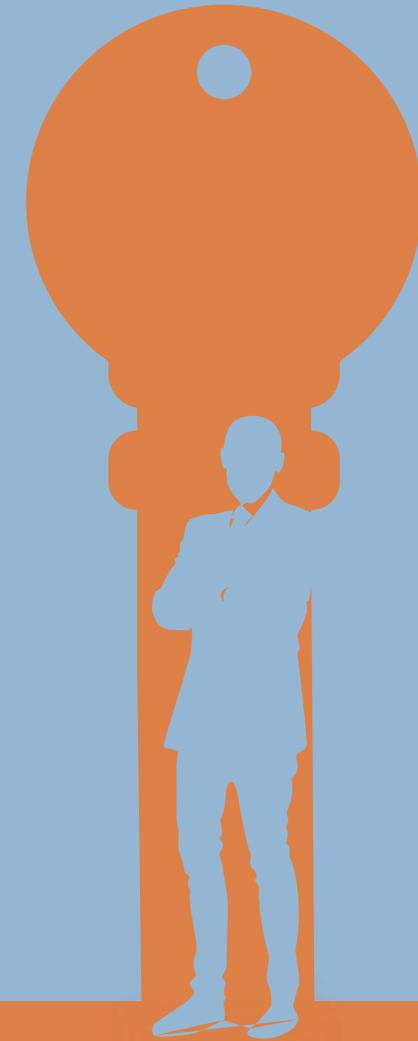


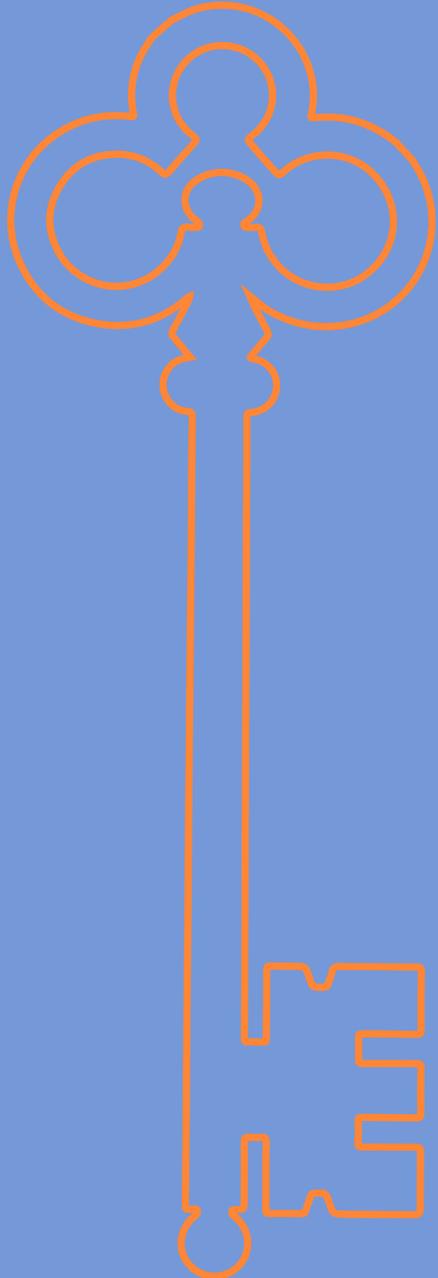
3.2 Attract and select candidate members and / or employees in social enterprises



ReinFORCE SOCIAL Entrepreneurial Spirit through setting up Innovative Support Structures in the cross-border Territory “Social Forces”

4.9.2: Design and Development of the Training Material





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Introduction

Diversification point of social enterprises is diversification point of social enterprises is the involvement of various partners or categories of participants:

- ◆ paid employees,
- ◆ volunteers,
- ◆ users,
- ◆ supportive organizations and local authorities

They are often partners in the same venture, while in the traditional social economy, organizations consisted of more homogeneous social groups.

*A feature of social enterprises, and in particular of cooperatives, is the **willingness** of their employees and members to make **short-term sacrifices** by absorbing any damage that may result from, to allow enterprise's **sustainability**.*

Attracting candidate-members or/and employees

Attracting employees is the process by which organizations **identify** and **attract** individuals to fill vacancies .

Crucial factors of how and how long the process will last are:

- ✿ the **size** of the enterprise,
- ✿ the **sector** in which it operates,
- ✿ the **type** and **quality** of the human resources it wants to attract
- ✿ the **administrative practices**,
- ✿ the **organizational business culture**,
- ✿ the **labor market** to which it is addressed,
- ✿ the **competitive environment**



Internal employee attraction

Internal employee attraction refers to filling the vacancy by **existing** staff or by **recommendations** of it.

A fact showing that the enterprise **trusts** its employees to suggest someone they know that might fill the vacancy.



Advantages of Internal employee attraction

- 01** Knowledge of the enterprise's employees' skills that increases the chances of successfully filling the position.
- 02** Reduced period of training.
- 03** Creation of a sense of security and satisfaction for employees.
- 04** Internal employee attraction is a process that motivates employees to be more efficient, because, considering that they can fill another internal position in the future, they will upgrade their performance
- 05** Lower cost of employee attraction.
- 06** Fastest time of filling the position.

Disadvantages of Internal employee attraction

- 01 Filling the vacancy may be a time-consuming internal process in some organizations, due to bureaucracy.
- 02 The employee who fills the vacancy, leaves his/her previous position, so there is a new vacancy to be filled as well.
- 03 Lack of flexibility.



External employee attraction



- A process, by which, the enterprise is looking for people that have **no relationship with it**, to fill the vacancies.
- This process requires **careful planning** by Human Resources executives.
- It is a necessary procedure when the position requires knowledge and skills that existing employees **do not meet** and when the company needs employees with **new ideas** and a **different background**.

Advantages and disadvantages of External employee attraction



New ideas that can introduce significant changes to the enterprise.



Training cost saving, due to the candidate experience from his/her previous work.



Creates greater business costs than the internal employee attraction.



There is a risk of unsuccessful employees' selection, that do not meet the enterprise's expectations.



Requires more time than internal employee attraction.



Possible lack of satisfaction by existing employees, because chances of promotion within the company are being reduced.

Main sources of external employee attraction



-  **Calls for proposals.** A method primarily used by the public authorities, public bodies and banks.
-  Through **Manpower Employment Organization and Job Search Offices**, which are sources of qualified staff
-  **Job Search Offices in Universities and Technological Educational Institutes**, which bring together students with enterprises.
-  **Via the Internet**, with ads posted on web sites. With this method, the enterprise directly receives CVs via email or on-line forms.
-  **Press ads.** It is the most common method of employee attraction. Some specific data such as job description, qualifications, wage, and business contact information should be reported in the ads.

Human resources selection- interview



An **interview** is the safest way to select and place a candidate/employee in a job, and the most **critical phase** in the whole process, especially when the job position concerns particular requirements.

The objective of the interview is the identification of the candidate's **interests, skills, incentives, values, habits, emotional status**, the successful placement in the enterprise or the disapproval.

