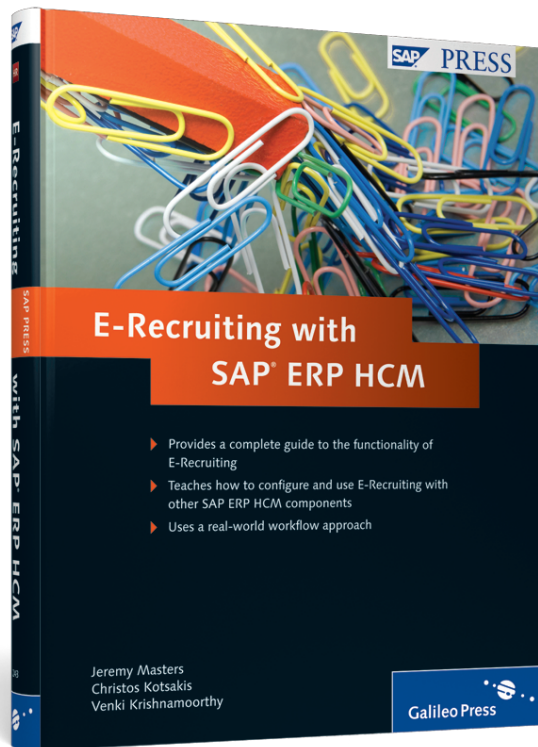


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E-Recruiting with SAP® ERP HCM



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The recruiting process is dynamic by nature and should be designed to enable a series of activities to take place concurrently with the identification of key activities that determine which candidates move to the next phase of the process.

2 The Process of Recruiting

Recruitment is defined as the process of creating a pool of potential candidates from which a selection process can refine the pool to the right talent to fill vacant positions.

This basic description distills the essence of recruiting for talent, but anyone who has been involved with staffing the right talent for the right role knows that it is an incredibly challenging process to find, identify, and select the right talent.

This chapter presents a view of the recruiting process and various strategies related to parts of the process that require additional focus during blueprinting. Most organizations use the implementation of a recruitment system as an opportunity to refine recruiting strategies and processes.

2.1 Budgeting and Managing Headcount

Organizations start the process at the beginning of the year by planning for the number of resources they need to achieve the company's objectives. This includes accounting for the existing resources in the company and the additional resources that will be hired during the year.

Once this process is completed, departments have a target number of resources for the year. Managers can start planning on hiring for key positions based on when they will be needed and can also plan the associated workload.

2.1.1 Leveraging the SAP System for Tracking Approved Headcount

To enable the recruitment process in SAP E-Recruiting, some companies have opted to leverage SAP positions to represent the approved headcount. The output from the budgeting process is represented in the SAP system by creating vacant positions and setting the vacancy status with a date at which the position can be filled.

Using vacant positions to represent budgeted headcount can also provide the ability to report on potential headcount and the associated costs. Any position that is vacant can now be calculated based on vacancy status and compensation range to determine when those costs may become realized.

The recruiting teams can also leverage the vacant position status to review which positions will need to be filled in the upcoming period. And, recruiters can be more proactive because they are able to meet with managers and/or department heads to put a plan in place for finding and hiring the right talent.

2.1.2 Accounting for Transfers and Terminations

The movement of resources between departments and departures from the company present a dynamic scenario for managers and recruiters.

Many organizations are now linking the process of transfers (which includes promotions, demotions, and lateral moves) and terminations to the recruitment process by moving these actions to Manager Self-Service.

Managers and HR generalists are provided with online forms that enable them to request the transfer or termination of an employee. Each of these forms is enhanced with an indicator that allows the initiator to indicate if the position needs to be closed or filled with a new candidate.

This indicator can now serve as a trigger to change the budgeted headcount through the necessary approval chain and for the recruiters to track new demand for resources.

2.1.3 Requesting Additional Headcount

Organizations deal with incremental headcount in different ways. Once a budget has been approved, the addition of resources is considered unbudgeted and usually requires an approval process based on justification provided by the hiring manager.

The most common process is for managers to open a headcount request form that captures the information related to the position they need to fill, the justification, and the estimated compensation range. This form is usually routed for senior manager approval and then collected by HR for review with senior leadership.

As companies become more cautious about hiring additional resources, they can take a more aggressive approach by requiring that approved headcount be subjected to the same process as requesting additional headcount. This approach enables companies to review the assumptions and current market conditions and allows leaders to make changes to current staffing levels.

Tip

If you are implementing a form or process for handling new headcount requests, consider enhancing the process to optionally accommodate the review of approved headcount.

2.2 Assessing and Preparing Jobs

At the core of the recruiting process are the jobs that a company needs to operate. These jobs provide the framework for the type of skills, responsibilities, and compensation ranges that define positions in the organization.

Jobs are the foundation on which positions are based. Once a position becomes vacant or is newly created, it is to be posted so that it can be filled. Jobs typically go through an annual review process that is designed to ensure that companies are competitive in the marketplace.

2.2.1 Job Pricing

To facilitate recruiting, companies go through a process of creating and managing jobs so that the attributes serve as a basis to create positions. Jobs are also standardized so that they can be compared to similar jobs in the same and across different industries.

The compensation department selects jobs that are key to the organization and submits them to a service that provides comparison data. The data is used to determine how well the company's compensation structure is positioned against competitors and other industries that are looking to hire the same resources.

The process of comparing or pricing jobs against external data allows companies to determine the latest compensation ranges, which are used to create competitive offers to potential employees.

2.2.2 Skills and Qualifications

Part of the process of assessing jobs in an organization includes determining the required skills and qualifications and the competency levels.

This is a critical part of the process because it allows the detailed list of skills and qualifications to be attached to a job and ultimately define each related position. Having the job explicitly defined in the system enables the development of

detailed job descriptions, development of questionnaires to filter candidates, and comparison of candidates to determine which candidate is the best fit for the job.

2.3 Recruiting Process

The core recruiting process is very dynamic in that it requires a series of activities to be performed for various candidates at various stages in the process. This dynamic nature of the recruiting process is often underestimated in the blueprinting phase because the team is usually not accustomed to processes that are not linear.

2.3.1 Requisitions

The recruiting process is usually triggered by a request for a position to be filled. Managers can call an HR generalist or in many cases open a requisition form online. The requisition is routed to the manager for approval and depending on the process may go directly to the compensation team for review.

The compensation team reviews the position being requested and determines or verifies the proposed compensation range that will be offered. Having a process step that incorporates the compensation team can reduce rework and provides the recruiter with an idea of how and where to market this position.

Once the requisition is approved, the recruiting team can begin to assess the request. Recruiters often meet with the manager to better understand the requirements, refine the job description, and understand the specifics about the job.

2.3.2 Posting Jobs

The recruiter looks at the type of job that needs to be recruited for and determines the best approach for advertising the job. The recruiter can look at many options including posting the job externally on the company's career site, posting on various job boards, and/or leveraging the talent relationship system to find candidates that previously worked at the company, have expressed interest in working at the company, or have been referred by existing employees.

Certain jobs that are difficult to find candidates for and/or require specific industry experience require a much more aggressive approach. Recruiters may post the job to one or more external recruiters that can find specific candidates.

Certain jobs are also posted internally for employees to consider applying. Many companies choose to post all jobs internally first, which promotes opportunities

for employees. This part of the process should be highlighted during blueprinting, because it can present challenges with processing internal candidates.

Advertising jobs and recruiting strategies are also important to many organizations and can determine the success or failure of the recruiting process. It is important to understand and discuss strategies when completing the blueprinting phase to ensure that the implementation covers the requirements.

2.3.3 Processing Candidates

Once the job has been posted, candidates begin to submit applications for consideration. They begin by opening a profile and providing applicable information that includes contact information, skills, previous employment, and their resume. Applications can be submitted by both internal and external candidates.

Candidates can also be asked to complete one or more questionnaires that capture specific information about the candidate and filter out candidates that don't meet the job requirements. For example, companies can embed specific questions that serve as knockout questions.

The recruiter begins to assess the candidates that have applied by filtering and sorting the candidates that meet the criteria for the job. This is a critical part of the process because recruiters can save time by selecting the most qualified candidates to move forward. Once the candidates are selected to move forward, they are contacted and begin to go through the interview and selection process.

2.3.4 Candidate Interview and Selection

The process of selecting a candidate to hire can vary depending on the job being filled. Depending on the job, the interview process can require several phone screenings by the recruiters, verification of references, and several levels of internal interviews by company employees.

Interviews can also vary depending on the job. For example, some jobs require a peer interview or an interview by a panel of people who must evaluate the candidate.

The recruiter has to manage the process of getting the candidate through the process and requires a robust application that helps track the status of each candidate. The recruiter must also gather feedback from each person in the interview process and coordinate the feedback to determine which candidate will be offered a job or if the search should continue.

Once a candidate is selected to receive an offer, the recruiter kicks off the process of making sure that candidate compliance is part of the process.

2.3.5 Compliance

Compliance is a critical part of the process and is the part of the process that requires as many of the elements to be automated as possible.

The compliance part of the process includes a set of activities designed to verify that the candidate should be hired into the company. Many of the activities are required, but this process can be tailored to specific jobs.

Compliance activities include background checks to verify education, previous employment, and criminal records and can also include drug testing, behavior tests, and health exams.

Once the candidate has completed the compliance activities, he is cleared to receive an offer letter.

2.3.6 Offer to Hire

The offer letter is the last part of the process and is typically generated from the system. Recruiters work with the HR team and the manager to create an offer letter that will be submitted to the employee. Many systems can generate the offer letter based on predefined templates, and HR then edits the letter.

Depending on the job being filled, it is also recommended that you have legal review the offer letter before it is sent to a candidate. This is not always required, but depending on the changes made during negotiation, legal, compensation, and HR should review the letter.

2.4 Summary

With this chapter we have reviewed the recruitment process that many organizations leverage to find, select, and hire the right candidates. It is important to recognize that the recruiting process is not linear in nature and requires that many activities happen concurrently.

The following chapters will provide detailed information on how to leverage SAP E-Recruiting to design the activities that will support your process.

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