

COURSE-II: PLANNING AND MANAGEMENT OF LIBRARIES AND INFORMATION CENTERS

Unit-4: Human Resource Management

Topic: Job Requirement and Recruitment Process

Introduction

Job requirements are qualifications and skills necessary for a certain position. The purposes of job requirements are a crucial part of both job descriptions and job postings. They are equally important for both employers and job seekers. When an organization or company designs a job, it **must ensure that the workload is manageable**. This includes assessing the number of tasks an employee will carry out, the physical and mental requirements, the work environment and the time available to complete the tasks. A workload should be balanced.

For employers job requirements are the way of preselecting potential candidates. Job requirements are used to communicate employer's expectations from job seekers. By laying out clearly defined job requirements, employers can attract the right type of candidates. Over or under qualified candidates will be turned away from applying, thus saving employers a lot of time and money in the long run. At the other end, for job seekers, job requirements are the crucial part of job postings. Job requirements section of the job ads clearly states what an employer is looking for. That way, potential candidates can know what is required of them before applying. If they match all the job requirements criteria, it means they are a good fit for a job.

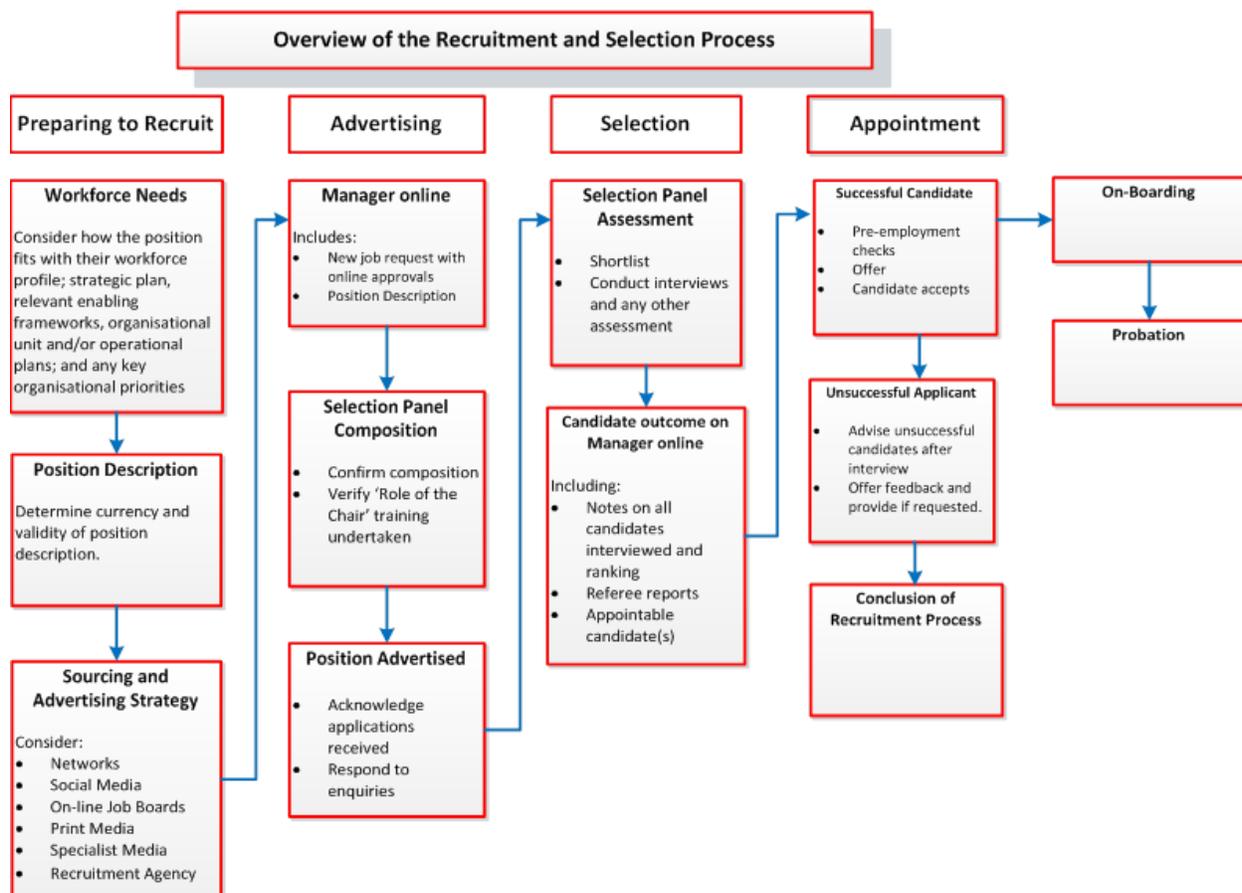
Job requirements are usually written in form of a list that contains the most important qualifications that a candidate must possess in order to be able to perform certain job duties. These qualifications include:

- Work experience - types and amounts (years) of work experience
- Skills (soft skills and/or technical skills)
- Specific knowledge
- Education level and type
- Professional licenses, accreditations and certifications
- Personal qualities and attributes
- Languages
- Physical abilities

Recruitment Process for Academic Library Professionals

The recruitment process or guidelines for recruiting academic library staff have been developed to serve as an outline of the prototypical recruitment process. Within academic and research libraries, recruitment for a librarian position may follow different processes depend the employment category used for librarians or other factors at that particular institution. Librarians may be hired as faculty appointees, academic appointees, or as administrative or professional staff.

The primary objective of guidelines is to outline the overall recruitment process and serve as a framework for managing librarian recruitments in a strategic, proactive, and consistent manner.



Source: <https://policies.acu.edu.au/796782>

Libraries of all sizes and types are encouraged to use these guidelines to develop their own local procedure that best fit institutional and library-specific policies, procedures, and practices; staffing models and organizational structures; an applicable laws, regulations,

and rules. Candidates may also use these guidelines to inform their understanding of academic library recruitment processes and practices.

The recruitment process include the following steps-

1. Identifying the employers roles
2. Forming the search committee
3. Describing the position
4. Determining required/minimum and preferred/desired qualifications
5. Advertising the Position
6. Screening and Evaluating Applicants
7. Preparing for Candidate Interviews
8. Evaluating Candidates, Making the Recommendation, and Preparing the Offer
9. Recommendation for Hire
10. Offer of Employment
11. Induction and Training
12. Employee Evaluation

➤ 1. Identifying the employers roles-

Recruitment for a librarian actively involves a number of individuals and groups within an academic or research library setting.

- Director/Dean/University Librarian/Vice-Provost (hereafter Director) – As the senior administrator in an academic or research library, this individual is responsible for authorizing the recruitment and/or final hire, and broadly ensuring that recruitment procedures are fair and appropriate.
- Human Resources Professional (hereafter HRP) – The Human Resources Professional (either within the library or a centralized human resources unit or department) is responsible for managing and overseeing search processes, providing advice on the application of applicable employment laws and institutional policy, and serving as a resource to all parties involved in the recruitment, including candidates. This role also includes providing training on established procedures and best practices.

➤ 2. Forming the Search Committee –

Forming the search committee is one of the important steps in the recruitment process. While the composition is commonly determined by institutional procedures or policies,

the rationale for engaging a search committee, whether appointed or elected, is to maximize and diversify the involvement and input of library and university stakeholders in the recruitment process. Typically, the Director of the library will be the person authorized to initiate recruitment and will often initiate the appointment of a search committee.

Role of the Search Committee, Search Committee Chair, and Members

The primary role of the search committee is to strategically manage librarian recruitment by actively planning the stages and timeline of the search, seeking nominees and applicants in order to produce the broadest and most qualified applicant pool possible, screening applicants to identify the most suitable candidates, managing logistics of interviews, conducting interviews, and making a formal recommendation for hire.

Types of Search Committees – Ad Hoc vs. Permanent or Standing Search Committee
Institutions may appoint and charge an ad hoc search committee for a specific search or may use a permanent or standing committee of appointed and/or elected personnel who are charged with conducting all searches for librarians.

Search Committee Procedures - One of the most important responsibilities of the search committee is to maintain a fair, equitable, and legal search process. Key to that responsibility is establishing fair, and objective evaluation criteria, based on the qualifications as articulated in the position posting, and consistently applying of the criteria to all candidates. To develop evaluation criteria, the committee should refer to the job description and position announcement/posting prior to beginning the review of applications. It is also important to provide all candidates a similar experience and opportunities during interviews.

➤ **3. Describing the Position –**

Creating an advertisement for the position is often the first responsibility of the search committee and must be completed to initiate recruitment.

Position announcements or postings are drawn from the position/job description and are developed to advertise the position. Typically, the parent institution will have procedures in place for managing the process of creating a new and/or revising an existing position announcement. Some general guidelines to remember include following elements:

1. Functional title of position
2. Rank or level of the position
3. List of duties and reporting relationships

4. Required or minimum qualifications
5. Desired or preferred qualifications
6. Salary (minimum, range or maximum)
7. Benefits information, including relocation assistance or support to be provided
8. List of materials that need to be submitted by candidates
9. Application deadline
10. Name of person to whom to submit application materials and their contact information, if applicable
11. A point of contact for questions or issues in submitting materials, particularly in the case of online application systems
12. Institutional statement related to diversity and inclusivity, and/or EEO/AA policy and practice.

Emerging trends, and institutional initiatives may need to be reflected in certain positions, particularly managerial and leadership positions where the individual will be expected to plan, implement, manage, and monitor new initiatives and/or significant change processes within the library.

➤ **4. Determining Required/Minimum and Preferred/Desired Qualifications**

After outlining the position duties, determining the qualifications— required or minimum and preferred or desired – is the most important element of the position posting as qualifications will guide the work of the search committee in its review of applicant is essential that efforts are made to ensure qualifications allow for diverse work experience, education, and skills and avoid inappropriate and/or discriminatory requirements.

Required qualifications must be supported by the actual requirements of the job. All required qualifications should be reviewed if they are necessary, clear, non-discriminatory, and measurable. For example, entry-level jobs would not normally required experience. In communicating the requirements for knowledge or experience levels, wording is critical.

➤ **5. Advertising the Position –**

Libraries first advertise the position within the institutional community and in appropriate regional and national publications. Libraries also advertise via websites and in print publications, as well as individual solicitations via email and invitations through message boards and electronic discussion lists focused on the library profession and/or higher education. Parent institutions m also advertises on national or regional higher education related sites.

➤ **6. Screening and Evaluating Applicants –**

The purpose of the screening process is to narrow the pool of applicants to those individuals who most closely fit the required a preferred qualifications for the position. Depending on the size of the initial pool, screening may require multiple reviews of candidate elimination before the search committee has identified a manageable number of final lists for interviews.

Since screening is such a critical phase of the process, it is useful for the committee to discuss the qualifications and expected evidence for meeting the qualifications, and develops the evaluation method or rubric before screening of applications begins. This helps to ensure that consistent standards are applied and that the review is an evidence-based approach that is done objectively and fairly.

1. Each committee should screen and evaluate applicants according to library and institution-wide policies. All applications will undergo an initial screening for compliance with the qualifications and requirements as stated in the job posting and position description.
2. Candidates who do not meet the stated minimum qualifications or who do not submit required application documents ne not receive further consideration. It is desirable to communicate with this group of applicants as soon as possible to info them that they are no longer in the candidate pool.
3. Fair, objective, and consistent procedures that are clearly related to the advertised qualifications should be used to narrow the field of candidates to a short list, whom the committee will invite for interviews.
4. The committee should follow institutional policies related to internal applicants, nepotism and spousal/partner hires. Applicants from any of these categories should not receive special consideration or be held to a higher standard than oth applicants.
5. An important responsibility of the HRP and search committee chair is to develop a screening process that is free of structural biases and to monitor for personal biases as the process unfolds.
6. If there are delays in the screening process for any reason, it is appropriate to update applicants about their status.
7. Screening may also take the form of assessing the fit between the institution's anticipated salary or salary range and the salary expectations of viable candidates.

➤ **7. Preparing for Candidate Interviews –**

Following the review of application materials, the next step is to conduct interviews. Institutions may have multiple levels of interviews.

Types of Interviews

- Telephone or Video-Conference Screening Interviews
- Email Interviews
- Panel Interview
- On-site Campus Interviews

Interview Guidelines –

Guidelines for interviews are developed to ensure fairness and that applicable laws, and institutional and library policies are followed. The following guidelines help to ensure consistency in dealing with applicants.

1. Interview expenses of travel, meals, and lodging for the candidates should be borne by the inviting institution whether the interviews are held on or off campus.
2. Once the interview schedule is finalized, candidates should receive a copy and information about the library and its parent institution in advance of the interview.
3. Once candidates have confirmed dates, the search committee or HRP is responsible for communicating information about interview dates and schedules, and sharing candidate applications with interview participants within the library and on campus.
4. The search committee develops questions for candidate interviews. Questions should be job-related and speak to the functions of the position and its qualifications.
5. Employers must make appropriate and reasonable accommodations to enable a candidate with a disability or the need of some other accommodations to participate in an interview and explain what is involved ahead of time.
6. The search committee should model standards for interactions with candidates, which should be professional, respectful, and objective.
7. Make institutional resources available to candidates as appropriate and/or if available. This might include access to real and relocation companies.

➤ **8. Evaluating Candidates, Making the Recommendation, and Preparing the Offer -**

Following interviews, the recruitment process moves into the final stages which focus on evaluating all candidates who have interviewed on-site, checking references, and moving to the offer stage. This stage may involve both the search committee and/ human resources officer and/or administrators. The search committee is expected to seek feedback from interview participants on candidates who interviewed on-site. In many cases, the search committee is expected to check references. Institutional policy on reference checks should be reviewed to ensure that appropriate processes and procedures are followed. The following general guidelines are useful in conducting reference checks.

1. Indicate the type and number of references required. Ideally this should be outlined in the position posting so candidates can provide what is expected as part of their application. Candidates should be directed to provide references who can provide substantive information about his or her professional qualifications and aptitude.

2. Establish when reference checks are conducted. Some institutions conduct reference checks prior to inviting candidates on-site for interviews. The advantage to this method is that the library might further narrow the number of on-site interview and allow for the extension of an offer of employment more quickly after interviews are completed. A disadvantage is that is time-consuming to check multiple references for multiple candidates and can delay interviews.

4. Reference checks may be considered privileged information. Information gathered in reference checks is included in the search committee report and is part of the information summarized and shared with the hiring authority.

The search committee should only contact references listed and do so in accordance with institutional and library policy. However within a tightly networked profession, it is not uncommon for the committee to receive unofficial or informal information regarding candidates.

➤ **9. Recommendation for Hire-**

Institutional and library practices on making the recommendation for hire vary. In some cases, committees may be asked to only indicate if candidates are acceptable or not; while in other cases, the committee may be asked to recommend the top candidate rank the candidates. The nature of the search committee recommendation should be determined

and communicated in advance most cases, search committees are advisory and the final decision will be made by the hiring authority and/or senior administrators, but this may vary by institution.

➤ **10. Offer of Employment** –

The offer stage is usually handled by the human resources officer or other administrators. In some cases, institutional practices may require levels of approval outside the library either before or after an offer is made. Once the hire is approved, a contingent offer is made to the candidate selected in the form of a formal written offer that details the specific terms of employment. Once an offer has been accepted, the next stage will likely involve additional checks – credentialing, background, criminal, and employment verifications. Such verifications should be handled in accordance with institutional policy and state laws and regulations. Once a candidate has received and accepted the offer, all other candidates should be notified. The method of contact to notify candidates is best determined by how far they advanced in the process.

1. Personalized letters or emails are appropriate for candidates eliminated in preliminary screening processes or after telephone interviews.
2. A telephone call followed by a letter or email should be sent to all applicants who interviewed on-site to thank them for the interest while indicating that the search has concluded.

Many institutions use online application systems that will generate automatic emails advising candidates as their status is update in the system. While this is efficient, the messages are often brief and impersonal. A brief telephone conversation or a more personalized email would leave candidates with a better impression of the library.

➤ **11. Induction and Training**

Induction is the process of receiving and welcoming of the employee, after they have been selected and providing them the required training needed to settle down adequately. Training is referred to making use of methods and strategies to enhance the awareness, knowledge and information among the employees. The main purpose of training is to balance the need and requirements of the organizations and human resources.

➤ **12. Employee Evaluation-**

Monitoring the performance of the newly appointed employee is stated as an on-going activity and new employee can be trained in better way to enhance productivity, Also to

ensure that the quality of the employee get enhanced that are recruited within the organization. This improves the employee performance and to achieve the organizational goals and objectives.

Types of Recruitment

Types of recruitment are broadly classified into two different categories. These are the internal sources and the external sources.

➤ **Internal sources of recruitment**

It refers to the hiring of employees within the organization internally. In this case, applicants are seeking different positions and are those who are currently employed within the same organization. At the time of recruitment of employees, main consideration is given to those employees, who are currently working within the organization. This provides the opportunities for progress and use of the existing resources within the organization. Internal sources of recruitment are the finest and the stress-free way of selecting human resources as their work performance and other qualities are already known to the organization. The internal sources have been stated as follows: (Recruitment and Selection, 2016).

Promotions - Promotion refers to advancement of the employees by evaluating their job performance. When the employers, managers and supervisors feel satisfied with the performance of the employees, they promote them to an upper level within the organization and it leads to an increase in pay and benefits. It is the process of shifting an employee from a lower position to a higher position with more responsibilities, remuneration, facilities, and status. Internally, many organizations fill the vacant positions at higher levels with the process of promotions.

Transfers – Transfer refers to the process of interchanging from one job to another without any change in the designation and responsibilities. It can also be the shifting of the employees from one department to another department or from one location to another, depending upon the requirement of the position. Transfers are normally based on the job requirements and the capabilities of the employees. If the organization has two branches, then it may take place between two branches. The internal shifting of the employee from one branch to another is known as transfer.

Recruitment of Former Employees –Recruitment of former employees is a process of internal sources of recruitment, wherein the ex-employees are called back, depending upon the requirement of the positions. This process is cost effective and saves plenty of time and money. The other major benefit of recruiting former employees is that they are well aware of the organization, the roles and responsibilities of the job and personnel. The employers are well versed with their personality traits and approaches and the organization is not required to undertake much stress regarding their training and development.

Internal Advertisements or Job Postings - Internal advertisements are referred to as the processes of posting and advertising jobs within the organization. These job postings are an open invitation to all the employees within the organization, where they can apply for the vacant positions. It makes provision of equal opportunities to all the employees. Hence, the recruitment will be carried out from within the organization and it involves less expenses.

Employee Referrals - Employee referrals is an operative way of sourcing the right candidates at a low cost. It is the process of hiring new capitals through the references of the employees, who are currently employed within the organization. In this process, the present employees can refer their friends and relatives for filling up the vacant positions. Organizations inspire employee referrals, the reason being, it is lucrative and saves time as compared to hiring candidates from external sources. In most cases, employees are stimulated and motivated towards the performance of job duties, by giving them benefits, incentives and rewards for their performance.

Deputation – Deputation is working in a different location for a period of time until assignment is over or the said period is over. Most of the companies do provide extra allowances when employees are working on deputation. It is simply stated that Deputation means service outside the cadre or originating/ parent department. To depute is to transfer an employee to a post outside his original position, perhaps to a new department or new position for a temporary period.

Previous Applicants –In this case, the hiring team examines the profiles of previous applicants from the organizational recruitment database. These applicants are those, who have applied for jobs in the past. These individuals can be easily contacted and the response will be positive in most cases. It saves cost and employees are well aware of all the features of the organization and the performance of their job duties. It is also an economical way of filling up the vacant positions.

➤ **External sources of recruitment**

It refers to hiring of the employees outside the organization externally. In other words, the applicants seeking job opportunities in this case are those, who are external to the organization. External employees bring innovativeness, resourcefulness, creativity and new thoughts and ideas to the organization. Although hiring through external sources is an expensive and a difficult process, it has great potential of driving the organization towards the achievement of goals and objectives. The external sources have been stated as follows: (Recruitment and Selection, 2016).

Direct Recruitment - Direct recruitment refers to the external source of recruitment, where the recruitment of qualified candidates are carried out by putting a notice regarding job vacancy on the notice board of the organization. This method of sourcing is also called as factory gate recruitment. This is in most cases used to recruit technical workers.

Employment Exchanges - As per the law, for certain job vacancies, it is compulsory that the organization provides details to the employment exchange. Employment exchange is a government entity, where the details of the job seekers are deposited and given to the employers for filling the vacant positions. This source of external recruitment is accommodating in hiring of the unskilled, semi-skilled, and skilled workers.

Employment Agencies –Employment agencies are external sources of recruitment. They are functioned by various sectors, such as private, public and government. It provides unskilled, semi-skilled and skilled resources in accordance to the needs and requirements of the organizations. The job seekers usually register themselves with employment agencies and in this way, they have a database of qualified candidates and organizations can use their services at the time of requirement.

Advertisements - Advertisements are the most prevalent and common external sources of recruitment. The job vacancy is displayed through various print and electronic media with a specific job description and specifications of the requirements. Advertisements regarding jobs are displayed in newspapers, magazines and on the websites. Making use of advertisements is the best way to source candidates in a short span and it provides an efficient way of screening the specific requirements of the candidates.

Professional Associations - Professional associations can help the organizations in hiring professional, technical, and managerial personnel, however, they focus on sourcing mid-level and top-level resources. There are many professional associations that perform the roles of facilitators between the organizations and the job-seekers.

Campus Recruitment - Campus recruitment is an external source of recruitment, where the educational institutions such as, colleges and universities make provision of information to the students regarding employment opportunities. It is when opportunities are made available for hiring students. In this process, the organizations visit technical, management, and professional institutions for recruiting students directly for new positions.

Word of Mouth Advertising - Word of mouth is an imperceptible way of sourcing the candidates for filling up the vacant positions. There are many reputed organizations with good image in the market. Such organizations only need a word of mouth advertising regarding a job vacancy to arouse interest and enthusiasm among large number of candidates.

Conclusion

The successful growth and productivity is depends on the appropriate and nondiscriminatory recruitment process. Any institute or an organization first determine the workforce needs and then prepare to recruit. The Hiring committee determines how a position contributes to their

workforce profile. Any key organizational priorities to ensure the institute or an organization has a sustainable staffing profile that meets the changing needs of their operations and future trends.

When preparing to fill an existing vacancy, the Hiring committee shall undertake Job Analysis by reviewing the existing position description to determine if any changes are required. When a new position is required, the Hiring committee shall design the new job (known as Job Design) and document the position requirements in the position description. These can be helpful into the position purpose, key responsibilities and contribution, key challenges and problem solving, decision making/authority to act, communication/working relationships, reporting relationships, competencies, skills, knowledge and experience required of the position.

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