

What's Up with Internet Recruiting?

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—Sheryl Dawson, Dawson & Dawson Consultants Inc.

When looking at where human resources can see significant cost savings, what options do you recommend?

Sheryl Dawson, Dawson & Dawson Consultants Inc.:

Currently the most significant cost savings to be realized through Internet applications for HR is in recruiting and benefits. Already companies that aggressively use the Internet for recruiting experience a reduction in time-to-hire, which saves recruiting costs and affects productivity and operational continuity. Managing benefits online frees 25 to 30 percent of HR time for strategic issues and improves the employee-to-HR representative ratio.

What do you see as the next major development for HR on the Internet?

Dawson: All HR functions will be affected by the Internet through improved communications and access to outsourcing resources. Whether in government regulations, employee relations, benefits and compensation, policies and procedures, or training and development, Internet access will provide the right information, at the right time, in the right location at the lowest cost. In career transition, for instance, online counseling is already improving service delivery. Online training and counseling will explode as broadbanding becomes a reality.

What's the greatest impact the Internet has had on HR with regard to time savings and time-management efficiencies?

Dawson: As online recruiting improves, there are even greater cost savings to be realized through automating the entire selection process, improving techniques for attracting passive candidates to company Web sites, use of intelligent search agents, and development of screening and matching tools. This adds efficiencies, facilitates global reach and enhances managers' direct involvement in hiring. That can improve selection and retention while further reducing time-to-hire.

What does HR need to do to prepare to take advantage of these changes?

Dawson: Being open-minded and keeping abreast of fast-paced Internet developments is essential for HR to maximize the benefits of the Internet. Plan now for a trend toward distributed work locations, and to meet the challenge of serving employee and organizational needs remotely via the Web.



Sheryl Dawson
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With over 25 years' experience and an MBA, Dawson directs Dawson & Dawson Consultants Inc.'s outplacement, career development and Corporate Excellence service delivery. Dawson directed implementation of DawsonLink, Web-based live interactive counseling, which establishes Dawson & Dawson on the leading edge of their industry.

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