Recruitment in the 21st Century

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Abstract
Strategic recruitment is of vital importance in recruitment planning now a day. We also found the usefulness of Generation X approach in identifying the differences between the old generation and the young new Generation x and the different needs and attitudes of both the generations. This gives us an idea that the old recruitment practices might not be enough in today’s competitive environment. The Rank and Yank approach shows just how intense the competition is in the corporate world today and the fact that this approach is so successful is astounding. Although the benefits of Internet recruiting exceed its drawbacks but even then we found that Internet recruiting is still more useful for computer related business sector. We would also conclude that despite all other recruitment testing methods Interviews still stand out as one of the best ways to identify and recruit the right person for your organization.

Keywords: Recruitment, 21st Century, Human Resource, Generation X, Rank and Yank Approach, Internet Recruitment.

1. Introduction:
“Ask leaders what their biggest challenge is, and you get the same answer: finding attracting and keeping talented people. Ask talented people that what their biggest career challenge is and you will hear the same refrain: finding good people to work with - and to work for.” (Holbeche, 2004, p. 166)

A key task to the organization is attracting new talent that is in short supply, while retaining it is another challenge.

When we look in past years, the selection of employes was quite difficult among excellent candidates. Now a days lots of people applying for job than recent years. For becoming an employ they must develop their market value and knowledge based skills.

Industries and other sectors seem less attractive for new recruits. When we see construction industry, in beginning they were searching for the employers who can work in difficult conditions and now they also need who can operate computers. Similarly insurance companies suffer because it could not appeal to young candidates. They need experienced and skilled person. Increases in number of employers are showing that the recruitment is a powerful tool for new candidates which provide them incentive and handsome pay according conditions.

A best designed recruitment process can attract new candidates and give indication that there future is brightened. Candidates thought positive about organization if they see that there is a clear link between recruitment and job. In structured interviews can help in how they behave and critical incident interviewing helpful such as team leadership and how they provide services to customer. It also helps company to gather information about the company’s to doing business.

Flexibility is another important factor for candidates rather than seen in fixed interviews schedule. It give courage to candidates that they are future asset of organization. Decision should convey early and organization gives feedback to those employers which are unsuccessful. The organization creates a professional image by recruitment process.
When we look at the senior management positions, search agencies are used for this purpose. In rough idea 40-50% of top management is appointed by contacts. Search agencies provide a right person for effective new role. Recruitments and search agencies are highly thankful to the impact of technology. Search agencies are making their money by identifying candidates for posts. The highly use of internet is providing information to employers. Employers placed their C.V. on the web it means they are available through search consultant websites.

The successful recruitment and selection process is that the needs and offers of both organization and the individual must perfectly meet each other. The ‘fit’ in term of skills and expertise, as well as value and need. Individuals want that the organization which they are thinking of joining must offer some form of development which will enhance their resume.

Organization which put solid plan in development is likely not to attract but also to retain competent candidates. When successful candidate join the organization, each and every aspect will be monitoring to ensure that it will fulfill their promises. Candidates feel comfortable and safe where organization supports them. (Holbeche, 2004, pp. 169-171)

2. Literature Review
2.1. Strategic Recruitment:
Ideally recruitment should not simply be a question of filling gaps, instead should be proactively focused on bringing the specific kind of skills and experiences in the organization especially those which cannot be built from within. Too little external recruitment can result in stagnation of organization’s processes and staff. While on the other hand, the only means of filling the senior positions is external recruitment then it’s a signal for internal employs to leave the organization if they want to be promoted. A wise solution can be having a balance between both.

Although strategic approaches to recruitment are rare but recruitment is a strategic opportunity. It helps if there is a clear purpose behind recruitment instead of mere replacement. The UK drinks retailer Thresher found a number of ways to involve staff in their operations while aiming to transform attitudes and behaviors among staff. Consequently many employs became recharged and got keyed up by the change, thus the majority of the apprentice had the desired effect of bringing about change from within. Recruitment should be considered a part of an overall career management strategy - driven by the business strategy. (Holbeche, 2004, pp. 167-169)

2.2. Generation X:
Generation x are the people with age under 30 years. In recent years number of people graduating has increased dramatically. Now more and more people are going to higher education. While recruiters who used to recruit A level students for management trainee positions are now becoming graduate recruiters. The Demos research suggests that people of generation x are exposed to such experiences that the previous generation was not aware of, shaping hard to grasp expectations and values. Generation x has been exposed to colossal information at a very fast rate, in simple form, through media and heavy use of technology. They are considered to be the ‘first truly global generation’.

This has shaped their attitudes, like there is a perceived lack of trust in employers as they do not perceive secure employment. If organization fails to fulfill their promise loses employs when they are at their most valuable to the current employer. Youngsters value their freedom and look far control over their work life. They learn to absorb information of their interest quickly. Young people want to have money, be in charge of their time and an opportunity to use their potential. (Holbeche, 2004, pp. 171-173)
2.3. The Rank And Yank Appraisal System:
Also known as ‘up or out’ policy or ‘vitality curve’ according to Jack Welch of GE. It is practiced in this way that Employes have to be ranked by senior manager in a 20:70:10 ratios. At any cost the top 20% high fliers must be retained. Standard performers, the middle 70% should get attractive reward as they are critical to the company’s operational success. While the bottom 10% are straight forward asked to leave. This is followed every year, even though all employs in a department have performed above par the manager has to follow this approach and incase he fails, he will be identified as a leading candidate for the axe. (The Human Factor, 2007)

2.4. Why E-HR Makes Business Sense And Internet Recruiting:
Beyond doubt has the Internet changed the way we perform business these days. With the help of our computers we now have the aptitude to do almost everything including recruiting. In year 2002 61 million Americans used the internet to search for work. Schweyer says that more than 90% of HR people are now using the Internet to recruit according to the Society for Human Resources Professionals (SHRM). (Schweyer, 2010)

So why use the Internet for recruiting? The answer is simple. There is no quicker, easier, handier or more cost effective way to contact 24/7 hundreds of thousands of qualified candidates, with quick and measurable results. (The Human Factor, 2007)

Jobseekers look for detailed job descriptions, searching for what the job will demand, what the qualifications are and what you can offer them as an organization. Using a recruitment site allows you to provide detailed information on the qualifications you are looking for to job seekers. (Groutage, 2010)

2.4.1. The Ins And Outs of Internet Recruiting And How To Make It Work For Your Organization:
2.4.1.1. How long have they been in business?
Several well-known recruitment websites started something like in 1994. In case it is a brand new recruitment site or has been around for a short time then there is no problem in asking for success stories they received from their current clients. If other companies are happy with their services and responses then you can advertise on these websites. (Groutage, 2010)

2.4.1.2. How much traffic does the site receive? How much of it is related to seeking employment in your areas of interest?
The key to success for any Internet recruitment site is focused traffic. Numbers alone are half of the story; statistics must be interpreted in the context of the information itself. Internet recruitment sites give you colossal numbers of visitors, but our aim is to know how many of them actually visit the site seeking a job. Don’t just waste your recruitment budget on websites you see them on TV or in other mass media! (Groutage, 2010)

2.4.1.3. What type of value does the site provide to the job seeker and recruiter?
A first-class recruitment website will surround job related resources for the job seeker, including resume writing tips, career planning resources, licensure information and continuing education resources. While on the other hand a few sites can also provide resources for the recruiter, like recruitment and retention tips, salary information, employment surveys and much more resources to make the recruiter's job effortless. (Groutage, 2010)

2.4.1.4. What type of additional exposure does the site offer your postings?
Partnership is an important technique to increasing traffic to your job postings. “For example medzilla offers cross posting to their Career Network of affiliate sites. What this means to the employer is that every time you post a job on medzilla the job posting is automatically posted to all of their Career Network affiliate sites. These sites include medexplorer.com, Scientist Central, and Frontiers in Bioscience, just to name a few.” (Groutage, 2010)
This is classified as a value-added service without incurring any extra cost to the employer for posting to show up on their Career Network affiliate sites. As you get more people looking at your job posting inside a supplementary targeted audience, the benefit is huge. (Groutage, 2010)

2.5. Who’s Using Internet Recruiting?
Out of 500 companies that say they find Internet recruiting useful 60.2% belong to computer-related business sector as can be observed from Figure1(Figure1).

2.6. Recruitment Methods Available To Organizations:
2.6.1. How to Attract Excellent Applicants for Hiring:
Businesses irrespective of their sizes have to recruit to meet up staffing needs. Several means to attract applicants are available, they best depend on the organizations goals and requirements. Before advertising take some time to have a look at the business plan and how it relates to human resource planning. (McIntyre, 2010)

2.6.2. Have a Plan for the Recruitment Process:
Best recruitment goals develop from core business goals. Is the business growing, maintaining or in decline? This allows the information staffing needs to become more explicit. This information can be used to determine roughly how many employees will need to be hired. Then have a glance at the job requirements and list the knowledge, skills, ability and experience needed for those jobs. This information helps establish the recruitment methods to be used. (McIntyre, 2010)

2.7. Employee Recruitment Methods:
There are two major types of recruitment methods.

2.7.1. Internal Recruitment:
Internal recruitment is cost efficient, support employee satisfaction and moral. Spend some time recruiting or promoting the current employes before looking outside of the company for talent. Nothing is more disappointing for the employee, who has been working hard to get promoted, to see someone new seize the position he deserved or desired. Promoting inside the organization involve less training and transition. (McIntyre, 2010)

2.7.1.1. Internal Environment of Recruitment:
2.7.1.1.1. Human Resource Planning:
• It is easier and faster to get needed employees on time when we planned in advance.
• Managers can make enhanced recruitment decisions if they can discover the best alternatives.

2.7.1.1.2. Promotion From Within (PFW):
• There should have a Policy of filling vacancies, above entry-level positions, with employees presently employed by the company.
• Employees have an incentive to strive for improvement.
• Employer is sentient of employee’s potential.
(Basic of Recruitment in Human Resource, 2010)

2.7.2. Methods Used In Internal Recruitment:
2.7.2.1. Job Posting And Job Bidding:
• A procedure for informing the company employees that a job opening exists is called a Job posting.
• Permitting individuals to apply for a posted job, who assume that they possess the required qualifications, is done through Job bidding technique.
2.7.2.2. Employee Referrals:
- The recommendation of current good employees may provide excellent prospects.
- Current employees will vacillate to recommend mediocre ability applicants.

(Basic of Recruitment in Human Resource, 2010)

2.7.3. External Recruitment:
Another method of bringing employees is through external recruitment. To bring new skills and outlooks into the work group is an advantage here. It is also easy to target specific groups. (McIntyre, 2010)

2.7.3.1. External Environment of Recruitment:
2.7.3.1.1. Labor Market Conditions:
- Demand and supply of specific skills is vital factor in the labor market.
- Highly recruiting effort need to be made if demand for a specific skill is greater than supply.
- In case of low unemployment rate more creative approaches are needed.

(Basic of Recruitment in Human Resource, 2010)

2.7.3.1.2. Legal Considerations:
- Especially on discrimination at the time of recruiting.

2.7.3.1.3. Corporate Image:
- Is created through Word-Of-Mouth by employees.
- It is helpful in creating honesty with current employees and helps attract better-qualified candidates.

(Basic of Recruitment in Human Resource, 2010)

2.7.4. Methods Used In External Recruitment:
2.7.4.1. High Schools And Vocational Schools:
Training programs for specific occupational skills have to be initiated while recruiting clerical and other entry level employees.

2.7.4.2. Community Colleges:
Many are native to the specific employment needs in their local labor market.

2.7.4.3. Colleges And Universities:
Typically found in these institutions are highly motivated professional, technical, and management employees.

2.7.4.4. Competitors In The Labor Market:
At any one time almost 5% of the working population is vigorously seeking or amenable to change of position. Employees trained by larger organizations are looked for by smaller firms because they have greater developmental skills.

2.7.4.5. Former Employees:
Others can be encourage to stay in the firm by recruiting and selecting former employees who can provide benefits to company as well.

2.7.4.6. The Unemployed:
Numerous reasons are there for qualified applicants being unemployment every day. Company who cut back their operations, go out of business, or merge with other firm, leaving a pool of skilled and qualified workers jobless.
2.7.4.7. Older Individuals:
Opinions of the older workers golden because of their knowledge, skills, work ethics, loyalty, and fine fundamental literacy skills.

2.7.4.8. Military Personnel:
These are flexible, motivated, and drug free individuals normally have an established work history.

2.7.4.9. Self-Employed Workers:
They hold certain qualities like technical, professional, administrative, or entrepreneurial know-how inside a firm which is necessary for many firms, these qualifies are critical for sustained competitiveness.
(Basic of Recruitment in Human Resource, 2010)

2.7.5. All of the above method can be done through:
2.7.5.1. Advertising:
A technique of communicating through media, like radio, newspaper, or industry publications, the firm’s employment needs to the public. The latest trend is internet advertising.

2.7.5.2. Private Employment Agencies:
Firms use agencies for almost every type of positions, especially for recruiting white-collar employees.

2.7.5.3. Public Employment Agencies:
Employment agencies which function under the state are best known for recruiting and placing people in operational jobs.

2.7.5.4. Special Events:
Like Job Fairs, a staffing method that requires an employer’s efforts or group of employers to draw a larger number of applicants for interviews.

2.7.5.5. Internships:
It is a special form of recruitment in which students, without compulsion either by company to hire the student permanently or by the student to accept a permanent position, are positioned in provisional jobs.

2.7.5.6. Executive Search Firms:
These organizations are used to search for the most qualified executive available for a specific position

2.7.5.7. Professional Associations:
Provide job referral services for employers with jobs to fill and for members in the quest of new positions.

2.7.5.8. Walk-in or Write-in Applicants:
Especially due to a reputation of being a good place to work.

2.7.5.9. Internet Recruiting:
Not very popular yet but less costly than print advertising.
2.7.5.10. Recruitment Databases:
Pay a fee and can access databases.
(Basic of Recruitment in Human Resource, 2010)

Recruitment can be made through countless methods. You must make sure recruitment plans are set based on business goals and analysis of past history. Then go for the recruitment methods that best meet those goals. Bear in mind the company’s budget, skills, knowledge and abilities required. With vigilant planning recruitment needs can be fulfilled with the least possible expense. (McIntyre, 2010)

(Sharma, 2010) states that the replacing cost of staff can be nearly 50% to 175% of the persons annual salary according to the Corporate Advisory Board of Washington DC. In contrast to their grandparents, employees in the new millennium do not stay with a company for life.

2.8. Writing A Recruitment Advertisement:
Here are the does and don’ts when writing advertisement for recruitment.

2.8.1. Structure Your Advertisement:
A story has a beginning, middle and an end. This also applies to a good job advert. Have a flow in your advertisement and try to make it short no more than 2500 characters and include the following elements:

2.8.1.1. Introduce Yourself – the most important thing is to grab attention. This can be accomplished with the help of clear and interesting facts about the role and your business. Try to attract applicants into your adverts!

2.8.1.2. What Is Involved – at least a paragraph must be included on what the job will involve and its main duties.

2.8.1.3. What Is Needed – it is important to bring to light the core skills that are essential to perform the role. But more important is you do not go beyond the core skill and try to explain things that are just a minor part of the job.

2.8.1.4. The Clincher – Finish with information on career development, benefits, environment, atmosphere.
Highlighting only the requirements needed for a job is a common mistake! Summarized core duties and day to day activities are vital for an attractive advertisement.

2.8.2. Use Positive Wording:
Try to use “you” instead of “we need” & “must have” this will make applicants feel more affinity to the role and your advertisement. I.e. If it sounds softer than it will appeal more to a jobseeker. For example write in this way:

“We need a candidate who is passionate about digital media and the internet; you must have an obsessive interest in everything to do with Search and SEO.”

2.8.3. Don’t Overkill On The Skills:
It is significant here that if you incorporate more core skills in an advertisement then you are appealing to fewer people. You must keep things simple, clear and concise, highlighting essential elements for the role including a few desired skills.

2.8.4. Think Keywords, Think Optimization!
As there is intense competition in the market, every agent and employer tries to get on the top slots on job board search engines. Including keyword in your advertisement gives you and upper hand and thus is a great way to get your advertisement featured on top of these lists. Using multiple job titles is important to attract different search strings. Think from the point of view of the candidates that what key words he will use while searching for your vacancy and use these keywords in your advertisement.
2.8.5. Try To Include A Salary Range:
It provides more relevant responses and can increase no of applicants although this isn’t at all times possible. Vacancies can be looked at with suspicion if they don’t have a salary range and this uncertainty lets them an excuse not to apply for the job because of the ambiguity that whether the role matches their expectations or not.

2.8.6. Do Not Discriminate On Any Grounds:
Discriminating against anyone based on age, race, sex etc is illegal. It’s your task to ensure your advertisement adheres to employment regulatory standards, meaning that you should not ask for precise amounts of experience or a certain degree level candidate without the words “or equivalent”. It is unlawful to publish / display an advertisement that discriminates on the grounds of Sex, Marital status, Pregnancy and/or Potential pregnancy. (Writing great ad copy is absolutely essential when attracting the perfect applicants to your vacancies, 2009)

2.9. Legal Requirements For Recruiting:
Any Recruitment Policy should follow guidelines suggested by the relevant Codes of Practice from the Equal Opportunities Commission (EOC), Commission for Racial Equality (CRE) and the Advisory, Conciliation and Arbitration Service (ACAS). There are several legal issues concerned with aspects of a recruitment/selection process, these include: (Legal requirements, 2010)

2.9.1. Unfair Discrimination:

These Acts make it unlawful to discriminate against a person, either directly or indirectly in employment on the grounds of colour, race, gender, marital status, creed, nationality, religion, sexual orientation, ethnic or national origins, or disability. There are 3 forms of discrimination that are against the law:

2.9.2. Direct:
In this workers who belong to a particular sex, race or ethnic group are treated less favorably than others. Discriminating against anyone based on age, race, sex etc is illegal. It is unlawful to discriminate on the grounds of Sex, Marital status, Pregnancy and/or Potential pregnancy.

“Direct discrimination occurs when an individual(s) is treated less favorably, i.e. Choosing not to employ a candidate because of his/her ethnic origin.” (Legal requirements, 2010)

2.9.3. Indirect:
In this a particular requirement apparently treats everyone equally but has a disproportionate effect on a particular group. “Indirect discrimination occurs when a requirement or condition has the effect of discriminating unfairly and unjustifiably between one group or individual and another, i.e. Insisting upon a higher language standard than is necessary for effective performance of the job could disqualify candidates for whom English is not their first language. Similarly, insisting upon an unnecessary physical requirement could discriminate against one sex in favour of the other.” (Legal requirements, 2010)

2.9.4. Victimization:
In this individuals are discriminated against for exercising their rights under the law. (Bratton & Gold, 2003)
2.9.5. Data Protection Act:

“In accordance with the Data Protection Act, data such as selection records, personal details and references should only be requested and stored when this is objectively justified and relevant to the position: further information can be found in the Data Protection Policy.”  (Legal requirements, 2010)

2.10. Human Resource Planning:

The main purpose of Human resource planning is to make a proper system to manage Human resources with organizational goals by the use of Human resource plans, Polices, procedure and best flexible practices. System must cope with emerging human resource management trends, certain non-core functions, adopting work practices and the increased use of information technology.  (Sarkissian, 2007)

2.11. Human Resource Process:

It include 4 major steps

2.11.1. Environmental Analysis:

The Human resource planner analyze the environment externally like economy, industry technology and competition; labor market regulations and trends; unemployment rate; skills available; and the age and sex distribution of the labor force .internally like short- and long-term organizational plans and strategies and the current status of the organization's human resources. (Sarkissian, 2007)

2.11.2. Forecasting Human Resource Demand:

Human resource planner forecast according to goals of organization, it includes number and type of employees needed. He forecast about past and the present requirements as well as future needs. By gathering human resource needs he estimate future human resource needs, the procedure is called Bottom-up forecasting. (Sarkissian, 2007)

2.11.3. Analyzing Supply:

Organizations can obtain help from internal and external sources. To check internal supply, skill inventories method is used, which is manual or computerized systems that consist of records of employee experience, education and special skills. (Sarkissian, 2007)

2.11.4. Reconciliation And Planning:

On the gathered data, analysis and available alternatives human resource plans are developed .keeping in mind that plans are acceptable to both top management and employees Some of these plans include employee utilization plan, appraisal plan, training and management development plan and human resource supply plan. (Sarkissian, 2007)

2.12. Competency Based Questions:

The word competency refers to the skills that are necessary to achieve an effective performance level in the job and is widely used in business environments. It is a technique which is being used in many organizations where managers interview for the same type of position.  (Lewis, 2010)

Competency Based interviewing can be known as Structured Interviewing or Evidence Based Interviewing. The questions asked in competency based interview are designed in such a way to make the interview process as standard and as fair as possible.  (Lewis, 2010)
There are two common approaches; one is to ask a series of questions, targeted at each of the core competencies while the other involves in-depth probing questions which prove that the candidate has the necessary skills. (Lewis, 2010)

2.12.1. Examples of Common Competencies:
- Communication skills
- Delivering Results
- Interpersonal Skills
- Use of Initiative
- Planning and Organizing
- Analytical Thinking
- Strategic Thinking
- Building relationships
- Developing Others
- Team Work
(Lewis, 2010)

2.12.2. Preparing A Competency Based Interview:
Interviewer gives a list of questions relating to each competency in such a way to discover the necessary skills of the candidate. (Lewis, 2010)

2.12.3. Questions Asked In Competency Based Interviews:
The most common types of questions asked in interviews are Behavioral based also called Situational. This type of questions is asked to discover the behavior of candidate in a situation that can contribute to performance in the job being he is recruited for. (Lewis, 2010)

2.12.4. These will usually start with phrases such as:
- Tell me about a time when you....
- Give an example of a situation where....
- Describe a scenario....

2.12.5. Interviewer may also ask a direct questions such as:
- How would you rate you Communication skills?
- Describe your Management style
- What is your Leadership philosophy?
- Interview questions may be of today's recruitment market type.
(Lewis, 2010)

2.13. Additional Type Of Questions:
The way of questioning in interview is important. The question must create a framework for the discussion between candidate and interviewer and prevent him to be misled. The question may be different type according to company's needs but a good way is to question about past job performance and experience. Then to ask about situations to analyze practical decision making, and check that is candidate suitable for job or not. (Libby, 2007)

**Question #1: "How about those Yankees?"**
The first question must be such that it built the trust and help the candidate nervously to be calm. It must build good rapport. Start must be with neutral topic and try to get information with honest responses.

**Alternate Version 1:**
"Did you go to the industry conference last week?"
Alternate Version 2:
"Were you affected by the heat wave/cold snap?"

Alternate Version 3
"Did you have a good holiday?"

**Question #2: "Talk about a time when you had to overcome major obstacles."**

Try to get a clear picture of the candidate's past performance. This question becomes the base of next several questions. Guide the candidate through the variety of tasks and evaluate his ability to handle such challenges. And see his behavior in solving the problem.

**Alternate Version 1:**
"Tell me about a time when you wrote a report that was well received. Why do you think it was successful?"

**Alternate Version 2:**
"Describe a time when you hired (or fired) the wrong person."

**Alternate Version 3:**
"If you had to do that activity again, how would you do it differently?"

**Question #3: "What interests you about this position?"**

Find out how the candidate feels about the job and the company. Ask candidate about his motivation to apply for this job. The answer may be personal or his experience about the work, the mission statement, or the organization's role in the community.

**Alternate Version 1:**
"Where does this job fit into your career path?"

**Alternate Version 2:**
"If you had to convince a friend or colleague to apply for this job, what might you say?"

**Alternate Version 3:**
"What motivated you to apply for this job?"

**Question #4: "Is there intelligent life in outer space?"**

What sort of thinking the candidate have and how he deals with surprises. Ask the questions in which candidate tells about his own views, instead of just reciting well-rehearsed answers. Pay attention to attitude, the way the candidate approaches the problem, and the ease or difficulty they have in coming up with a response.

**Alternate Version 1:**
"How do they get the cream filling inside a Twinkie?"

**Question #5: "Imagine we've just hired you. What's the most important thing on your to-do list on the first day of work?"**

Learn about the candidate's judgment and decision-making skills. This is an example of a behavioral question. It is to check judgment of candidate and his devotion to work. It will reflect whether he understand the competencies and priorities that are important to the job.

**Alternate Version 1:**
"Say a coworker tells you that he submitted phony expense account receipts.

**Alternate Version 2:**
"How would you handle an employee whose performance is fine but who you know has the potential to do better?"
Alternate Version 3:

“What would you do if you got behind schedule with your part of a project?”

(Libby, 2007)

2.14. Components of Interview:

The interview is a type of discussion in which a person or group persons ask question from other to analyze his ability, knowledge, attitude and eligibility for the post. He may be asked to solve the problem in special condition. After demonstrating his ability he is being recruited for the post. The way of interviewing a person is very important. Interview must be like that which highlight the positive points of person. Designing an interview these points must be keep in mind. (The Assessment Process, 2010)

2.14.1. Stage I Eligibility Determination:

Determining Eligibility is important part of the overall interview process. questions should be like that which prove his eligibility for the post.

2.14.2. Stage II Information Gathering:

An interview should be such that which is suitable for each participant. Consider the Participant's History, including his past experience about work, practical life experiences, education, personal background, prior training, Skills, Interests in special field, Talents, Physical capabilities, Need for supportive services, Aptitudes, Identify Abilities. (The Assessment Process, 2010)

2.14.3. Questions:

The question must be to the point not ambiguous. Unstructured question will mislead the person. The question must develop rapport flexibility and sense of trust. Must explore the organizational ability to handle the critical situation, investigate the person’s hidden abilities. The interviewer might express his interest by maintaining eye contact, being facially responsive and attending verbally and non-verbally – Also done through active listening. At the end of interview feedback must be given. (The Assessment Process, 2010)

2.15. The Interview—Different Types:

There are many types of interviews. Interviewer is selected on the base of experience and the situations. Mostly an interview is held to offer a job. For this type of interview it becomes difficult to select the correct person which fit into the company culture.

2.15.1. Traditional Face-to-Face Interview:

Most interviews are face-to-face. Candidate tries to focus on the person asking questions. He maintain eye contact, listen and respond at once. He tries to establish rapport with the interviewer and show them that his qualifications will benefit their organization.

2.15.2. Panel/Committee Interview:

In this method, there is more than one interviewer. Typically, three to ten members of a panel may take part in the selection process. Each member analyzes the ability of a person and gives credit points to him. Candidates show his group management and group presentation skills. He takes some time in understanding and responding to questions. Make eye contact with the person who asks question as well as others.

2.15.3. Behavioral Interview:

This type of interview check attitude and behavior of candidate in some special situation to analyze strategy adopted by him solve the problem. The interviewer asks for results, not just an activity list. Candidate must explain this question by telling names, dates, places, the outcome and especially his role in achieving that
outcome. This type of question generally starts with the words “Give me an example when...” or “Tell me about a time when...”

2.15.4. Case Interview:
In this type of interview the problem-solving skills of candidate is checked. To demonstrate his ability interview outline a situation or provide with a case study and ask to formulate a plan that deals with the problem. This is the only interview where pad of paper and pencil is provided. The candidate is allowed to make notes and write down his thoughts as his work through the case.

2.15.5. Telephone Interview:
This type of interview will conducted by telephone to narrow a small number of candidates. Telephone interviews may also be used as a preliminary interview for candidates who live far away from the job site. The interviewer must ask question clearly so that it can be understandable to the candidate.

2.15.6. Group Interview:
A group interview is usually designed to reveal the leadership potential of the candidate and employees who will be dealing with customers. The topers are gathered in an informal discussion type interview. A subject is started by the interviewer and he will finish the discussion. The aim of the group interview is to see how persons interact with each other and how use their knowledge and reasoning to influence others.

2.15.7. Stress Interview:
The stress interview is usually a deliberate attempt to see how a person can handle himself under pressure. This type of interviews was more common in sales positions and is rare today. However, the interviewer may ask such type of question which can confuse the candidate to understand the real situation; the questions may be logical requiring arguments and analytical need reasoning. The interviewer can give time to answer the question.

(The Interview—Different Types, 2010)

3. Conclusion:
An analysis of the latest techniques used for recruitment in the 21st century shows that Strategic recruitment is of vital importance in recruitment planning now a day. We also found the usefulness of Generation X approach in identifying the differences between the old generation and the young new Generation x and the different needs and attitudes of both the generations. This gives us an idea that the old recruitment practices might not be enough in today’s competitive environment. The Rank and Yank approach shows just how intense the competition is in the corporate world today and the fact that this approach is so successful is astounding. Although the benefits of Internet recruiting exceed its drawbacks but even then we found that Internet recruiting is still more useful for computer related business sector. We would also conclude that despite all other recruitment testing methods Interviews still stand out as one of the best ways to identify and recruit the right person for your organization.
References


Legal requirements. (2010). Source:http://www.bbk.ac.uk/hr/policies_services/Recruitment/legal


Inc. 500 companies that say they find Internet recruiting useful, by business sector:

- Computer-related: 4%
- Business services: 4%
- Consumer goods: 3%
- Telecommunications: 2%
- Health care: 2%
- Industrial products: 2%
- Construction: 1%
- Finance: 1%
- Media: 18%
- Transportation: 60%

*Figure 1 Source: Self produced using data provided in (Caggiano, 1999)*