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## CONTENTS OF THE MAIN BUSINESS PROCESSES IN RECRUITMENT



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**Annotation.** The article describes the content of main business processes in the field of recruitment. The author believes that the traditional approach to recruiting in Russia, as a single business process, is fair only for production organizations that independently recruit personnel. For companies specializing in recruitment, it is necessary to single out individual business processes, which will help them to work more efficiently. The author determines the content of such business processes as order registration, search, selection, employment, placement monitoring and replacement. The article may be of interest to specialists in the labor market, recruiters and students of economic specialties.

**Keywords:** recruitment; business process; search; selection; employment.

**JEL codes:** J21; J23.

### Introduction

Under the business process, we traditionally understand the set of actions that the company performs to obtain a given result. At the same time, the financial performance of the company depends on the fulfillment of the requirements for the business processes: they must be: a) described; b) optimal; c) really performed as described; d) improved.

The business process can be decomposed into several subprocesses that have their own attributes, but also help to achieve the goal of the main business process. Such analysis of business

processes usually involves drawing up a business process map and its subprocesses spaced between certain levels of activity.

Describing the business process means:

- 1) identify the owner of the business process;
- 2) determine the boundaries of the business process (the boundaries of responsibility and powers of the owner of the process management process);
- 3) identify customers and outputs of the business process;
- 4) identify suppliers and inputs of the business process;
- 5) determine the resources necessary to carry out the business process (are at the disposal of the owner of the process);
- 6) describe the technology of the business process (for example, using graphic schemes);
- 7) develop indicators for assessing the business process, its results and customer satisfaction of the business process;
- 8) describe the work of the owner in the analysis and improvement of the business process, as well as its reporting to a superior manager.

Unlike the traditional approach to recruiting, as a single business process, which is fair for manufacturing organizations that independently deal with recruitment, this article identifies individual recruiting business processes that contribute to the more efficient operation of specialized companies.

### **Business processes of recruiting**

After studying the work experience of six recruiting agencies in Yekaterinburg and literature sources [1,2, etc.], the author outlined the following business processes common to different types of companies:

#### *1. Ordering.*

Work on the order includes its receipt and development. The order starts with a preliminary application. After receiving the application, the consultant collects the necessary information, including mandatory and desirable requirements for the candidate, examines the state of the labor market and salaries, informs the customer about the technology of work, agrees terms and cost of services, draws up the necessary documents, contracts or rejects the application. At the exit – signing the contract and prepayment or a reasoned rejection letter.

There are two ways of receiving an order: an application from a permanent (key) customer and an application from the customer from the side. In the first case, all the complexities and issues of the contract, price and so on have already been resolved. In the second case, the recruiter acts as a customer service manager or even a recruiting sales manager, he presents the company and the services provided, introduces the commercial proposal, discusses the need for recruitment, the resources for fulfilling it, and negotiates the price, which requires the regulation of these processes. Each recruiter that deals with new customer s should have a negotiation diagram and all the necessary information (presentation, price list, etc.).

If the recruiter rejects the application, as the owner of the process, he must have the necessary arguments.

In addition, within this business process, it is necessary to establish the timeframe for consultant to contact the customer for order withdrawal, decide on the status of the order or its rejection and place an order in the database. To establish uniformity one should regulate questions that each consultant uses in the process of order withdrawal. The uniform form required for order withdrawal is necessary.

## 2. *Search.*

This process includes the development of a search plan, identification of sources, advertising vacancies, direct search process in the database, the Internet, media, direct search, partner involvement, telephone interviews, informing the customer about the progress of work. At the input - an updated application, at the output - Long-list of candidates.

On the first day of work on the order, the recruiter should place vacancy in all sources relevant for the job, and the recruiter usually uses his agency's database and open source information about the candidates.

In this business process, it is necessary to draw particular attention to the timeframe of the initial search, the periods of regular communication with the customer and the timely update of information on existing and new candidates.

## 3. *Selection (Evaluation of candidates).*

This process can include a personal structured interview, obtaining consent for processing and use of personal data, document analysis, testing and other psychodiagnostic techniques, checking information and recommendations, comparative evaluation of candidates, obtaining consent of suitable candidates for presentation to the customer. At the output, we have Shot-list of candidates.

One can conduct structured interviews in person or using Skype technology. During the interview, the recruiter checks the information presented in the CV, identifies the candidate's professional and personal competencies and determines how the candidate meets the mandatory and desirable requirements of the customer. If the consultant decides that the candidate is suitable for this vacancy, he describes the position and receives consent to provide the resume to the customer. If the candidate does not meet the stated requirements, the consultant correctly explains the reasons for refusal and proceeds to a general interview, during which he reveals other employment opportunities.

The reliability of used evaluation technology means that repeated measurements will give the same result as the previous ones; the validity ensures that this method measures exactly what it is intended to measure. The following points deserves in this business process particular attention:

- use of the most reliable methods of evaluation;
- not using such assessment methods that may lead to an unjustified loss of a candidate (for example, a stress interview);
- provision of high qualification of appraisers and their compliance with the professional and ethical code of recruitment consultants;
- check of candidates by belonging to the list of «hands-off»;
- determination of the timeframe during which data on interviews with candidates should be entered in the database;
- establishment of standards for the number of interviews conducted per week, per day.

#### *4. Employment (placement).*

The process of employment includes checking the availability of the contract, sending a resume to the customer, setting the date and time of the interview, preparing the candidate, discussing the interviews, agreeing on the terms of going to work. The process ends with the candidate getting the job and/or a written confirmation from the employer about the hiring.

In the business process of employment it is important to monitor that the selected candidates are informed of the place, time, date of the interview, and the name of the interviewer. In the final interviews, the customer may ask to collect recommendations for the candidate from previous places of work. Recommendations are mandatory if they are the only means of verifying the candidate's compliance with the mandatory and desirable position requirements. In addition, this business process provides feedback to candidates who have not successfully passed the interview, with the customer's comments on the reasons for the refusal. It is important to enter Information on employment in the agency's database.

#### 5. *Monitoring of the placement.*

Placement control is usually carried out by a series of calls and/or meetings with the customer and with the candidate through all the trial period (warranty period). If the customer and the candidate are satisfied, and the warranty period is over, then the described process ends with the signing of the acceptance certificate and the final settlement with the customer (at the output).

Monitoring placement allows to speed up the process of adaptation of the candidate in the workplace, shorten the replacement period, if the need for it arises, and build mutually beneficial relations with the customer. In the framework of this business process, it is necessary to develop rules for calls (meetings) and monitor its implementation.

#### 6. *Replacement.*

This process is undesirable, it arises if the employed candidate is dismissed during the warranty period, and then the consultant clarifies the mandatory and desirable requirements for the candidate and reopens the initial application or creates a new application to replace the candidate. Further work in this case is in the usual manner.

Warranty usually does not cover the replacement, if the replacement cannot be found; the percentage of the refund amount is stipulated. The company's management should analyze all lost orders weekly.

### **Conclusion**

These are the main business processes in the recruiting company, however, the filling of business processes largely depends on the type of recruiting company, the scope of its activities. The internal content of business processes also depends on the level of positions in the recruitment of personnel and the competencies of the recruiter, since he is the owner of all the above business processes.

Thus, the description and construction of effective business processes will allow not only to standardize processes, reduce the dependence of business on the motivation of individual employees, reduce costs, but also improve the quality of recruiting services, and, consequently, customer satisfaction (customers and candidates), and, on this basis, ensure profit growth.

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