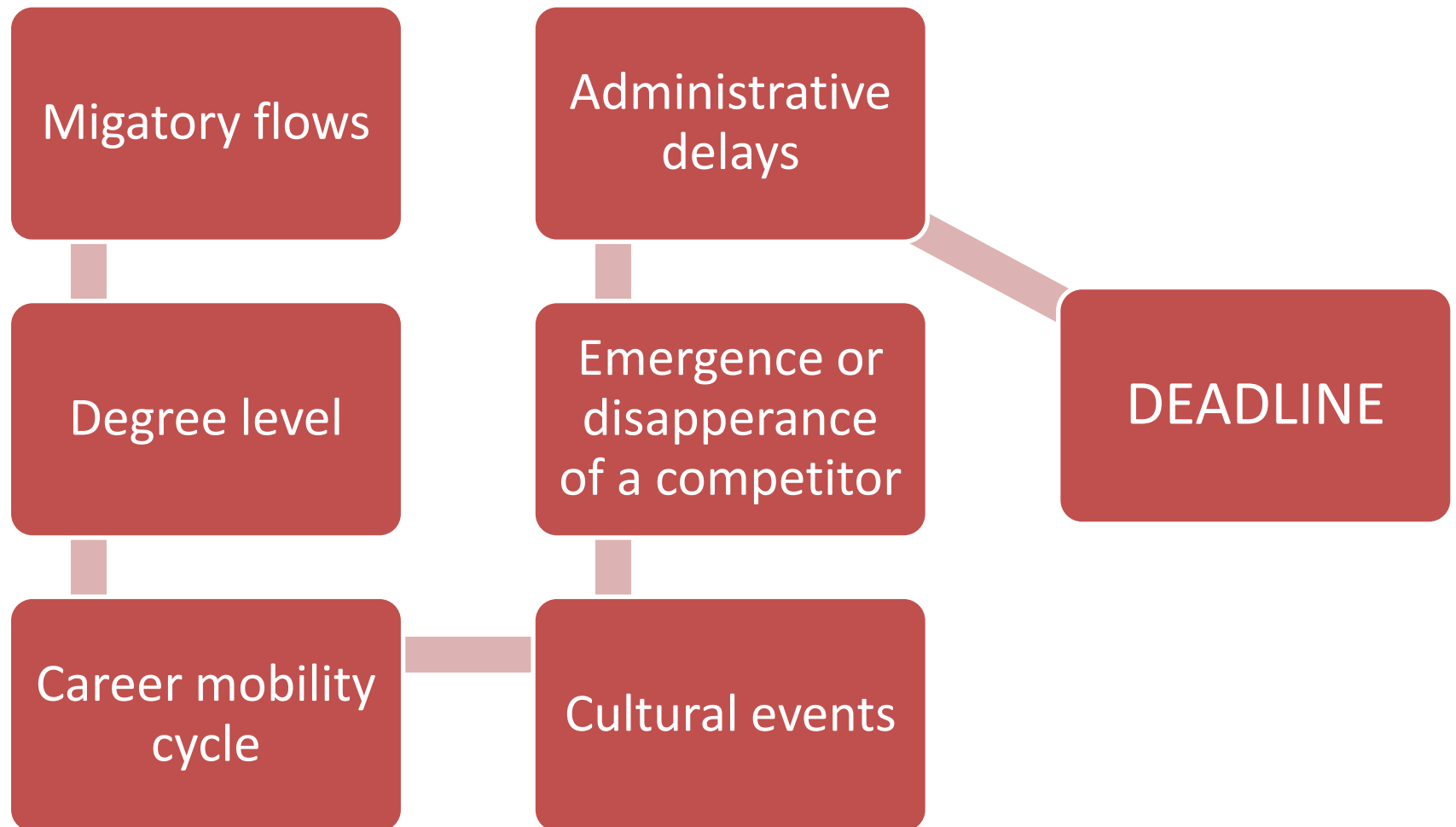
Responsibility
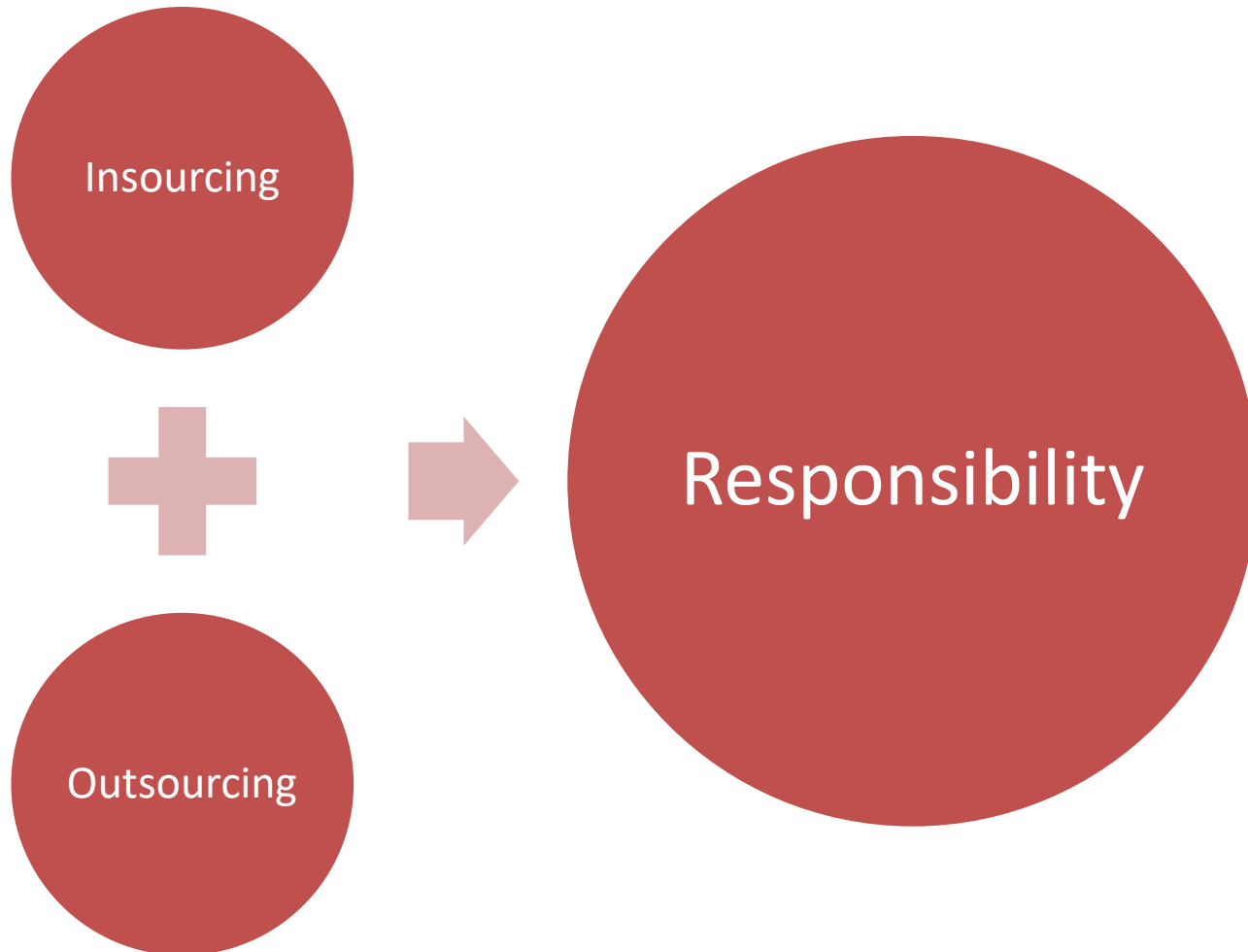
# 7. Recruitment strategy
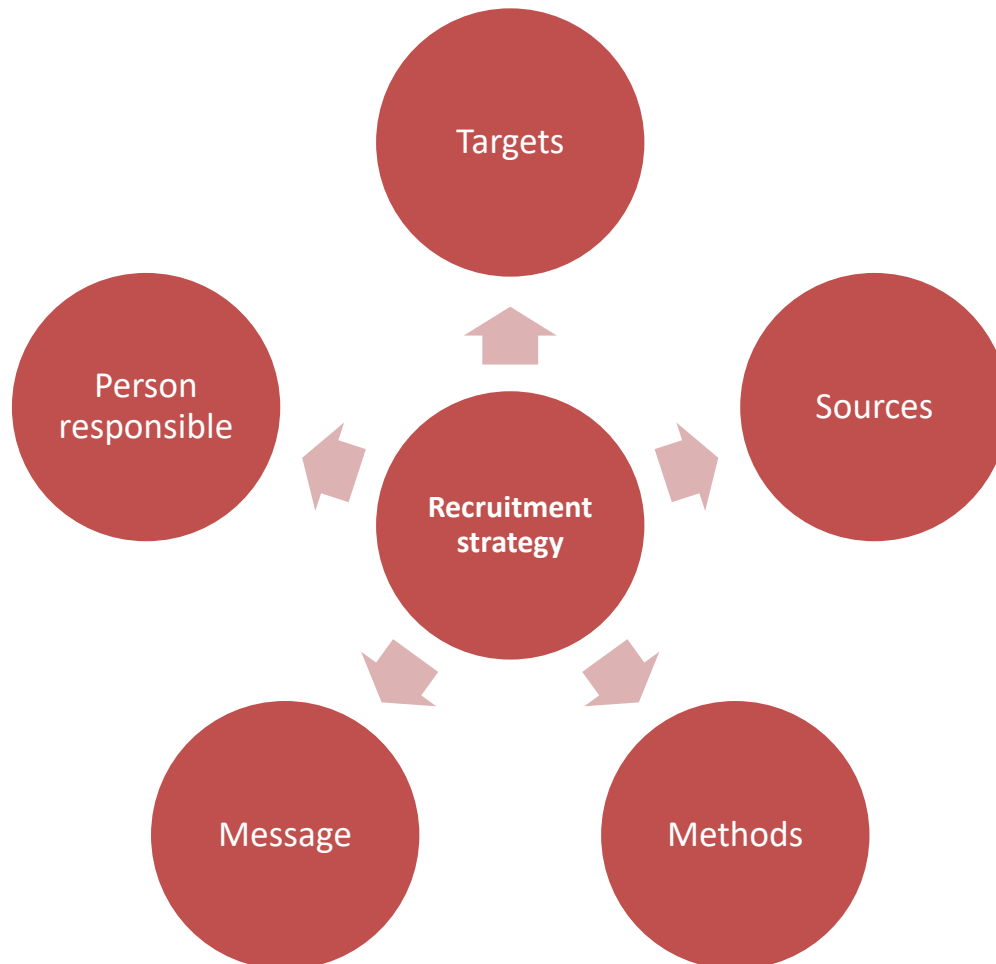
↘ Recruiting campaign targets

- ❑ All groups

- ❑ Competency profile

- ❑ Some groups of interest
  - Seniors (e.g., 60 and over)
  - Young people (e.g., Generation Y or Z)
  - Women
  - Minorities
  - Handicapped persons
  - Indigenous peoples
  - Interns/trainees
  - Former employees
  - …

# 7.2 Internal and external recruitment sources

↘ Qualified candidates can be found inside or outside the organization

- **Internal recruitment** involves recruiting current employees

- **External recruitment** focuses on those not employed by the recruiting organization
  - Active
  - Semi-active
  - Semi-passive
  - Passive

↘ The decision to generate applications from within or outside the organization is based on **strategic** and **operational** considerations.

# Internal or external recruitment?

| FACTORS TO BE CONSIDERED | INTERNAL SOURCE | EXTERNAL SOURCE |
|---|---|---|
| Innovation strategy | X depends on job category | X depends on job category |
| Cost reduction strategy | X depends on job category | X depends on job category |
| Need to change the company culture | | X |
| Need to bolster the current culture | X | |
| Priority assigned to labour diversification | | X |
| Priority assigned to internal career development | X | |

# Internal or external recruitment?

| FACTORS TO BE CONSIDERED | INTERNAL SOURCE | EXTERNAL SOURCE |
|---|---|---|
| Strong company growth | | X |
| Need to ensure employees' commitment and motivation | X | |
| Required competencies not available in-house | | X |
| Collective agreement involved | X a priority | |
| Knowledge of the internal workings of the company as a predictor of success | X | |

↘ **Sources of internal recruitment**

- Head office, outlets, affiliates, agencies, divisions, departments, etc.

- High-potential employees

**Performance**

Low ← → High

High

**Potential**

Low

| New role | High potential |
| Problem | Specialist / Expert |
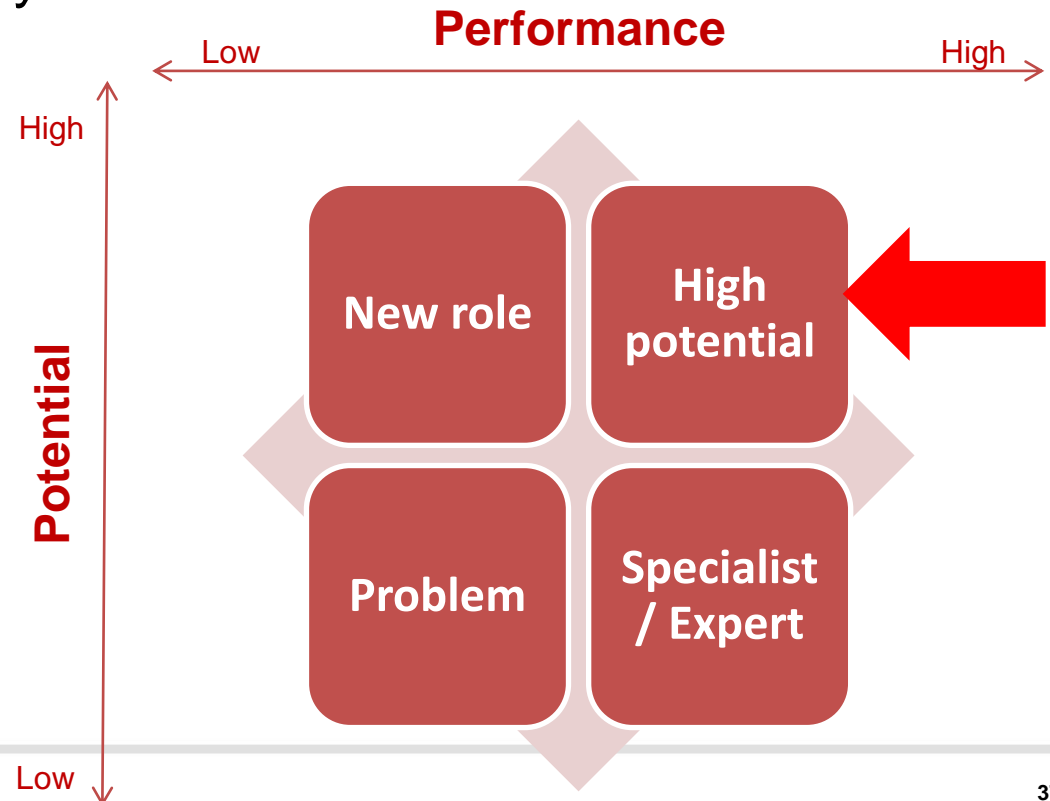
# 7.2 Sources of external recruitment

⬊ Sources of external recruitment

- High schools
- Vocational schools (e.g., auto mechanics, secretarial services, computer programming)
- Colleges and universities
- Competitors and other organizations
- Spontaneous and unsolicited applications
- Retirees or former employees

# 7.2 Plusses and limitations of internal recruitment

⭷ Find competencies in the company

- **Plusses**
  - ➢ Reduces costs
  - ➢ Strengthens the existing culture
  - ➢ Motivates employees
  - ➢ Manages careers
  - ➢ Employer more familiar with candidates
- **Limitations**
  - ➢ Conservatism, no new blood
  - ➢ Risk of political gamesmanship
  - ➢ Candidates limited in both number and quality

# 7.2 Plusses and limitations of external recruitment

↘ When the ideal candidate is not within the organization

- **Plusses**
  - ➤ Changes the culture
  - ➤ Generates new ideas
  - ➤ Brings in new blood
- **Limitations**
  - ➤ Candidates not as familiar with the organization
  - ➤ Reception must be handled more carefully
  - ➤ Be wary – things are not always rosier when someone is brought in from the outside!

# 7.3 Methods of internal recruitment (1/2)

↘ Posting (open approach)
↘ Appointments (restricted approach)

- HR inventory
- Replacement tables
- Promotion: lateral movement
- Staffing/transfer: horizontal movement

# 7.3 Methods of internal recruitment (2/2)

↘ …

↘ Appointments (restricted approach)

- …
- Position rotation
- Rehiring or callback
- Skills inventory
- Job matching

# 7.3 Methods of external recruitment (1/2)

↘ Recruitment on the Internet
- Social media (Facebook, LinkedIn)
- External recruitment sites (Workopolis, Modis)
- Posting on the employer's website

↘ Private placement agencies

↘ Temporary placement agencies

↘ Job fairs (special events)

↘ Speed jobbing

↘ Educational institutions

↘ Government employment centres

- ↘ …
- ↘ Professional associations and unions
- ↘ Networking (recommendation, word-of-mouth)
- ↘ Spontaneous applications
- ↘ Media advertising
- ↘ Candidate recommendation program
- ↘ Business acquisitions and mergers

# Methods used by job searchers

| | 1999 % | 2001 % | 2003 % | 2005 % |
|---|---|---|---|---|
| Family or friends | 37.3 | 42.6 | 37.5 | 39.5 |
| Personal initiative | 21.2 | 17.7 | 22.9 | 21.9 |
| Classified ads (help wanted ads) | 20.3 | 16.6 | 14.6 | 14.5 |
| Direct recruitment by the employer | 9.5 | 7.9 | 10.3 | 13.5 |
| Employment centres | 2.7 | 2.3 | 3.2 | 4.0 |
| Recruitment agencies (headhunters) | 3.0 | 4.1 | 3.7 | 3.1 |
| On-campus recruitment | 2.4 | 1.8 | 2.0 | 2.6 |
| Union posting | 0.5 | 0.3 | 0.7 | 0.7 |
| Internet | 0.6 | 2.5 | 5.1 | 7.2 |
| Job fairs | 0.3 | 0.6 | 0.3 | 0.4 |

**Source : Bissonnette, A. et Catano, V.M. 2007**

# Methods used by job searchers

| | All 2013 | Manuf. and Production | Private Sector Services | Public Sector | Voluntary, Community, Not-For-Profit | All 2010 |
|---|---|---|---|---|---|---|
| Own corporate website | 62 | 50 | 56 | 78 | 70 | 63 |
| Recruitment agencies | 49 | 69 | 56 | 29 | 35 | 60 |
| Commercial job boards | 38 | 27 | 47 | 33 | 33 | 33 |
| Employee referral scheme | 33 | 41 | 49 | 7 | 17 | 35 |
| Professional networking (e.g. LinkedIn) | 31 | 35 | 43 | 15 | 17 | 14 |
| Local newspaper advertisements | 29 | 29 | 20 | 33 | 49 | 36 |
| Specialist journals/trade press | 24 | 14 | 13 | 47 | 33 | 31 |
| Speculative applications/ word of mouth | 23 | 29 | 25 | 13 | 20 | 24 |
| Apprenticeships | 20 | 21 | 19 | 26 | 16 | 12 |
| Jobcentre Plus | 19 | 21 | 18 | 13 | 29 | 23 |
| Search consultants | 17 | 22 | 18 | 16 | 12 | 22 |
| Links with schools/ colleges/universities | 14 | 12 | 16 | 15 | 10 | 18 |
| Secondments | 12 | 4 | 11 | 23 | 10 | 11 |
| National newspaper ads | 12 | 3 | 4 | 32 | 16 | 16 |
| Social networking sites (e.g. Facebook) | 9 | 0 | 13 | 7 | 10 | 3 |
| Alumni (previous employees) | 6 | 8 | 7 | 5 | 1 | 5 |
| Links with local organisations making redundancies* | 6 | 9 | 6 | 6 | 1 | — |
| Local employment partnerships | 4 | 0 | 4 | 7 | 3 | 6 |
| Other | 6 | 8 | 3 | 8 | 7 | 5 |

# *Example : We seek you*



↘ From "make yourself seen" to "we're looking for you."

↘ "Value added," says Francis Drolet, "is the bond of trust between members of the network and the person sending the information."

↘ From $1900 to $3700 up to $12,450 so that the job offer to be seen from a vastly different angle.

# *Exemple : We seek you*

# 7.4 Content of the message conveyed

↘ **Message and alignment with the employer's brand**

↘ **Message and consistency with the organization's orientation**: approach that is realistic or one geared to reducing expectations.

↘ **Message and creation of the psychological contract**

- Definition: the employee's perception of the reciprocal obligations between them and the employer (Rousseau, 1989)

- Breach vs. violation of the psychological contract

- Measuring stick: Based on my own experience, I feel that:

   ➢ I didn't get all that I was promised in exchange for my contributions at work.

   ➢ My employer broke quite a few promises even though I fulfilled my obligations at work.

   ➢ My employer fulfilled the promises made to me when I was hired.

# 7.4 A realistic job preview (RJP)

↘ **Realistic job preview (RJP)**
- A balanced distribution of the positive and negative aspects of the job (Wanous, 1975)
- The duty to relay the job review without misinformation (Meglino and DeNisi, 1987)
- The content must be relevant, the channel of communication adequate and the communication source used effective.

↘ **Advantages of a RJP**
- Increased satisfaction when starting the job
- Lower premature turnover rate
- Attenuation of candidates' expectations before their entry and achievement of their expectations after starting the job
- Self-selection or self-withdrawal
- Greater ability to cope
- Facilitates candidate-organization congruence
- Boosts the organization's honesty rating

# 7.4 Expectation-Lowering Procedures (ELP)

↘ **Objective of expectation lowering procedures**
  - Lower the new employees' expectations that exceed the reality of the job to avoid adverse consequences.

↘ **Advantages**
  - Intervention after the fact;
  - Possibility of combining ELP with RJP
  - Has a direct effect on the new employee's expectations
  - The risk of the message in ELP is unlikely to be watered down in the job review
  - Increases the new employees' proactivity

↘ **The 3 steps of ELP**
  - …

# 7.4 Expectation-Lowering Procedures (ELP)

↘ **The 3 steps of ELP (with examples and simulation exercises)**

1. Explain to the new employee how expectations with respect to a new organization develop and convey the importance of realistic expectations.

2. Explain the adverse consequences of unrealistic objectives.

3. Explain that several idealized expectations will never be met.

↘ **Support for the decision to be made**

# 7 Development of a recruitment strategy

⬊ **What is a recruitment strategy?**

▪ *A recruitment strategy is a reference plan that harmonizes the **five components** of a recruitment activity (**recruiter(s), targets, sources, methods, messages**) to achieve the general objective and the specific objectives of the recruitment activity.*

⬊ **Example**

1. Use the in-house staffing specialists
2. Target the more seasoned managers
3. External source
4. Use a social business network such as www.Linkedin.com, run an ad in the Les Affaires newspaper.
5. Disclose the reality of the work in part

# 7. Development of a recruitment strategy

↘ A few principles pertaining to the development of a recruitment strategy

1. **Segmentation** of pools of potential candidates (targets and sources)

2. **Combined use of more than one method**:

   ➢ Based on the communication habits of each segment;

   ➢ Based on the staffing and the organizational context.

3. **Adaptation of the message and consistency with the employer's brand**

4. **Recruiter training**

↘ **General principle**: recruitment effectiveness indicators must be **<u>BROKEN DOWN</u>** by recruiting method

↘ **Cost-benefit aspect**

1. The number of applications received.
2. The percentage of applications where the candidate's competencies match up well with the position requirements.
3. The percentage of applications where the persons' profiles match up well with the position requirements.
4. The time required to recruit.
5. The costs of recruiting (e.g., administrative costs, recruiter salaries, the new employee's learning costs).

↘ …

↘ **Performance aspect**

1. The performance of new hires between 6 to 12 months after being hired.
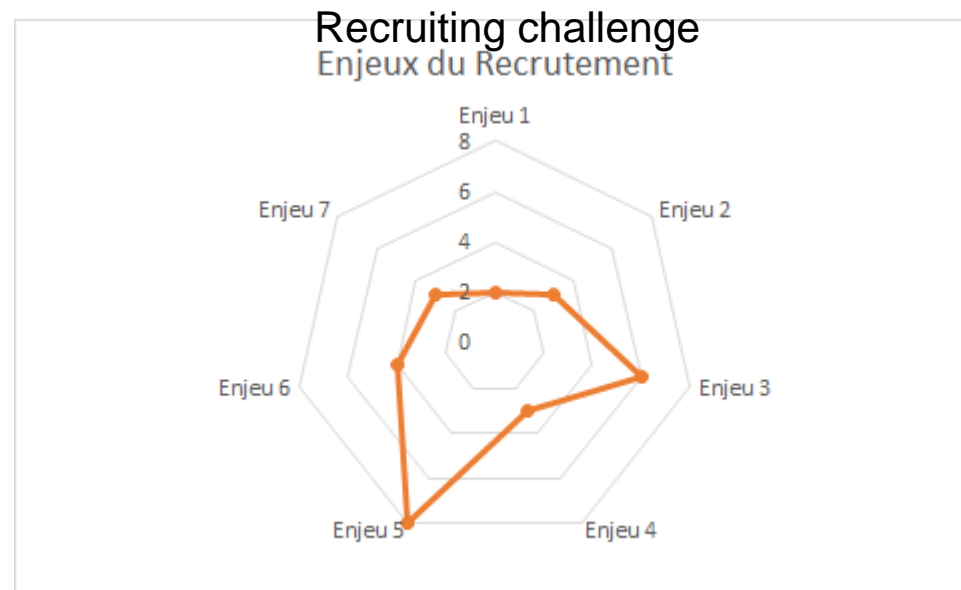2. The new employees' potential

↘ **Behavioural aspect**

1. The retention of new hires after 6 to 12 months
2. The absenteeism rate of new hires.

↘ **Attitude aspect**

1. Job satisfaction, involvement, commitment, satisfaction with respect to the relationship with the supervisor, with the work team, and so on.

1.  *Calculate the total score on a scale of 70.*
2.  *Map your organization's profile.*
3.  *Share your learning.*
4.  *Discuss your action plan.*

Recruiting challenge
Enjeux du Recrutement

# *WRITING AN ADVERTISEMENT*

# THE INTENT OF THE POSTING…

Promote the employer's brand

Promote the organization as an employer of choice

Promote the organization's attributes

Promote the various vacancies to be staffed

Promote one specific position to be staffed

# IIMA Principle

• Company identifier
• Position title
• Slogan
• Photo

• Position description
• Description of qualifications
• Benefits

**Impress**

**Motivate**    **IIMA**    **Inform**

• Company description
• Location
• Salary conditions

**Activate**

• Link to more information
• How to submit an application
• Invitation to submit

# Posting and the IIMA principle

• Position description
• Description of qualifications
• Benefits

• Company identifier
• Position title
• Slogan
• Photo

**Impress**

**Motivate**    **IIMA**    **Inform**

**Activate**

• Company description
• Location
• Salary conditions

• Link to more information
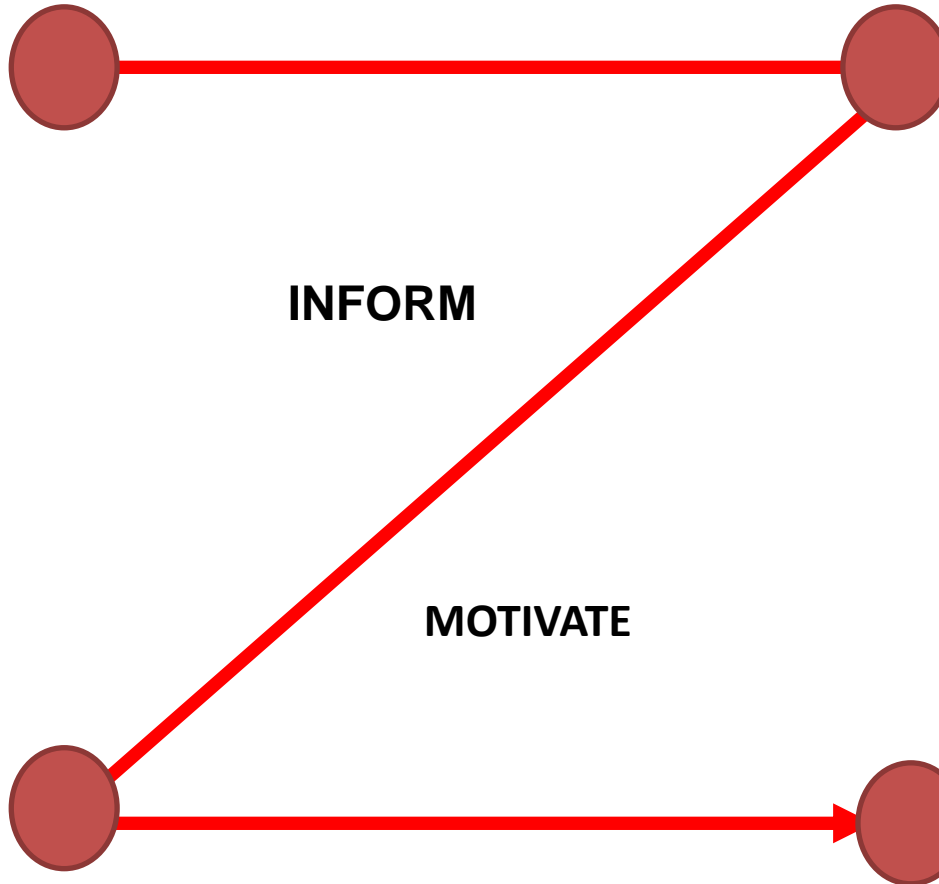• How to submit an application
• Invitation
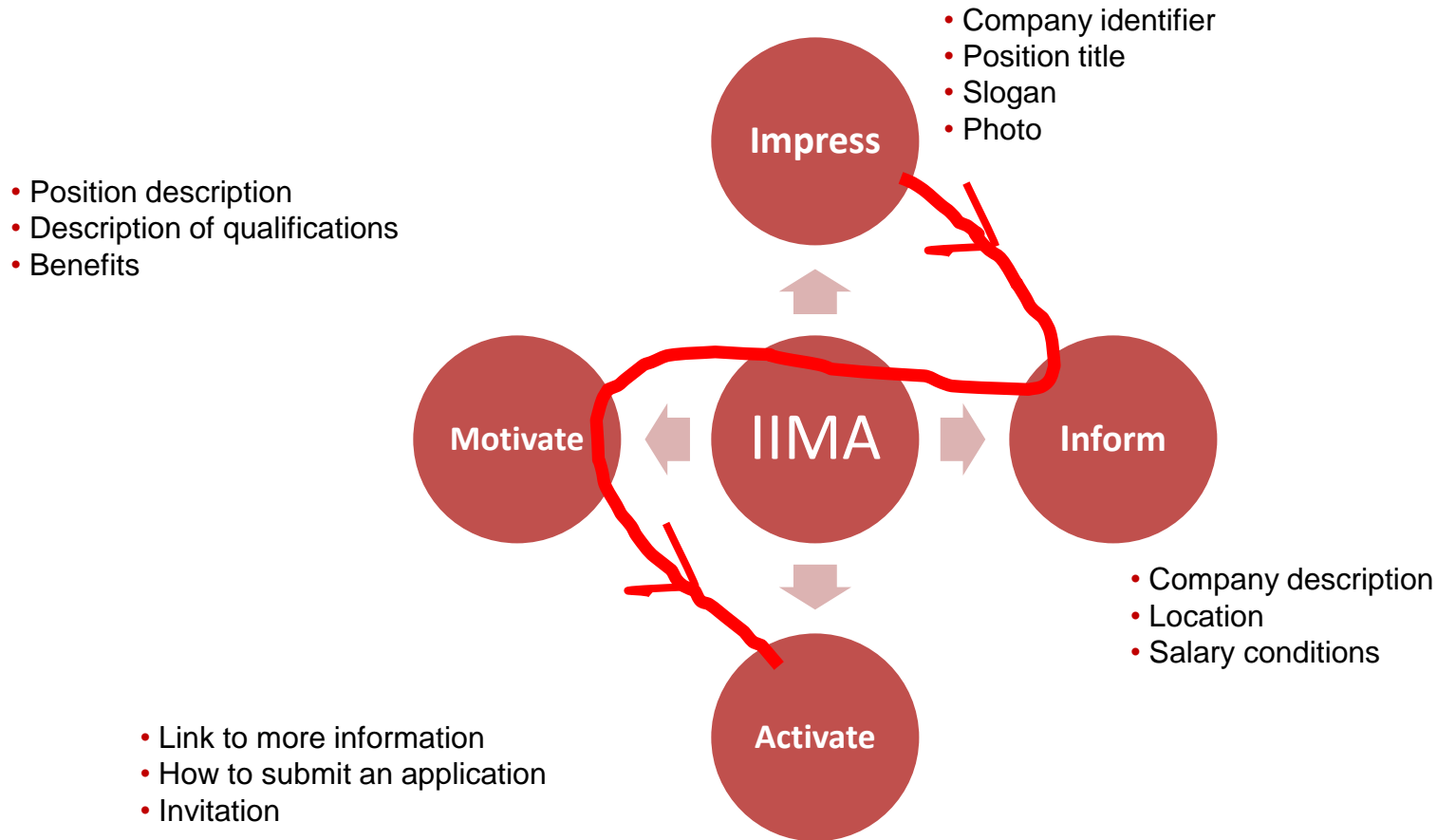
# Z-shaped reading

**IMPRESS**

**INFORM**

**MOTIVATE**

**ACTIVATE**

# Ad content: some no-nos

⬎ No discriminatory information, with just a few exceptions:

- Bona fide occupational requirement

- Non-profit organization

- Employment equity program

# Ad content: essential information

↘ Presentation of the employer or the field of activity

↘ Clear and descriptive job title

↘ General description of the position

↘ Essential requirements

↘ Specific work area

↘ How to apply

↘ Special working conditions, as required

# Ad content: optional additional information

⭷ Employer's name

- To be included in the case of a known and reputed employer

- To be avoided in some sensitive situations

⭷ Compensation

- To be included if it enhances the attractiveness of the position

⭷ Commitment to employment equity

- To be included to attract the attention of target groups

⭷ Address to obtain additional information (e.g., website)

# Appearance of the ad: quality of language and style

↘ Language of impeccable quality

↘ Appropriate and consistent punctuation

↘ Dynamic style

- Action verbs

- Positive and thought-provoking terms

↘ Conciseness

# Appearance of the ad: formatting and layout

⭨ Professional appearance

⭨ Appearance adapted to the position and field of activity

⭨ Use of the logo and products

# THANK YOU FOR READING!!!
## Contact me for any collaboration or additional information.

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