



Recruitment Guide for clubs

Recruitment is a way to attract and find potential manpower to fill up a vacant post in the golf club. The Recruitment Process helps to hire candidates based on their ability to work and attitude which is essential for accomplishment of organizational goals.

The recruitment process starts with the identification of a job vacancy in the club, club management analyses the job requirement, reviews the job application, screens, and shortlists the desirable candidates and the process ends with hiring of right and best candidate for the job.

What is Recruitment Process?

Club Management can use different tactics to reach a potential candidate. The recruitment method used to contact the candidates differs based on the source of recruitment.

Club Management carries out a job analysis to find out the skills and ability to perform the job. Once the skills and abilities required are clear they start searching for people with such specialties. Club Management explains to the potential candidate the job profile and the benefits (rewards) they can gain from the golf club. Candidates interested in the job are further screened, interviewed by suitable club personnel and finally best fit candidates are selected for the job. In short, a good hiring process involves the following:

1. **Identify the Recruitment Needs through Job analysis**
2. **Recruitment or Manpower Planning**
3. **Writing or Creating a Right Job Description**
4. **Advertisement for Open Job Vacancies**
5. **Screening of Job Applications**
6. **Initial Short- Listing of the Candidates**
7. **Conducting Interviews**
8. **Assessment of the Applicant**
9. **Reference / Background Check**

10. **Issuance of Job Offer Letter**

11. **Joining & On-boarding**

Methods of Recruitment

There are three significant methods of recruitment which are regularly used in the corporate world namely:

1. Direct Recruitment Methods

2. Indirect Recruitment Methods

c. Third Party Recruitment Methods

The major difference between direct and indirect method of recruitment is that the club directs a club representative to contact the potential candidate (direct contact) in the case of direct recruitment method while in the case of indirect recruitment methods the candidate is informed about job vacancy through different channels of advertisement.

1. Direct Recruitment Methods:

Recruitment directly from colleges can be carried out using direct method. The club a to interacts with potential candidates who are seeking jobs which are explained and the skills which are required to perform the job. The club representative interacts with the candidates with the help of employment advisors at the colleges. A briefing session is conducted before the actual screening and interview process.

The club (Employer) gets information about the academic records of the candidates through the employment advisors. Once the organization is ensured about the presence of excellent working skills in the candidate the Club Representative is sent to the club to conduct the recruitment process. The club can use various recruitment methods like conducting seminars, participating in job fairs to recruit the candidates using direct method.

2. Indirect Recruitment Methods:

In the indirect method of recruitment, the organization use the advertisement channel such as newspapers, radio, job sites, radio, magazines, and professional journals to reach potential candidates. The advertisement provides information about the job requirement, the range of salary offered, the type of job (full time or part time) and job location. The candidates who are interested in the job apply for it and share their resume with the organization.

The club uses the indirect method of recruitment in three situations:

- When the club doesn't have a suitable employee who can be promoted to perform the higher position jobs.
- When the club is new to the work territory and wants to reach out to new talent in the market

To fill up higher positions in the club the widely dispersed advertisement is very useful as it helps the company to reach various suitable candidates. Many organizations also use blind advertisement to reach out candidates in which the identity of the organization is not revealed.

3. Third Party Recruitment Methods:

The third-party method of recruitment includes the helping hands which are outside the organization. Recruitment Consultants or Employment Agencies, Search & Select Companies are different channels which help the club to establish contact with the potential candidates.

Recruitment Process Steps

Broadly, there are five steps of recruitment process used by many companies in the corporate world to increase the efficiency of hiring. The five Recruitment Process Steps ensure that recruitment takes place without any interruption and within the allotted time period. It also helps to maintain compliance and consistency in the recruitment process.

Five Best Recruitment Process Steps:

1. Recruitment Planning
2. Strategy development
3. Searching
4. Screening
5. Evaluation and control

Recruitment Planning

The Recruitment Process establishes that job vacancies in the organization are analysed and relevant job descriptions are prepared. It also includes the preparation of job specifications and details about qualification and skills needed to perform the job.

This step is very vital for recruitment process as it helps in attracting the right and suitable candidates for the job. Based on the education and experience requirement described in the recruitment plan a pool of interested candidate can be created.

Strategy Development

After job descriptions and job specifications are prepared, the organization decides the number of recruits needed to work on the profile to close the vacancy as soon as possible. The recruiter decides the strategy that should be adopted for successful recruitment of the employee. The strategic draft includes the following points: -

- a. **Sources of Recruitment-** Based on the job position and skills required to perform the job the recruiter chooses the source of recruitment. This decision is critical as rest of the recruitment strategy is based on this step of recruitment.
- b. **Methods of Recruitment-** The club decides on the method of recruitment whether the firm wants to recruit the candidate using direct or indirect methods. A number of companies are using the third-party recruitment method and outsourcing some part of recruitment process to experienced consulting firms.
- c. **Geographical Area-** The location of job is fixed and thus the recruitment team has to decide the area from which they can search candidates who want to take up the position. The area in which large number of qualified candidates are located is selected to search the suitable employee for the organization.
- d. **Make Employees or Buy Employees-** The investment required for recruitment is depending on this decision. The organization can choose to select the skilled employees and pay them an appropriate salary or can selected less qualified people and trained them to perform better.

Searching

The searching step is divided into two parts that is:

- i. Source activation
- ii. Selling.

Activation takes place when the club department which has the vacancy confirms it to the club manager about the requirement who approves the draft of a job

description as well as specification and selects the channel of communication to reach the prospective candidates.

Screening

Once the job applications are received by the Recruiter it starts the screening process. It is a step in which the application is shortlisted for the further selection process. After short-listing of applications based on the job specification the selection process begins. At the early stage, the recruiter has to remove the applications which are clearly under qualified and not suitable for the job.

Evaluation and Control

The validity and effectiveness of Recruitment Process is assessed in this step. The step is essential as the club has to check the cost incurred during recruitment and the output in terms of selection of suitable candidates and their joining. The cost of recruitment includes the time spent by the management involved in the recruitment process, the cost of advertisements, selection, consultant fees and also the fees of recruiter. The output is calculated in terms of selection and how soon the employee has joined the club and the suitability as well as performance of the newly joined employee.

Example of Best Recruitment Process & Practices

The traditional Recruitment Processes are mostly used by organisations in the corporate world. However, as there is scarcity of talent various organizations are coming up with innovative ideas to reach potential candidates and create a talent pool for company.

Here are two prominent examples of such innovative best recruitment process practices used by McDonald and Amazon

McDonald use Snapchat to recruit

People of age 20-25 are very much active on Snapchat. The younger generation are active on this app and the club can grab their attention to include them in workforce. Snapchat is now used as way to create an employer brand and attract young people towards the job opening. It is now a full-blown recruiting strategy used by big companies like McDonalds. McDonalds used video ads and applications to convey to the prospective employees about the job vacancy in the organization.

McDonalds has also released 10-second video ads in which their current employees are featured, and they are talking about their experience to work with McDonalds. The person who is interested in the job can swipe the video and they will be redirected to the career webpage of the company. The interested candidate can also try the uniform of McDonalds and send a 10 second video to the employer about why they will be great employee of the company.

It is a fun and simple way to attract candidates and create a talent pool for the company.

Peer-reviewed hires by Amazon

Existing employees can set a proper measure for the future workforce of the company. A peer review is an excellent way to shortlist candidates for the selection process. Employees who are working with the company are familiar with the workplace environment, unique job requirement and everyday job demands. If a peer rejects a candidate, they can be deemed as unsuitable after thorough review.

Amazon is using this unique hiring strategy under the program “bar raiser”. Here the employees voluntarily participate in the interview committees. They interview the applicant in person or via phone. The employee then submits the evaluation and collaborates with other peers who have interviewed the same applicant. The candidate is rejected if the bar raisers do not approve them. It is a way of crowd-sourcing the employees of the company.