

## Human Resource Management in the Internet Age: e-Recruitment and e-Selection Methods

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*The paper presents the main methods used in e-recruitment and e-selection processes. The discussion of e-recruitments and e-selection methods does not, however, negate the importance of more traditional tools, based on the face-to-face interaction or on a less technologically advanced medium. The paper is based on the research financed by Ministry of Education, Research and Youth - CNCSIS grant no. 1464/2003.*

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### **1 e-recruitment methods**

The main purpose of the recruitment process is the generation of an applicant pool truly interested in working in organization as a response to a job posting.

The traditional recruiting methods are:

- print media advertising, such as job advertisements and recruitment brochures;
- networking;
- recruitment agencies.

In addition, there are some Internet-based methods, very effective for recruiting. These recruitment methods are driven by skills. Employers describe their free positions in the skill terms, while applicants provide an extensive detail of their skill. On most sites, job seekers can post their resumes and browse through listings for free, applying for jobs that interest them. Recruiters will need to focus on what applicants have to offer versus their current position title.

Employers using Internet services must pay to list an opening and establish a direct link to their web site. However, fees for Internet job sites tend to be lower than for other employment sources, such as advertising and recruitment agencies. More than 30% of all recruitment advertising budgets was spent on the Internet in 2000. Firms can choose to list their openings on one of the more than 30,000 Internet job boards ([1]).

Organizations may use their own corporate web site as a recruiting tool. In this case, the recommended best practices are:

- Provide information regarding corporate

culture to allow applicants to assess their own fit with the company.

- Provide detailed, yet concise descriptions of career opportunities that identify upcoming projects and specify the training and development opportunities available. Modern career paths are usually more difficult to define than traditional vertical trajectories, so it will be important to discern and then communicate how employees advance through the organization. Multiple team assignments will allow employees to learn about the organization as a whole, while simultaneously developing new and valuable skills.

- Create an attractive site that is easy to navigate

One of the most important elements of recruiting individuals will be the creation of an effective recruitment message. During the recruiting process, more information is better. Research confirms that applicants' perceive organizations as more or less attractive simply based on the amount of information they receive during the recruitment process. Existing research on recruitment indicates that the particular information applicants receive about a potential job opportunity plays an important role in determining whether they will apply for an open position.

### **2. SIDES – Staffing Industry Data Exchange Standard**

Staffing Industry Data Exchange Standard – SIDES was developed in order to provide a set of standards for the exchange of information

between staffing customers, staffing suppliers and intermediaries ([3]). SIDES consist of a suite of XML-based specifications designed to support a full range of staffing processes. These standards will enable all participants in the staffing supply chain (staffing companies, hiring managers etc.) to exchange information about job requisitions, candidates, assignments, time sheets etc. electronically, and dramatically reduce the cost and cycle times of data entry and data errors. The standard is initiated by **HR-XML** ([www.hr-xml.org](http://www.hr-xml.org)), an independent, non-profit consortium dedicated to enabling e-commerce and inter-company exchange of human resources data worldwide. The work of the Consortium centers on the develop-

ment and promotion of standardized XML vocabularies for HR. HR-XML's current efforts are focused on standards for staffing and recruiting, compensation and benefits, training and work force management. HR-XML is represented by its membership in 22 countries.

### 3. eWork – integrated and HR-XML certified solution for flexible workforce management

eWork is based on an end-to-end procurement platform for sourcing, hiring, managing, invoicing, payment and pay rolling the enterprise-wide contract workforce, named ProSource (see figure 1).

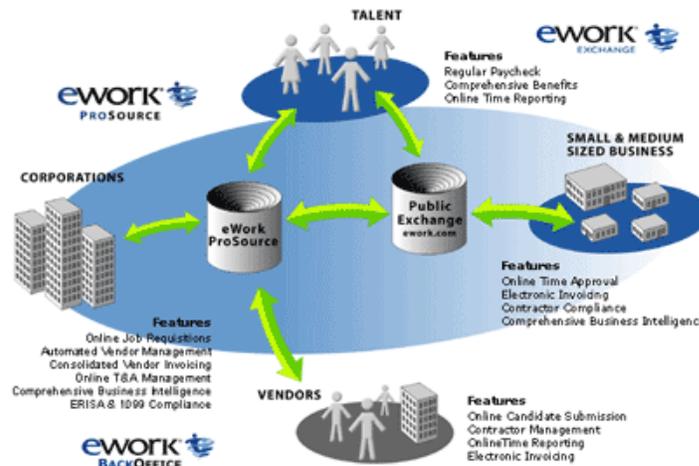


Fig. 1. eWork solution

With ProSource, corporations can automate the staffing supply chain from sourcing to payment, speed candidate sourcing and engagement, consolidate billing, streamline vendor activity and receive comprehensive business intelligence (see figure 2). In addition value added services such as cost effective payroll and compliance management of contract workforce regulations ([eWork Services](#)) complete the offering. ProSource supports multi-language and currency, provides a web services based integration framework for ERP, HRMS and eProcurement and is HR-XML certified ([4]).

### 4. e-Selection methods

Usually, it is difficult to decide where recruiting ends and selection begins. The main

purpose of the selection process is to distinguish individuals on the basis of important characteristics. In a changing environment, the speed of the selection process becomes important. Selection systems that process applicants in 23 months fall in solving organizational needs. A cycle of 2-3 days from applicant identification to employment offer will be more suitable.

There are many formal selection tools available to measure applicants on the characteristics:

- work samples
- structured interviews
- personality inventories
- situational judgment tests
- cognitive ability tests



**Fig. 2.** ProSource chain

e-Selection is a paperless process where electronic documents and information can be quickly disseminated nationwide or worldwide. The most important methods for e-recruitment are:

- electronic resumes
- online assessments
- online interviewing
- online assessment centers

#### **Electronic resumes**

Applicants submit their resume using either e-mail or the organization's website. With electronic submission, applicants can send their resumes to thousands of organizations. More than 2.5 million resumes were already online in January 2001.

For experienced candidates, resumes represent an efficient way to stress on cognitive ability, job knowledge, and capacity to work. Resumes that outline position accomplishments with quality indicators represent an individual's work portfolio. Since past performance is one of the best predictors of future performance, resume information that outlines past performance will serve as a proxy measure of job knowledge and an applicant's ability to perform similar responsibilities in a new organization.

Resumes will also provide education and grade point average (GPA) information. GPA represents a measure of cognitive ability, being a compound index that captures cognitive

ability and motivation. Many large organizations, such as Microsoft, request GPA information from applicants.

#### **Online assessment**

Previously paper-based instruments become web-viewable. Interactive forms allow applicants to access a web site, complete and submit their responses. Applicant's responses are scored automatically and applicant profile is generated immediately. Online testing allows a company to offer applicants an immediate feedback concerning their potential fit with the organization.

#### **Online interviewing**

Most companies evaluate candidates on interviews based. Interviews can be designed to measure almost any applicant characteristic. While a structured interview measures cognitive ability, a structure interview measures interpersonal skills.

The technologies used to conducts applicants interviews online are video-conferencing technology and web cams, which allow for video and audio streaming between geographically remote locations ([2]).

#### **5. Conclusions**

The discussion of e-recruitments and e-selection methods does not, however, negate the importance of more traditional tools, based on the face-to-face interaction or on a less advanced technological medium. In many cases, traditional approaches may not be feasible, requiring the use of the new techniques.

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