

## Green Placement – An Innovative Concept & Strategy in Campus Placement Model

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**ABSTRACT**

*Campus Placements as we know today is a process involving interview of college students by recruiting companies utilizing institutional resources towards candidate job selection. The same campus placements which are being traditionally conducted by the arrival of HR Team to campus, their pre-placement talk about company and job description with the gradual interview rounds is slowly beginning to shift its perspectives towards a more greener stature. Especially now with the application of modern technology in hiring practices like E-Recruiting or On-line Recruitment, the entire campus recruitment process is also poised to leap towards a rapid change. Therefore, this research paper aims to construct an ideal strategy towards implementing campus placement process in parallel lines of E-Recruiting as well but with a more environment-friendly approach. This on-line campus placement process termed as 'Green Placements' will thrive as a conceptual model focused on to reduce resource wastages, save water, time, space, electricity by preserving the surrounding environment clean and green whilst the placement activity is being conducted at the college.*

**Index Terms:** - Green Placements, Green Innovations, Campus Placements, Green Strategy.

**1. Introduction:**

Contribution to national progress is one of the primary aims of any Educational Institution. This contribution would be in terms of new knowledge creation and job opportunity generation for the youth as well as developing employable and entrepreneurial spirited human resources targeted towards the societal cause. The objective is very clear now in especially reformed and liberalized modern technological era, where more and more employment opportunities are being created. Similarly, Business Organizations of a nation also plays a major role in the development of national economy. To run the wheels of business operations, concerns need huge amount of fresh manpower to support and contribute towards profitability. Thus, through organizing campus recruitment activities in partnership with employers who benefit supply of employable youth from campus, Institutions are also realizing their goal of national contribution and human resource development towards society. Therefore, campus placement basically refers to visit/presence of recruiting organizations in the college where students study and who provide students an opportunity to earn a job placement in their organization by conducting interviews and evaluations in facilitation with college. This arrangement has created win-win situation all round for Students, Employers and Educational Institutions [1]. Campus Placement interviews today are administered either through written tests or essays, face to face, panel or direct personal interviews, topic speaking and Group Discussions. All these processes require a large amount of time along with office stationeries like paper, printers, computers, pen, pencil, sheets, long books are all used plus campus space like classrooms, computer labs, auditorium, and gallery halls for the same. Even water and electricity is also very abundantly used for the purpose. Job placement activities at the campus are very beneficial to students as they are relieved from unemployment worry when they come out of the college after final academic semester. It also helps them to introspect their career path at institute itself before even being actually out on job market. Of recent, another important developing trend worth noting in campus placements is that usage of technology by recruiters. The HR team is using video conferencing platforms, telephonic calls, social media and mobile applications to shortlist and select the potential candidates from institution campuses. In some cases, students are also directed to upload their profiles in company websites for software or computer application oriented on-line screening [2]. Also, in any campus placement process, the Institute placement office's role is very pivotal. The outcome result of campus interview process is always first shared with placement office at the campus that then disseminates the same to students. Moreover, the process of campus placement of recent is also getting subjected to quick changes as recruiting companies' policies based on market atmosphere also changes where selections are also intimated sometimes directly first to students via e-mail or SMS or phone call. The recruiter also holds decision unilaterally regarding the joining dates of selected students where he can either cancel or defer the joining dates [3]. Job Placement activity at the campus is also a chance to build sustainable relationships between employers, students and institutions keeping in view future hiring opportunities as well. Through campus placements, opportunities are created for students to pick up professional skills, sharpen their

inner work knowledge with confidence, build positive recruiter perceptions and receive extensive talent development and interview training. Recruitment activities at campus also help students to choose their employers and job. In fact, their very insecurity and fear of being unemployment is solved whilst they are placed through campus recruitment. It helps students to know present job markets better with a very closer view [4]. It also gives them an eye view of student employability factor on the outcome of their interview results through constant evaluation and feedback method.

## 2. Challenges in Present Campus Placement Process:

Before we discuss a new environment friendly oriented job placement methodology, let us first determine the various challenges involved in present manual campus placement activities. The reactions at different stages of the event pose a greater deal of challenges to each of the parties involved in the process [5]. They are as below:-

### (i) Challenges for Recruiters:-

Commuting from office to scheduled campus is one of the biggest challenges to recruiters in addition to coordinating with their support teams from campus. Other challenges could be recruiters may not get support from college like pre-occupied computer lab or stationery or even power cuts. Occurrences like these may not enable the recruiters to complete their recruitment on time. Other key challenges for recruiters involve:-

- Campus Selected students not joining the company on the confirmed joining dates. A campus selected student can default on his/her joining subject to various reasons. Well, this challenge leads a HR Dept. in a state of unnecessary dilemma where they will fail as a department inside a business organization.
- Too much over application during pooled campus interviews OR utterly poor candidate turnout during scheduled campus interview can put the recruiters in a state of embarrassment. Reporting to company higher up becomes a really challenging task when recruitment goal in deviated over or below in reality due to accountability.
- Poor candidate preparation or candidate not able to adopt themselves to company hiring procedures. This is a situation where it becomes academically groomed student to adjust to all of a sudden recruiting methodologies from Industry. Therefore, it becomes difficult for a recruiter to educate and motivate the candidates about the company and its offerings. For example, students are not used to work in night shifts and therefore when it comes to fresher hiring for Global requirements involving night shifts, students tend to backtrack causing huge stress on HR side for the loss of manpower.
- Encountering involvement of Student's parents in communication, as well as their opposition on few grounds in placement is also a great challenge for new age recruiters. Problems erupted when parents refuse to understand sudden stoppage of interview rounds if any due to valid business reasons or company changes the job location from a student's native place or city.
- Campus Placement selection does not yield immediate joining of selected candidates for the company. The company has to wait until the student's examinations and semesters are over. Therefore, it becomes difficult for the business leading to unnecessary vacuum in role filling.
- Lastly, in the event of natural calamities or public strikes, riots or protests at institution's native can adversely affect the recruiter yielding the activity ineffective.

### (ii) Challenges for Students:-

A manual physical placement activity in the campus may encounter following challenges for the student community:-

- Well, Challenges for students in campus placements is ensuring they are technologically competent and high computer literates for the interview. However, to ensure participation in selection and recruitment process, one has to master in quantitative aptitude, reasoning, and current affairs. A fair amount of English interaction skills is also needed to crack group discussion and panel interviews.
- Moreover, some job descriptions perhaps liked by few students and some students may dislike the interview rounds due to personal reasons or psychological reasons claiming stress. A challenge in the same time also involves students to put in additional hours of interview preparation and practice other than their academics. This may adversely affect the student performance in their academic subjects.
- Students are also forcefully required to tune in their patience, personality and adjust attitude to match the corporate culture. Such a compromise or sacrifice will be a dilemma for some job aspirants. Also, due to high peer pressure to get placed amidst various loopholes and information deluge in people hiring industry, some students may get confused as to whether to prepare for job placements or for their academics.
- Since there is no any agreed framework available to execute campus job placement activity between the college and recruiter during the academic season, the students will be on the losing side of the opportunity if the recruiters do not visit their college campus.
- Students are also subjected to a dilemma when recruiter cancels or defers their selections due to business reasons. They will have no grounds to fight their case as the employer is the ultimate decision maker. Also, when they encounter a change in job location post the selection, they are again under conundrum to choose whether job location by leaving their parents or vice-versa.

### **(iii) Challenges for Institutions:-**

Challenges for Institutions during placement activity involve channelizing their time, staff, effort and resources towards a social obligation in between academic programs. Manual Placement process strike below challenges for institutions:-

- Risk involves recruiter pulling out of an agreed drive day citing business commitment making institutions answerable to students about the future uncertain course of action. Colleges are also compelled towards providing huge supplies for the conduct of the event which is a cost overhead on accounting books. Sometimes, visiting recruiters perhaps not co-operative or either student engages in indiscipline.
- The major constraint, however, is the available semester/academic time for the process. Generally, the semester time is limited, which is packed with program deliverables like internal assessments, assignments, internships, Cell/Club activities and Projects. Therefore, it is very challenging to hold multiple job drives when students are studying at campus amidst the academic semester. There will be also a possible instance of academic classes lost owing to conflicting campus activity schedule.
- Other constraints in campus recruitment process involve, companies can hire only if there are job openings created in the market which again is related to favourable business atmosphere and economy. Therefore Educational Institutions cannot guarantee placements for all admitted students. Maximum, institutions can do is support or guide the students towards the same.
- Since companies are the final decision makers in absorbing the students, the educational institutions will have no say post the campus recruitment activity. There are possibilities that

educational institutions are taken for granted or not made a party when recruiters stick to unilateral decisions based on their company policies regarding the hiring. So, if students are on the receiving side because of such a decision if any, educational institutions are helpless in assisting or comforting the aggrieved student. This may lead to distrust among students and parents on the institutions leading the image of the college taking a heavy beating in the society.

- Since, at present there is no any agreed framework available to execute campus job placement activity between the college and recruiter during the academic season, the institution has to undertake marketing and sales campaign rigorously and separately to market their institution in front of the job providers which may go unnoticed in this competitive era and volatile economies. There would be a big possible outcome that amidst competition and possible unfair recruiter attraction methodology adopted by few institutions if any, may not allow a particular college to get a company for placement. Lastly, recruiters levy large number of targets on educational institutions for the provision of participating students for the interview which is difficult to justify owing to institution's main activity and other university related plus academic commitments.

### **3. Opportunities in New Proposed Green Placement Process:**

As we begin to construct an understanding of the new innovative green placement model, we begin to foresee below all available opportunities for the stakeholders who realise the usage of new age technologies in recruitment and online selection while simultaneously ensuring preservation of our natural environment [6]. They are as follows:

#### **(i) Opportunities for Students:-**

Opportunities for students in the new green model of campus placement process are guaranteed multi-fold. Key useful choices are listed below:

- Since the new green model necessitates the vast usage of on-line mode to complete the selection process, the process itself opens the door for graduating students to understand the current practical corporate world and experience industry culture through their fingertips. The company and industry profile, hiring criteria and placement eligibilities could be accessed from websites, blogs and link using PC, Tablet or smart phones anytime anywhere 24/7, 365 days.
- Students are saved from travelling or commuting to interview venues as the arrangement also appeals for participation from home online.
- Students are also saved from physical waiting in queues and seating congestions for written tests as online exams could be taken up comfortably from anyplace, anywhere or any given time.
- The on-line arrangement enables students to easily access their scores, evaluations, and feedback through logging in using their credentials directly. This will also facilitate self-learning and understandings among students where they have gone wrong with regards to their employability preparations and factor.
- During interviews, students are also saved from the hassle of taking or carrying multiple physical printouts of their resumes since it is already available to companies online. They can easily share it with also multiple recruiting companies

- Student can also constantly check back with company for any freelance, part-times, internships or projects available with recruiters at regular intervals without any hand holding help from faculties.

**(ii) Opportunities for Recruiters:-**

The new green model of campus placement strives to facilitate enormous time and cost saving opportunity for the companies to fulfil their requirements. The opportunity benefit here would be:

- Easy integration, monitoring and control of the entire end to end recruitment process from initial sourcing to employee on-boarding. Meaning, saving of precious time rather than going to different sourcing avenues and incurring huge costs on manpower, job promotions/advertisings, consultant fees, screening, arising ambiguity in conducting the final rounds and then finally getting a suitable candidate.
- Ensure savings of transportation, accommodation and other related overheads which companies had to bear if they would have to visit the venue physically otherwise.
- Creation of strong bond with students leading to better trust and goodwill. The students will keep coming to these organizations for summer training and internships often and more frequently.
- Since the company will not be using vehicles for commutation or fuel as a result along with no usage of space, stationeries, energy or other natural resources, the initiative will lead towards their corporate social responsibility strategy or efforts.
- On-line and social media recruitment arrangement will ensure large candidate profile database in their system for the corporates for further or future hiring or selections.
- On-line arrangement also helps the company to provide their professional suggestions on student employability directly to participating student candidates via phone, e-mail or chat. This will also enable them to avoid over-dependence on the college placement officer.

**(iii) Opportunities for Institutions:-**

An eco-friendly green campus placement relationship with Industry benefits in the creation of easy student industry internships, consulting and work projects for the academia. The activity also helps Institutional name to be branded with recruiters and also in job markets. Decisive opportunities for academia in new model are as follows:

- On-line selection process shall assist institutions to save campus space, reduce congestions, save furniture, paper, and stationaries, the cost of food and other natural infrastructure leading towards a green set-up in the campus, society, and environment.
- Since on-line placement processes would be an anytime anywhere event, the institutions are also relieved from the worry of adjusting academic calendar or even sacrificing regular class during placement events.
- Since on-line placement also ensures direct interaction between students and recruiting companies, the administration role of placement officer could also be greatly decreased.

**4. Green Initiatives in Campus Placement Model:**

Well with changing perspectives in recruiter's, student and institutional perception today, along with the application of emerging technologies in hiring, has led to the advent of a more environment-friendly green recruitment/placement process in the modern age. Today huge percentage of people use Internet to get all the news happening live. E-mails, social networking sites & video calling



facilities have made it easy for communication within seconds to any part of the world. Efforts are being made to make our earth as a paper-free world [7]. Modern technologies have progressed in such a way that many top universities in several countries are successfully teaching through online programs. New research fields in the area of Green Education, Green Business, and Green Technology are created for safeguarding our natural habitat [8–12]. Registration applications to college courses, government services are transforming to online. Hence, in many ways paper and physical presence is reduced by these technologies [13]. E-recruitment, On-line Selection procedures are also being adopted at Industries and Corporate world, which is becoming the new phase/face/future of campus selections as well [14-15]. Therefore, below are some of the main green initiatives in campus placements in these lines:-

- (1) Extensive usage of Internet and Intranet, SAAS (Software as a Service), e-mails, blogs, links, recruiter's official websites and mobile applications only for placement related communications.
- (2) Usage of tablets, computers, laptops, land-line, mobiles, smart phones and other ICT (Information Communication and Technology) mediums only for further interactions rather than spending for fuel and usage of vehicles for commuting between campus and organization.
- (3) Usage of Video-conferencing websites like Skype, Video-Chat forums, Social Media like Facebook and Linked-In for conducting interview rounds like face to face interviews and group discussion.
- (4) Interview processes from Home using above mentioned on-line recruitment tools wherever possible instead of causing space congestion at the campus. This is similar to work from home initiatives in the corporate world.
- (5) Creation of a common dashboard with all above features for placement stakeholders over internet/intranet with login credentials to navigate, prepare, interact, interview, study, learn, recruit and evaluate performance by ensuring continuous feedback.
- (6) Reduction of paper usage or wastages, saving physical space, avoid noise pollution, saving mass electricity or energy through enabling file sharing system along with facilitating individual system user mobility towards anytime anywhere access.

The compilation and gathering of information, filing of records and all data related administrative work is done electronically, and therefore paperwork is considerably reduced. Significantly less physical space is taken up for document storage, and overall, the green ecological footprint is ensured as compared to more traditional recruiting methods.

### **5. Green Placement Framework:**

Green Placement Framework refers to application of new age technologies, social media and electronic mediums in conduct and execution of job placement program at campuses as well as taking up interview from home [16-17]. The idea is to trim various manual efforts leading to hindrances in the process and ensure smooth flow through application of on-line tools towards achieving green environmental benefits. Interviews at home can save significant amount of automobile fuel which extracted by polluting sea and other natural resources plus reduces sound and noise pollution [18-20]. It also refers to initiatives undertaken in job placement process that eliminates or reduces any form of wastages, any innovation that saves power and energy. To preserve our ecology and environment for future generation, we have to plant abundant trees, save our forest, minimize the use of paper that is produced using natural vegetation & recycle papers as much possible. We should commit to save all natural energy resources as well as ensure reduction in sound/noise pollution for the betterment of societal well-being. Therefore, in this paper we have proposed to formulate a Green Placement Model to substitute usage of paper, reduce wastages, save power and energy and ensure clean environment while conducting job placement program. Presently, we lack an agreed legitimate green operating model in corporate world [21]. Green Placement initiatives therefore also call for facilitation of a Brave Green World towards a healthy future earth.

Green Placement initiative also appeals to all industries to join hands with educational institutions towards ensuring environmental friendly higher education graduate job placement offers. Focused Green Business Portfolios could be worked upon and developed by corporates to support this cause [22]. We will also be analysing the advantages, benefits, constraints and disadvantages for the newly proposed “Green Placement Model” for the benefit of our natural environmental preservation and cleanliness. Anticipating for a breakthrough future solution or igniting new research thoughts towards stopping environmental degradation by any means of interactions or transactions while conducting recruitment, selection or placement activities will also be the aim of this proposed structure. Diagrammatically, it could be represented as below:

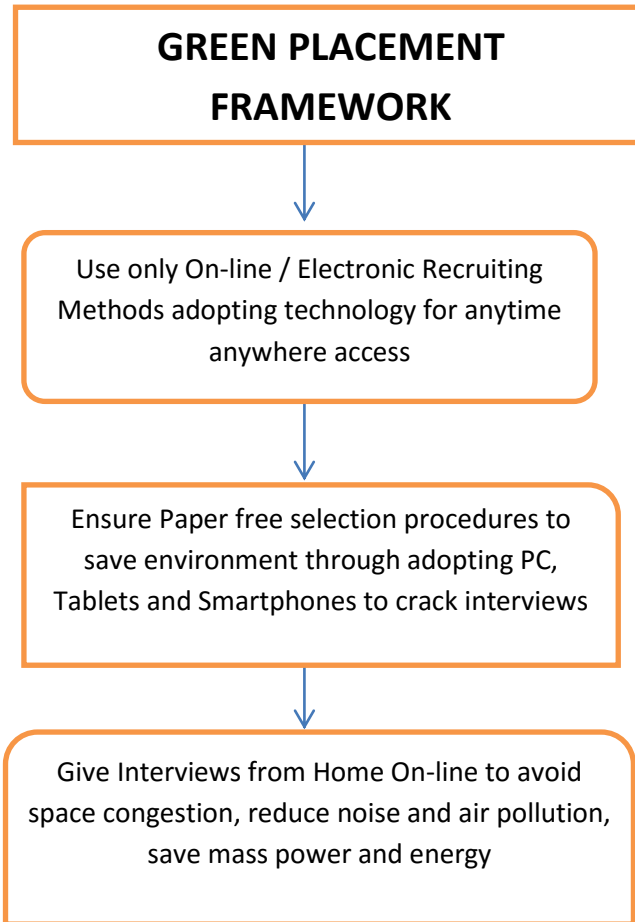


Figure 1: Green Placement Framework

**6. Methodology and Approach:**

To study the effectiveness, efficiency and validity of the new proposed model of green placements, “ABCD technique to analyse Business Models and Concepts” [23] was jointly adopted by the authors. ABCD listing and ABCD framework are two models of qualitative and quantitative ABCD analysis respectively. Advantages, Benefits, Constraints and Disadvantages (ABCD) of a System can be used to analyse and understand the model/system in an effective way [24-32]. In this research, we have used ABCD analysis for qualitative listing of advantages, benefits, constraints and disadvantages from Students, Recruiters and Institutional perspectives with regards to green placements.



## **7. ABCD Analysis of Green Placements:**

The Stakeholders' ABCD point of view revolves around their expectations from Green Placements, its event organizational factors, its operational factors, technical and technological factors along with various several socio-environmental issues.

### **(1) Advantages:**

The advantage of implementing a green placement process will naturally bring in a variety of useful merits for the participants as follows:-

- Since green placement event initiatives involve majority of the interview rounds executed on-line through system, there is less pandemonium or congestion on college campuses otherwise which we would see during in any mega job-fairs or events otherwise.
- Displaying innovative on-line selection methodologies to stakeholders also facilitates branding of College Name. Branding is also facilitated when both Institute and Recruiter's display each other's name at their respective websites and link pages.
- Since on-line interview rounds over the system require less usage of paper, wastage is reduced thereby saving costs. Economies of large-scale is also achieved when multiple interviews via video conferencing is conducted than doing one by one in the traditional methods.
- Administrative work like generation of Offer Letters and Appointment date confirmation communications can all be executed at ease through ICT Technologies
- Macro-level benefits include time and cost savings, connectivity to vast university campuses and companies spread across geographical areas along with large-scale student talent pool in online presence and no intermediary fees.

### **(2) Benefits:**

There are good healthy benefits upon implementation of a green model of campus placement process such as:-

- Green Placement process ensures stakeholders delight through high technology experience in interview processes which are also very essential for the overall tech-savvy development of graduate students before entering their professional careers. When the interview process is facilitated here in this model using technology, the manual arrangement otherwise are all trimmed for ensuring our environment and atmosphere preservation.
- Green placement initiatives facilitate computer handling skills for Students and understand new age application technologies to widen their technical skills, much required for the job placement itself. There is much wide scope for implementing further automation techniques to achieve a more ideal placement process.
- The Bottom-up approach will ensure transparent bias free well-streamlined step by step hiring process flow which helps in easy to record and track Recruiting, Hiring and Event history with time logs.
- The on-line arrangement also leads to the wider reach of students and companies, better reporting and ensures in fatigue free process minimising the time spent on transactional tasks, freeing staff to focus on more value-adding responsibilities.

- The recruitment process increases speed in processing recruitment without degrading environmental eco-system by allowing multiple users to access the information simultaneously and take informed decisions towards next steps.

### **(3) Constraints:**

Well, green model of placement activity comes with certain workable constraints attached to it which could be solved if attempts are made to work it out effectively and efficiently such as:-

- Need uninterrupted power supply to plug in all devices bearing on-line tools. A System crash may lead to loss of data required for processing. Hanging due to high volume or application down-time due to the server problem or bug may delay the entire process while taking time to fix the same. Interview from home may not be possible if student do not have laptop, computer or power connection or even may be unable to afford if with poor family background.
- Lacks emotional personal counselling for students to uplift their morale and guide them at every step for the next rounds when encountered with technical hurdles leading to melancholy. For most part of an online recruitment process, an applicant is not able to speak to any representative from the company. The Placement Officer or Faculty can play a deciding role here as a counsellor along with HR person from the recruiting company.
- Since the recruitment process is on-line with no possibility of HR physically visiting campus, the young student population may tend to take on-line process for granted. Such ignorance and disinterest among students may defeat the very essence of placement process itself with the company receiving petty registrations for their job offerings. The Placement Officer can play a deciding role here as a counsellor along with HR person from the recruiting company.
- The registrations for the process may be subject to fake identity or unscrupulous practices from applicants which can be solved if authenticated gateway can be established as well as a secured login credentials.

### **(4) Disadvantages:**

An attempt towards ensuring a greener ecological habitat in the campus placement process may come with below listed possible disadvantages:-

- The company management may not approve to implement full on-line recruitment program for various reasons like possibilities of fake identity, information theft, fraud or unable to get proper candidate background verification. Some software requires add-ons for facilitation of interviews which would be expensive and proprietary thereby limiting its implementation due to cost saving factors in organizations.
- On-line environment is also vulnerable for Hacking. Online recruitment is marred by security issues concerning the Internet and is easily be vulnerable to spam and fake profiles. This is one of the biggest disadvantages of recruitment through the Internet, as till the candidate does not meet you in person, you are also not able to tell if the information that he has provided is authentic or not.
- Online recruiting can lead to many dissatisfied applicants which can affect the image of recruiting organization. The reason for this is that most e-mails that HR department send to applicants who are not selected in the process, may not be courteous and fail to tell the precise reason as to why the applicant was rejected. This can cause the candidate to develop an ill-will against the organization which can hamper the image of the company through word-of-mouth.
- Lack of training to student participants and instructions at each step on the usage of the on-line recruitment process may be difficult for the recruiter to communicate at regular

intervals. This element may cause the process ineffective due to arising out ignorance, incompetence, and innocence on part of the students.

## 8. Conclusion:

Considering the rapid implementation of E-Recruiting by the Industry and with growing need for mandatory digital skills required at the present work place, the professional world of tomorrow would be all on-line. Also, with extra emphasis laid down by governments on companies to be environment-friendly in the outset of global warming requirements, there is no doubt that even the gradual process of getting people hired is going to be green compliant. With a view point of corporate social responsibility requirements, a lot of prominence is stressed upon to align all the business practices and process conduct to ensure environment-friendly output as green strategy for corporations. We believe our green business framework will be a robust under structure for the corporates when they try to align their personnel recruitment procedures in line with preservation of our ecosystem. Therefore, this study concludes that the Green Placement Model developed above, will also be a tool or foundation for students, institutions, and organizations for ensuring a smooth green employment process.

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