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Campus Recruitment: Acquiring high quality talent through corporate presence

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ABSTRACT

Recruitment, as a human resource management function, is one of the activities that impact most critically on the performance of an organisation. While it is understood and accepted that poor recruitment decisions continue to affect organizational performance and limit goal achievement, it is taking a long time for public service agencies in many jurisdictions to identify and implement new, effective hiring strategies. Acquiring and retaining high-quality talent is critical to an organization's success. As the job market becomes increasingly competitive and the available skills grow more diverse, recruiters need to be more selective in their choices, since poor recruiting decisions can produce long-term negative effects, among them high training and development costs to minimize the incidence of poor performance and high turnover which, in turn, impact staff morale, the production of high quality goods and services and the retention of organizational memory.

This paper discusses some of the strategies that organizations can and do employ to ensure the existence of the best possible pool of qualified applicants from which they can fill vacancies as and when required. It will identify the advantages of each of the strategies, highlight the drawbacks of its use and offer suggestions for ensuring its utility

KEYWORDS : Campus Recruitment, campus selection

INTRODUCTION

Economic and demographic trends continue to affect the job market and how employers develop and manage their campus recruitment programs. In a competitive environment, maintaining campus relations is crucial to the success of campus recruiting. To do this, companies must build relationships with faculty, administrators, career center staff, and students.

Campus recruiting is becoming more competitive. Winning companies will have a strong product offering and be able to adapt their recruitment practices to the needs of new college graduates of Generation Y.

Effective Campus Recruitment Programs

The Recruitment Process

The campus placement office usually coordinates the recruitment process. The recruitment season typically extends from mid-October to mid-March.

Campus Selection

One of the first steps in developing a campus recruitment program is to select the right campus with which to build a relationship. According to the National Association of Colleges and Employers (NACE), employers should target only campuses that "produce both the type of students that best fit into its corporate culture and the number of students it needs to achieve its hiring goals." According to Julie Cunningham, president of The Cunningham Group, these include:

Curriculum/ranking – Is the school accredited: Is the curriculum relevant to the needs of your organization?

Location – Will the distance to campus justify the time and money it takes to recruit there? Will the distance create relocation and retention issues?

Demographics – Does the overall enrollment and percentages of woman and minority candidates meet the company's recruiting needs?

Graduation dates – When will candidates be available for work?

Career services/faculty/student organizations – Are the services the company needs available through the career center? Is the faculty accessible and interested in career opportunities for their students? Can the company collaborate with the school's student organizations?

Competitive environment – Are the student's expectations in line with what the organization can offer?

Potential recruiters/team leaders – Does the company have enough alumni to create a recruiting team?

Internal opinion of the school– What is the general opinion of the school within the company? Would the school be accepted as part of the campus recruiting program?

Ten On-Target Recruiting Tips (Source: WetFeet Inc.)

1. Focus on schools that most closely fit company needs, not just prestigious schools.
2. Arrive early. By April of senior year, most top candidates are taken.
3. Network with student clubs and organizations.
4. Nail the campus info session.
5. Define what you offer, including downsides, for good job fit.
6. Send enthusiastic and informed recruiters.
7. Take time for personal touches such as e-mail, calls, and thank yous.
8. Follow up on promises.
9. Make people feel wanted.
10. Provide a great work experience, especially in internships. People will hear about it.

Positive & Negative Influences on Hiring levels

Positive factors

- Shortage of workers due to retirements
- Enthusiasm over improved economy
- Increasing competition for graduates in technical fields

Negative factors:

- Globalization creating jobs abroad and depriving U.S. job market
- Uncertainty after the impact of hurricanes hitting the Gulf Coast
- Higher cost of doing business (increase in energy and health care costs)
- Cautiousness about the long-term job climate

Hiring Trends

Hiring Trends by Industrial Sector

Hiring in the manufacturing industry is down 12%, except for chemicals, medical devices, and some electronics firms.

In the construction industry, down 17%, hiring is dependent on location. Firms in hot housing markets are expanding employment, while others in slower growth regions anticipate a further slowdown.

With shortages in nursing and in some technical support, hiring in health services is up 5%.

Retail hiring still remains positive, up 19%, while wholesale sector companies, although guardedly optimistic, will increase hiring by 12%.

Overall hiring in the information industry is down 2%.

With accounting still hot, professional and scientific services is up 3%. Consulting and scientific services are being cautious.

Hiring Trends by Academic Major
For employers seeking engineering majors, hiring is down 8%. The hiring of business majors is expected to see no change.

Hiring of computer science majors is down 3%. The hiring situation for health science majors is up 10%. Hiring for construction and agricultural majors with a bachelor's degree is down 10%.

Total hiring for communications majors is down 20%.

Characteristics looked for in potential hires:
1. Communication skills
2. Honesty/Integrity
3. Teamwork skills
4. Strong work ethic
5. Analytical skills
6. Flexibility/Adaptability
7. Interpersonal skills
8. Motivation/Initiative
9. Computer skills
10. Detail-oriented

Effectiveness of Recruiting Methods to reach college graduates
- On-campus recruiting
- Organization's internship program
- Employee referrals
- Career/job fairs
- Faculty contacts
- Internal job posting (campus website)
- Student organization/clubs
- Request resumes from career offices
- Internet resume data bases
- Recruitment advertising
- Newspaper advertising (campus/local)
- Video interview

RESEARCH METHODOLOGY
Basically the research is based on data's and analysis of these data's. We use various types of data's to achieve our objective of research or we may say that to complete our research successfully.

Research Design – Exploratory Research: This method basically explores various aspects of the research but does not give any conclusive result.

Literature Survey – The existing related literature about the topic of study will be studied and reviewed. The books and journals that would be consulted will be listed in the reference section

LITERATURE REVIEW
1. College recruitment in large organization: practice, evaluation and research methodology (Sara L. Rynes, John W. Boudreau NEW YORK STATE SCHOOL OF INDUSTRIAL AND LABOR RELATIONS CORNELL UNIVERSITY)

College recruitment for fortune 1000 corporate were surveyed regarding a broad set of college recruiting practices and college recruiting effective measures. It has revealed that there are differences between organization characteristics, recruiting practices and effectiveness. Methodological limitations are also noted. To overcome these important issues:-

- Whether recruiters training makes any difference to applicant attraction or selection
- Setting applicants qualification level
- Effects of alteration of inducement packages

2. The impact of benefits on graduating students willingness to accept job offers (MELODY JENNINGS Lockheed Martin, JAMES D. WERBELIowa State University, MARK L. POWER State University)
The influence of quality of information communicated about both traditional and non-traditional benefits. Increase communication enhances organizational effectiveness. Traditional benefits need less communication as already have created their understanding. The organizations offering both benefits should be more advantageous. Employees seek traditional more than non-traditional so emphasis is on traditional benefits.

3. On campus: education and recruitment (MAGGIE KOERTH. CONTRIBUTOR WRITER)
In order to recruit the best graduates firm require to understand why young people all going into a particular course. Today's student learn in a much casual manner and in a hand on environment. They rely on the state of art of computers and calculators. When they do research they simply GOOGLE it. Interaction between firms and students provide benefits beyond simple theoretical experiences.

The interaction of attraction and selection: Implications for college recruitment (JEREL E. SLAUGHTER, JEFFREY M. STANTON, DAVID C. MOHR, WILLIAM A. SCHORL)
The college graduates are attracted and selected. The organization compare with the profile of over all applicant population. The effects of attraction and screening in college student recruitment is limited to the use of bio-data instrument. Screening may be using different selection devices applicants believe that they will be hired but organization may screen the variables that are related to attraction.

4. 2011 recruitment benchmark survey (National Association of Colleges and Employers NACE; www.naceweb.org)
There is a co-relation between the existence of a formal college recruitment program and the size of the company . The large the organization the more formal program. Career fairs and corporate websites are used to brand the organization to students and build a strong relationship with faculty on the top.

5. Relationship between recruitment sources ad employee performance, absentism and work attitude (James A. Breaugh)
The study determines the sources through which employees are recruited and are related to job performance, absenteeism an work attitude. After analyzing 70 men and 42 women, those recruited via newspaper and college placement offices are inferior than the ones who make contacts based on their initiatives or a professional journal/ convention advertisement.

CHALLENGES IN CAMPUS RECRUITING
Competition is heating up this year.
This is the most competitive campus recruiting season, according to WetFeet Inc. it is the number-one challenge they face in hiring new college graduates. Competition is expected to be focused on students with degrees in business, engineering, and computer-related fields.

Finding the right candidate for the positions
It is another big challenge employers face . Positions that require stringent qualifications are more difficult to fill. For example, some positions require a specific skill set, while others require that a candidate has completed specific coursework.

Attracting students to specific locations and industries is another challenge of concern. Some employers have the ever more difficult task of attracting candidates to locations (rural areas and areas with a high cost of living, for example) or industries that are seen as less desirable.

CONCLUSION
Using imagination and experimenting can lead to many possible ways to develop relationships and also give students practice experience working for you. When it comes time for graduation, you will have candidates ready to go to work for you full time who understand your

company, like its culture, and have some experience.

College recruiting virtually has many, many benefits and nicely aligns with the lifestyles and habits of this generation of students. They are all connected via the Internet, they all use Facebook, email, and participate in online life.

To change this is difficult and takes time. The great advantage the firms have is their nimbleness, ability to act immediately, and willingness to try new ways. Virtual college recruiting opens the doors for many small companies and for thousands of students.

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