

FROM TRADITIONAL RECRUITING TO E-RECRUITING IN PUBLIC ORGANIZATIONS

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Abstract:

Recruiting is the activity that determines, in quantitative and qualitative terms, the structure of the sample of people from which the selection will be made for a specific position and / or public office, for a position that is already created in the organizational structure.

The recruitment process is triggered when in the organizational structure of public institutions appear new functions or positions, or when the existing ones become vacant through retirement, death, transfer or dismissal.

E-Recruiting represents the process through which the personnel is recruited using electronic resources.

Keywords: recruiting, process, public organization, public official

JEL classification: M54

TRADITIONAL RECRUITING VERSUS E-RECRUITING

Recruitment of human resources management is the process of maintaining and developing the most appropriate internal and external sources needed to ensure that an enterprise has competitive staff which helps it to achieve its objectives. Recruitment is the activity of identifying people with characteristics suitable to unoccupied positions in the organization structure and attracting these people to that organization.

Numerous studies show that e-recruiting consistently reduces costs with filling vacancies. One such study shows that the organizations that have adopted e-recruitment as opposed to traditional recruiting achieved a 95% reduction in recruitment costs compared with traditional methods (newspaper ads and so on). Applying such a strategy could lead to attracting a large number of candidates, which will generate a tremendous amount of work in the selection phase.

Nowadays candidates are beginning to use video resumes. Video resumes are videos in which the candidate presents its skills and knowledge to obtain employment; are basically a first interview; should not replace the traditional ones, but they should complement them; and should not be longer than 3 minutes;

If in Romania video resume is only at the beginning, in the United States it is already a regular thing. Thousands of young people have posted their resumes on the internet. This new promotion strategy rapidly spreads globally because the image is as a thousand words.

Video resume is indicated for professions that involve communication, for creative professions because the image allows the combination of the form with the background. In other professions such as commerce, marketing and so on, a video resume can reveal communication and leadership qualities.

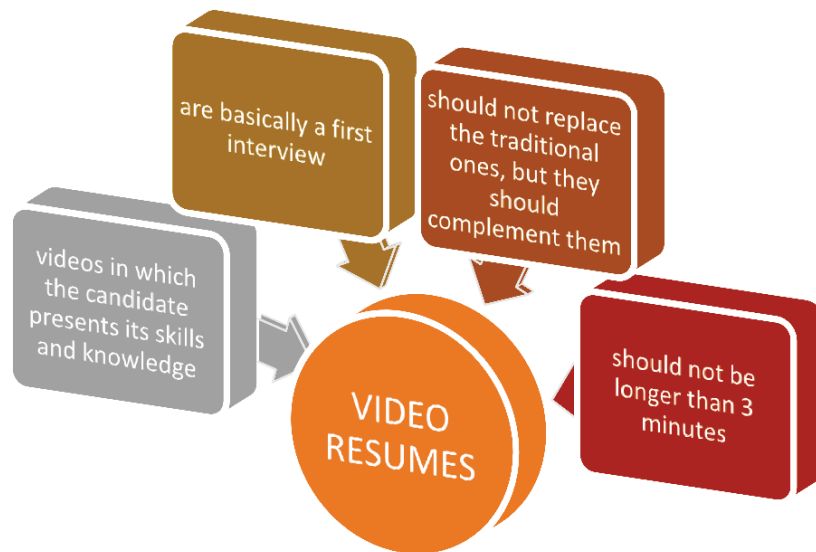


Figure no. 1 Video resumes – new instrument for e-recruitment

Typology of the recruitment process

- ❖ strategic - corresponds to some strategic needs of a sector which can provide more sustainable, motivating and rewarding jobs;
- ❖ temporary - corresponds to needs arising at a given time determined by: resignations, military service, studies, prenatal and postnatal leaves, promotions, secondments and transfers;
- ❖ systematic (permanent) - for large companies;
- ❖ spontaneous - when needed, specific to small businesses.

RECRUITMENT OF PUBLIC SERVANTS

Public management has always given special attention to the features that aim the recruitment of public servants. The significance and motivation of the recruitment action concerns two main elements:

- differentiation of candidates;
- a selection of the most capable candidates to meet job requirements and the public functions existent in the organizational structure of the public entity.

Over time, the recruitment of public servants has undergone many peculiarities. Some of these are listed below.

The first method was based on the *heredity criterion*, practiced in the UK for a very long period of time. This recruitment method marks even today, in some respects, the process of recruiting public servants in public institutions in the UK.

A second method of recruitment was by *drawing lots*, which enjoyed great appreciation in Greece, considering that it removes arbitrariness and favoritism when at least two candidates were involved in the recruitment activity. The main disadvantage of this method was the limitation, in the recruitment process, of professional and management skills and competences of candidates, in favor of chance, hazard and creating a framework for the recruitment of the less appropriate ones, in terms of the correspondence between training and job requirements and profile of vacant public functions.

The third method consisted in ***appointing public officials*** in a position or public function by the hierarchical superior, thus reducing competition and the opportunity to have access to these functions and public positions persons from other areas of activity or from outside the public institution.

The changes that occurred in the public sector determined the redefinition of the content of the recruitment activity, in the sense that some very important aspects were taken into consideration in this process. Some of the aspects that we considered very important in this process are:

- conditions and changes in labor market;
- capacity of training systems and human resource development;
- attraction of the area and local facilities;
- legislative framework;
- role of unions;
- image of the public institution;
- organizational culture;
- management policies and practices;
- economic, political, social, ethnic or other existing values;
- degree of financial and managerial autonomy of the public institutions.

Phases of recruiting public servants

Recruitment is triggered when in new functions or positions appear in the organizational structure of a public institution, or when existing ones become vacant through retirement, death, transfer or dismissal.

In the recruitment of public servants there are four stages that need, or should be completed very carefully. It is important that the management of a public institution pays attention in completing each stage. These stages are as follows:

1. *Analyzing the requirements of the vacant position*
2. *Drafting the related specifications*
3. *Investigating the opportunities where possible candidates could be found*
4. *Attracting candidates for vacant positions*

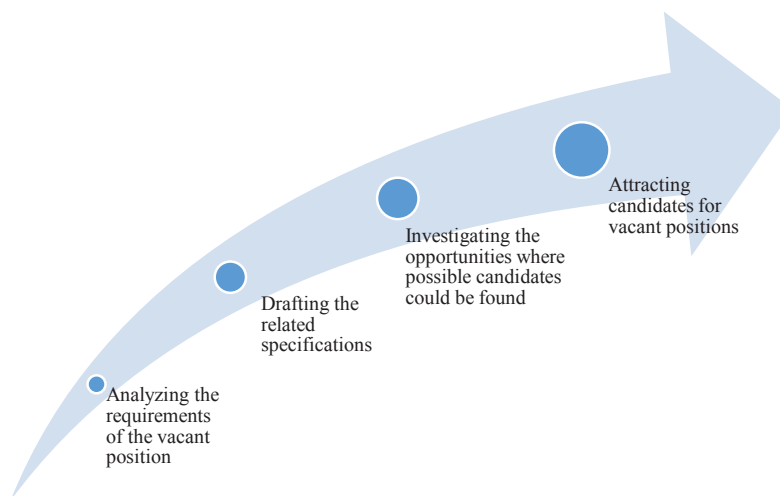


Figure no. 2 Phases of recruiting public servants

1. Analyzing the requirements of the vacant position

At this stage the specialists from the human resource department proceed by first updating the content of the job description for the vacant position/ function, based on

the changes in the public institution's system of objectives, in the legislative framework, policies and strategies in human resources developed in the central government, specifically by specialized institutions embedded in the Government and/ or Ministries.

Depending on these aspects are determined the general and specific requirements that must be fulfilled by the jobholder or the public function holder which basically provides the elements of professional and/ or management competences of the holder, with which post or function holder or individual achieves its individual goals and corresponding tasks.

One can easily see that the quality of this activity depends largely on the finality of the selection, through which is identified the suitable civil servant for the vacancy identified in the organizational structure.

2. Drafting the related specifications

This stage consists in identifying the elements specific to positions or vacancies, practically the issues through which the public position or function are distinguished and integrated simultaneously in relation to others within the existing organizational structure.

Specialists in the field of public management and human resources in public institution must develop these technical managerial specifications, based on a scientific and practice foundation. These data and information are needed in the third stage of the recruitment process.

3. Investigating the opportunities where possible candidates could be found

From absolutely normal reasons, at this stage is performed first the identification of internal potential candidates, therefore is performed an internal recruitment. This option may occur in at least two situations: when for special reasons, is necessary the reduction of the number of public servants, creating the opportunity of redistributing the remaining ones on certain vacant public positions or functions. The second situation appears when is considered the opportunity of extending the activity in a public institution and therefore new public positions and functions are created in the initial organizational structure, in a new redesigned way.

Internal recruitment remains today one of the most viable ways of recruiting candidates for public positions and functions.

4. Attracting candidates for vacant positions

It can be achieved by direct consultation of potential candidates, motivating them to engage in the recruitment and selection process. This stage also takes place on the initiative and with direct involvement of human resources specialists from that public institution.

If external recruitment or mixed form of recruitment is used, at least the following sources that provide candidates can be taken into account:

- ❖ specialized universities;
- ❖ professional associations;
- ❖ organizations specializing in human resources recruitment;
- ❖ regional centers for registration of the unemployed;
- ❖ labor offices and social protection;
- ❖ job fairs.

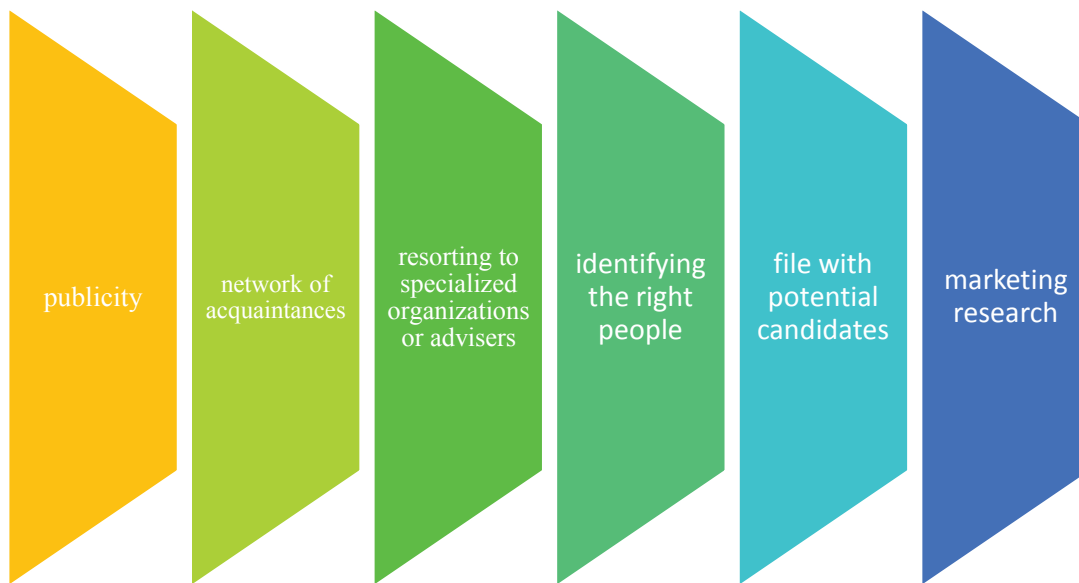


Figure no. 3 Methods and techniques in identifying suitable candidates

Whether we are talking about internal, external or a mixed form of recruiting, the recruitment of public servants involves the use of several methods and techniques to identify the most suitable candidates for the public positions and functions from the organizational structure of the public institution.

CONCLUSIONS

Recruitment is the activity through which is determined, in quantitative and qualitative term, in preparation, the structure of the sample of people among which will be performed the selection of a post holder and/ or public function for the current position in the organizational structure. Public management has always given special attention to the features that aim the recruitment of public servants.

In terms of personnel in public administration, we consider that the most important thing regards a new attitude aimed at positioning personnel in the list of priorities of the Romanian society reform. The public function reform is far from being complete and it should address as a priority this essential resource - the human resource - and especially the manner how people become public servants, here we are speaking about the recruitment of suitable and skilled candidates for public functions.

To achieve the objective of improving the recruitment process in public organization first we strongly suggest the combination of the traditional recruitment process with the e-recruitment process, because we believe that this will bring a lot of benefits to public organization, and to the Romanian economy in general, because we all know that private organizations tend to “copy” some management and organizational methods used in public organizations.

We believe that another important aspect concerns the creation of a body of professional managers in matter of human resources that would establish and identify ways of attracting potential candidates who show real skills and motivation for a career as a public servant.

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