

3.2 RECRUITMENT

Recruitment is a process of finding and attracting the potential resources for filling up the vacant positions in an organization.

Recruitment process is a process of identifying the jobs vacancy, analyzing the job requirements, reviewing applications, screening, shortlisting and selecting the right candidate.

3.2.1 Job requisition

Once a department head knows that there is a vacancy, he fills up a job-requisition slip and submits it to the human resource department for necessary action.

Job requisitions are intended to give the human resource manager enough information about the job.

Name and Address of the Hospital

JOB-REQUISITION FORM

To

The Human Resource Manager

Please arrange to fill post/posts of for my department within days. Job specifications are given below:

1. Post Permanent/Temporary/Leave vacancy
2. If temporary/leave vacancy, its duration
3. Age
4. Sex
5. Qualification
6. Experience
7. Working schedule
8. Special skills required
9. Budget provision
10. Any special requirement

Date

Signature of the Department Head

Instructions

1. Be sure about the nature of the post mentioned at S. No. 1.
 2. While filling particulars from S. No. 2 to 8, please go through the job description of the concerned job.
 3. Before submitting this form to the human resource department, please take the approval of the head of the institution.
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3.2.3 Sources of recruitment

The moment the human resource department gets a job requisition slip from any department, it starts looking for prospective candidates using various sources of recruitment.

The following sources are well established but their effectiveness varies in different situations and different parts of the country.

1. Existing employees

2. Door applicants
3. Government employment exchange
4. Private employment exchange
5. Newspapers
6. Professional journals
7. From other hospitals
8. Unsolicited applicants
9. Campus interviews in teaching institutions
10. Internal circulars for vacancies
11. Referral from:
 - a. Employees;
 - b. Ex-employees;
 - c. Political leaders;
 - d. Government officials;
 - e. Religious bodies.
12. Re-employment
13. Through contacts
14. Walking interviews
15. Job websites
16. Placement agencies
17. Social networking

Though the human resource department of a hospital generally tries to utilize one or more sources of recruitment as mentioned above, a few human resource managers give some weightage to the referred candidates of their own hospital's employees.

The latest source of recruitment which is catching up the market these days is social networking. The very concept of social networking for the purpose of recruitment is that everyone knows some one.

The specifications of the vacancy should be circulated in writing to all the recruitment sources and

Name and Address of the Hospital
VACANCY NOTIFICATION FORM

To
The Employment Exchange Officer
ABC Road
XYZ Place

1. Type of worker required (designation)
2. Description of duties
3. Qualifications required
 - (i) Essential
 - (ii) Desirable
4. Experience required
 - (i) Essential
 - (ii) Desirable
5. Age limit, if any
6. Whether women eligible
7. Number of worker/workers required
8. Probable duration of post
9. Pay scale
10. Allowances
11. Particulars regarding interview
 - (i) Date of interview
 - (ii) Time of interview
 - (iii) Place of interview
12. Probable date by which the vacancy will be filled
13. Reservation for any community
14. Willingness to consider applicants from other exchanges in case local candidates are not available
15. Admissibility of travelling allowance to candidates reporting for interview
16. Provision for food and accommodation
17. Other items of information

Date Signature of the Employer
Stamp of the Hospital

particularly to the government Employment Exchange.

3.2.4 Recruitment Policy

The hospital authorities should frame a recruitment policy for the guidance of the human resource department.

The management should clearly spell out the objectives and major principles they intend to pursue while recruiting employees.

They should also lay down a promotion policy.

3.2.5 Considerations for framing recruitment policy

The following points should be kept in mind for the recruitment and selection of employees:

- i. Internal vs. external recruitment
 - Recruitments can be classified into two main types: internal and external.
 - Internal recruitment implies the promotion and transfer of employees within an organization

to fill a vacancy.

- External recruitment implies recruitment of an employee from outside the organization.

ii. Appointment of relatives of employees

- The relatives or friends recommended by employees are accepted as a reliable source of recruitment.
- Where there is confidence and respect between an employer and his staff, it is unlikely that employees will put forward the names of such persons who would let them down.

iii. Over- and under-qualified staff

- The candidate to be selected should neither be under-qualified nor over-qualified.
- If he is under-qualified, he will not be able to do his work efficiently.
- On the other hand, if he is over-qualified, he would soon become frustrated and ultimately leave the hospital.
- Hence the candidate to be selected should be suitably and adequately qualified.

iv. Exit interview

- Exit interviews are considered essential to get a feedback regarding the hospital's policies.
- In fact, the exit-interview is a very useful tool to study labour turnover
- Weak spots in the organization's policy are revealed which help in reducing turnover and building the morale of the remaining employees in the hospital.

3.2.6 Advertising the post/vacancy

Where it is not possible to fill the vacancy through other sources of recruitment, vacancies have to be advertised in newspapers and professional journals.

3.2.6.1 Objects of advertising a post

A post is advertised to

- a. Attract suitable persons;
- b. Get adequate number of applicants;
- c. Discourage unsuitable persons from applying;
- d. Project a good image of the hospital.

3.2.6.2 Considerations to be kept in mind while advertising

While advertising, the following points should be kept in mind:

1. The advertisement should be designed in such a way that it induces the interest of potential candidates.

2. The media of advertisement should be selected carefully.
3. As far as possible the advertisement should be a display advertisement. A classified advertisement usually fails to attract the right persons.
4. Repeated advertisement for the same post should be avoided because it gives the impression that the hospital is one where employees do not wish to stay long.
5. Give background information about your hospital in a couple of sentences such as a mission hospital, private hospital, public hospital, charitable hospital, etc.