

Human Resource Management

Prepared by Dr. Anas M. Bashayreh

HRM 611

Lecture 4





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Lecture 4

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Personnel Planning and Recruiting

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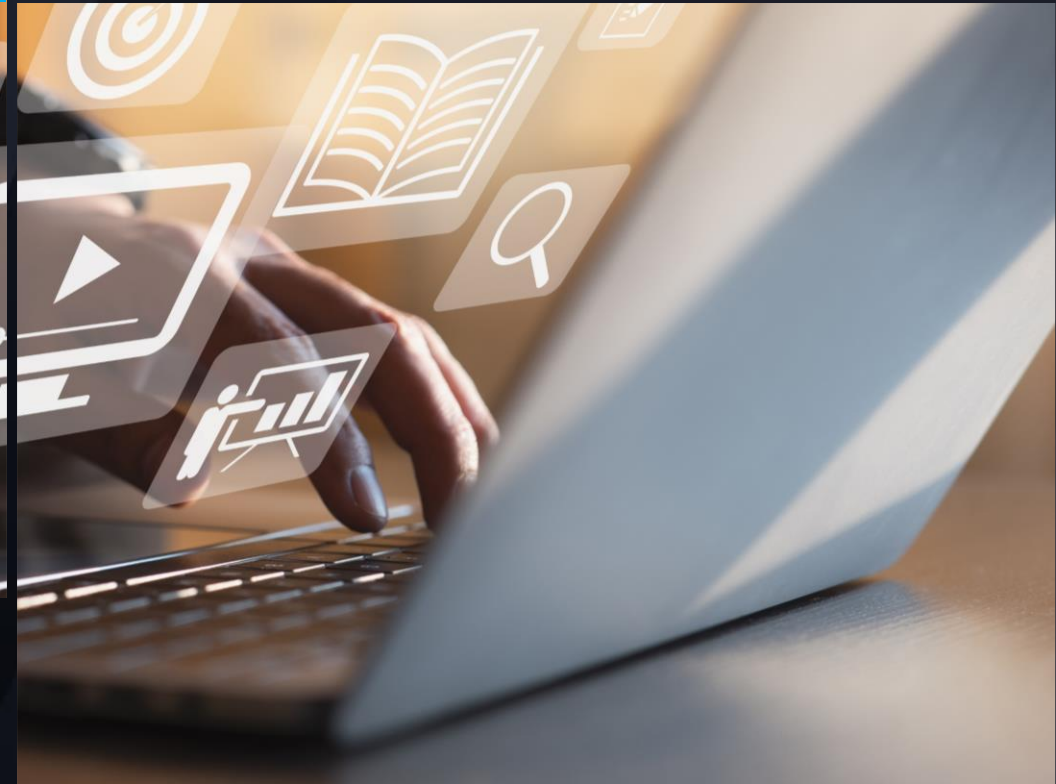
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Chapter
04

Personnel Planning and Recruiting



The purpose of this chapter is to improve your effectiveness in recruiting candidates. The topics we discuss include personnel planning and forecasting, recruiting job candidates, and developing and using application forms.



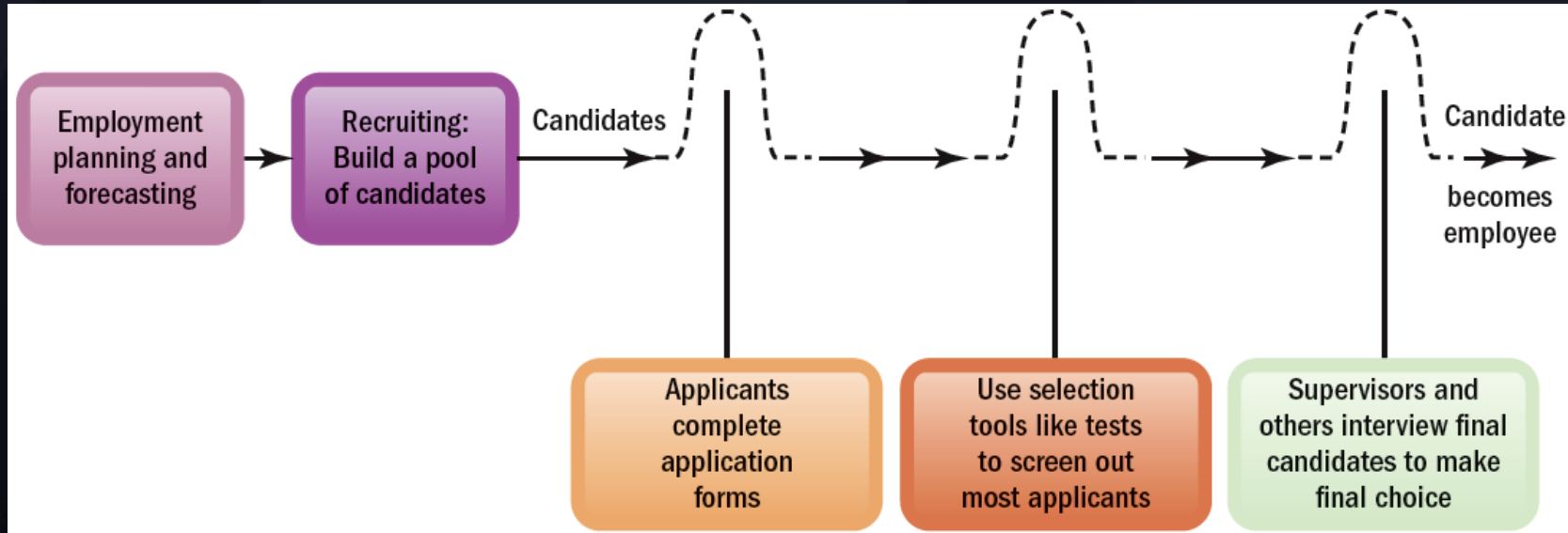
Chapter
04

LEARNING OUTCOMES

1. List the steps in the recruitment and selection process.
2. Explain the main techniques used in employment planning and forecasting.
3. Explain and give examples for the need for effective recruiting.
4. Name and describe the main internal sources of candidates.
5. List and discuss the main outside sources of candidates.
6. Develop a help wanted ad.
7. Explain how to recruit a more diverse workforce.

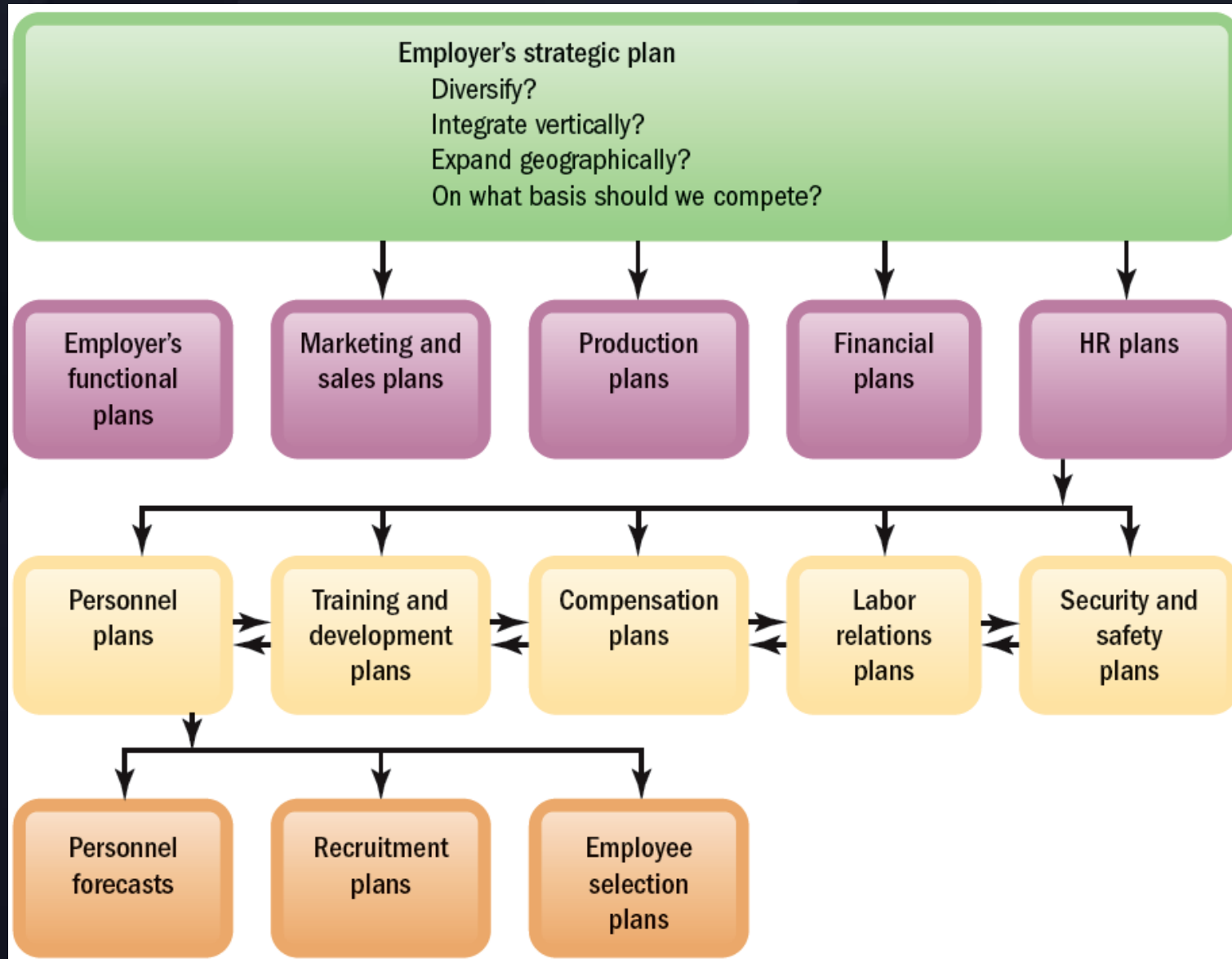
The Recruitment and Selection Process

1. Decide what positions to fill through personnel planning and forecasting.
2. Build a candidate pool by recruiting internal or external candidates.
3. Have candidates' complete application forms and undergo initial screening interviews.
4. Use selection tools to identify viable candidates.
5. Decide who to make an offer to, by having the supervisor and others interview the candidates.

FIGURE 5–1 Steps in Recruitment and Selection Process

The recruitment and selection process is a series of hurdles aimed at selecting the best candidate for the job.

FIGURE 5–2 Linking Employer's Strategy to Plans



Planning and Forecasting

- **Employment or Personnel Planning**

The process of deciding what positions the firm will have to fill, and how to fill them.

- **Succession Planning**

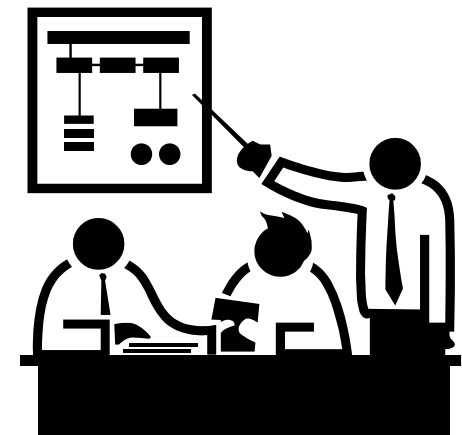
The process of deciding how to fill the company's most important executive jobs.

- **What to Forecast?**

Overall personnel needs

The supply of inside candidates

The supply of outside candidates



Forecasting Personnel Needs



Drawbacks to Traditional Forecasting Techniques

- They focus on projections and historical relationships.
- They do not consider the impact of strategic initiatives on future staffing levels.
- They support compensation plans that reward managers for managing ever-larger staffs.
- They “bake in” the idea that staff increases are inevitable.
- They validate and institutionalize present planning processes and the usual ways of doing things.

Using Computers to Forecast Personnel Requirements

- **Computerized Forecasts**
- Software that estimates future staffing needs by:
- Projecting sales, volume of production, and personnel required to maintain different volumes of output.
- Forecasting staffing levels for direct labor, indirect staff, and exempt staff.
- Creating metrics for direct labor hours and three sales projection scenarios minimum, maximum, and probable.

Forecasting the Supply of Inside Candidates

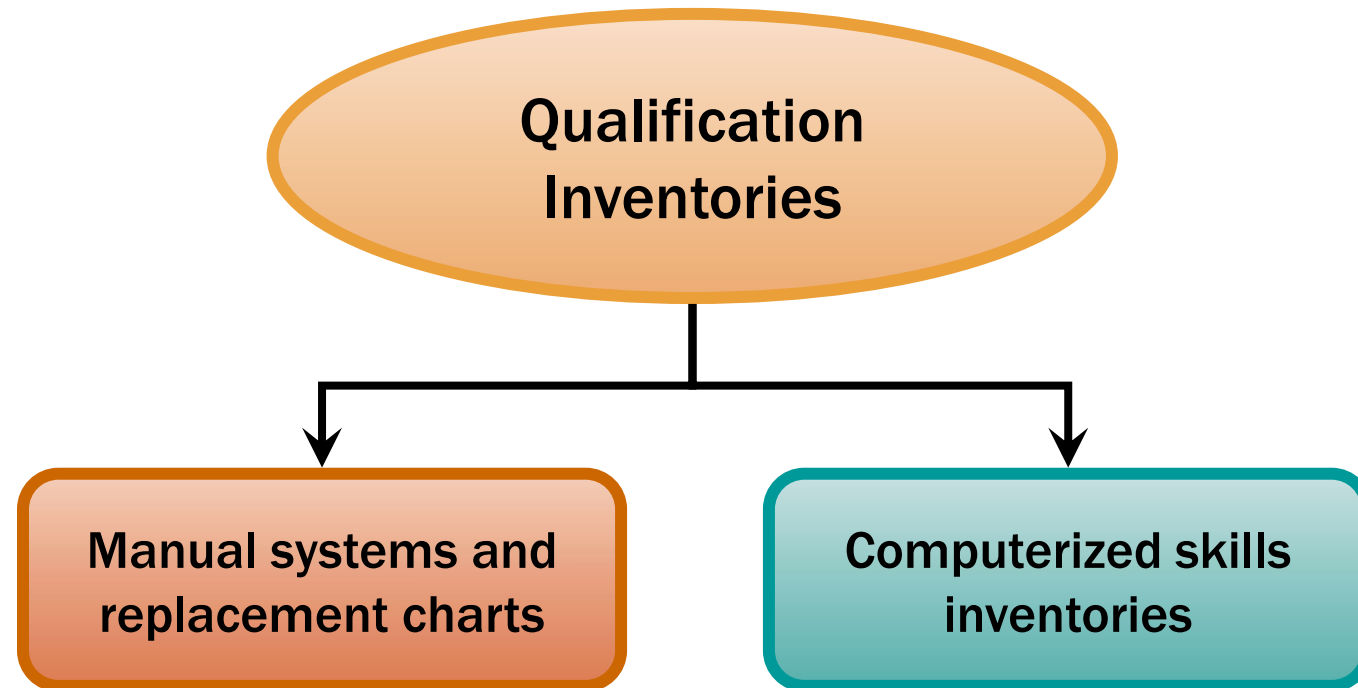
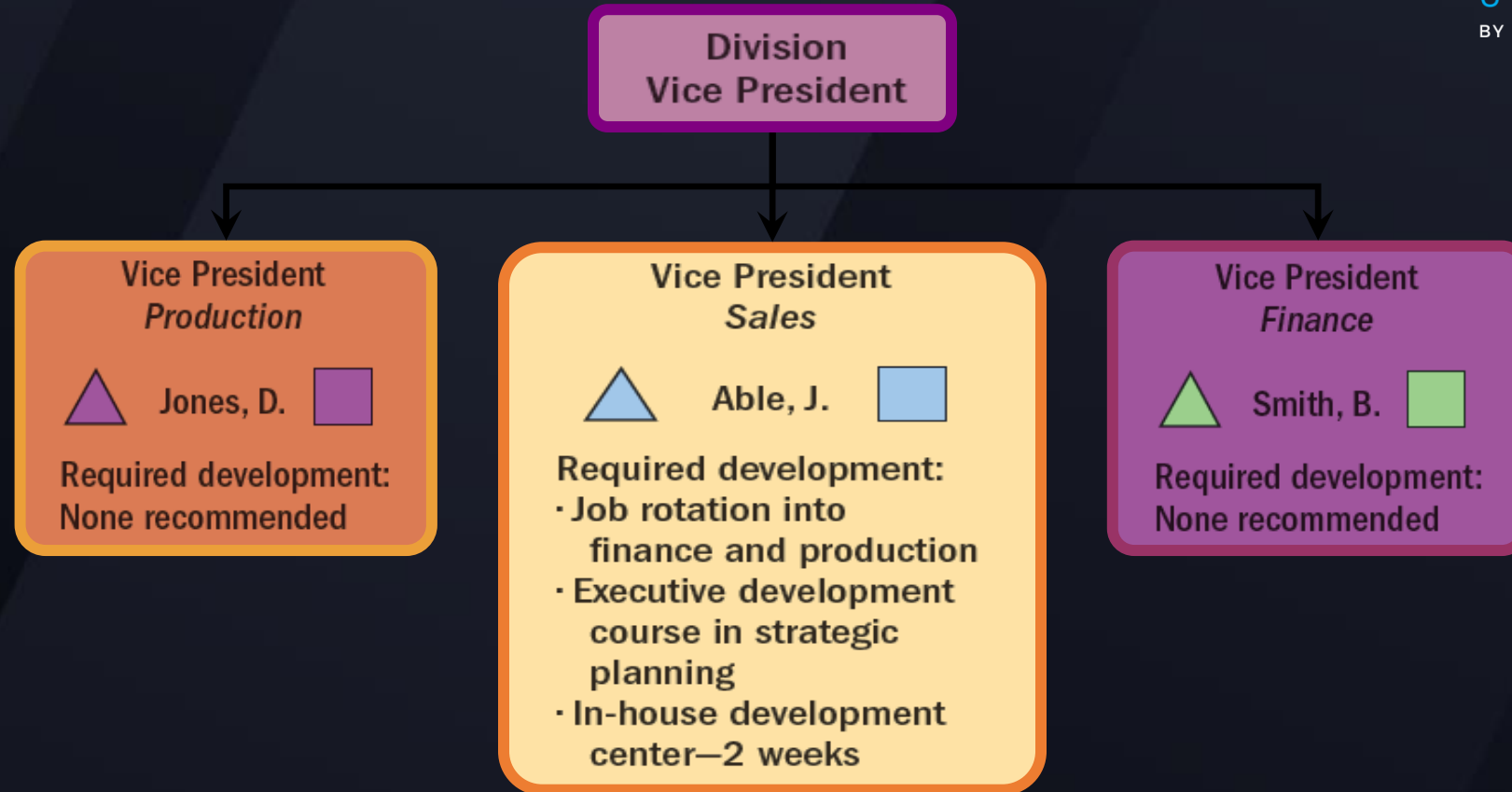


FIGURE 5–4 Management Replacement Chart Showing Development Needs of Potential Future Divisional Vice Presidents

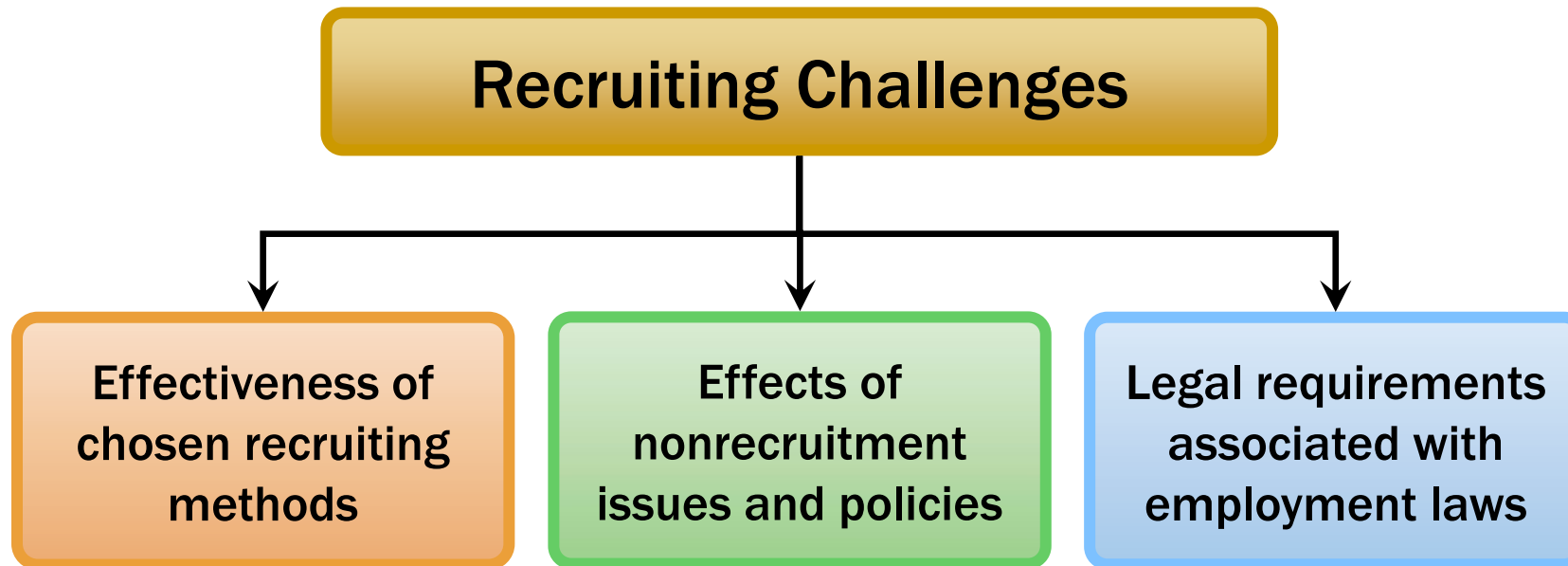


PRESENT PERFORMANCE		PROMOTION POTENTIAL	
Outstanding		Ready now	
Satisfactory		Needs further training	
Needs improvement		Questionable	

Forecasting Outside Candidate Supply

- **Factors In Supply of Outside Candidates**
 - General economic conditions
 - Expected unemployment rate
- **Sources of Information**
 - Periodic forecasts in business publications
 - Online economic projections

The Need for Effective Recruiting

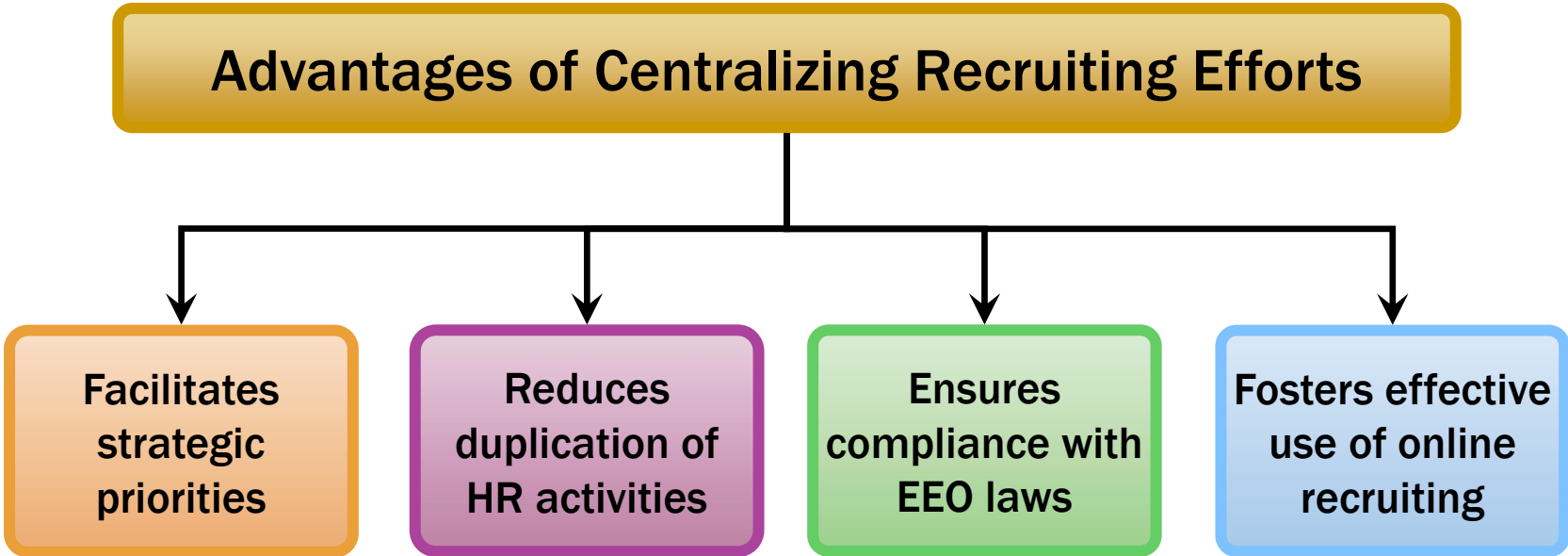


Effective Recruiting

- **External Factors Affecting Recruiting**
 - Supply of workers
 - Outsourcing of white-collar jobs
 - Fewer “qualified” candidates
- **Other Factors Affecting Recruiting Success**
 - Consistency of recruitment with strategic goals
 - Types of jobs recruited and recruiting methods
 - Non recruitment HR issues and policies
 - Successful prescreening of applicants
 - Public image of the firm
 - Employment laws

Organizing How You Recruit

Advantages of Centralizing Recruiting Efforts



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graph TD; A[Advantages of Centralizing Recruiting Efforts] --> B[Facilitates strategic priorities]; A --> C[Reduces duplication of HR activities]; A --> D[Ensures compliance with EEO laws]; A --> E[Fosters effective use of online recruiting];
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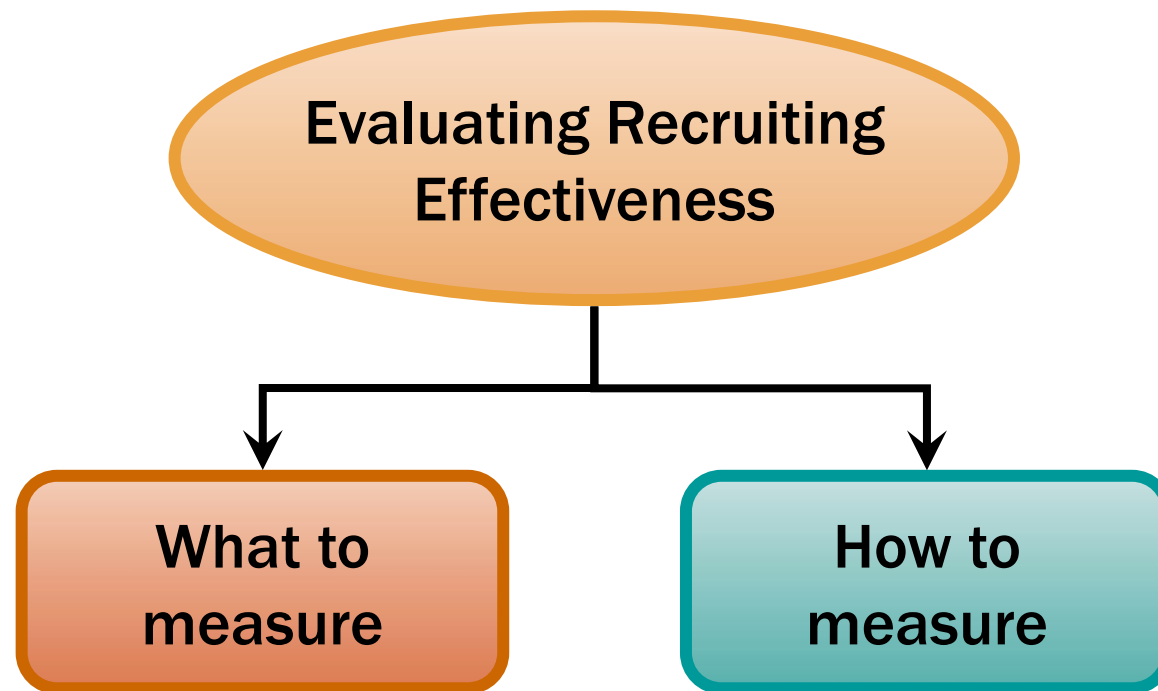
Facilitates
strategic
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Ensures
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EEO laws

Fosters effective
use of online
recruiting

Measuring Recruiting Effectiveness



Internal Sources of Candidates

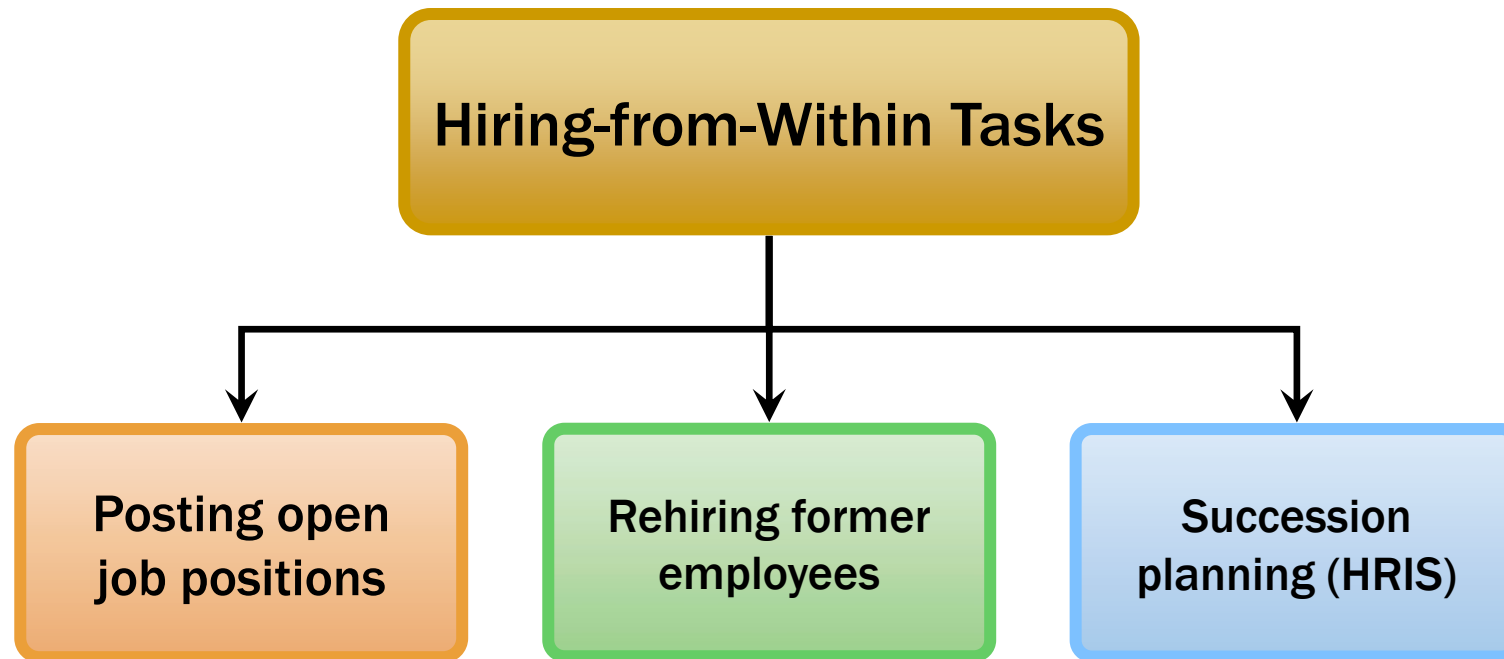
Advantages

- Foreknowledge of candidates' strengths and weaknesses
- More accurate view of candidate's skills
- Candidates have a stronger commitment to the company
- Increases employee morale
- Less training and orientation required

Disadvantages

- Failed applicants become discontented
- Time wasted interviewing inside candidates who will not be considered
- Inbreeding strengthens tendency to maintain the status quo

Finding Internal Candidates

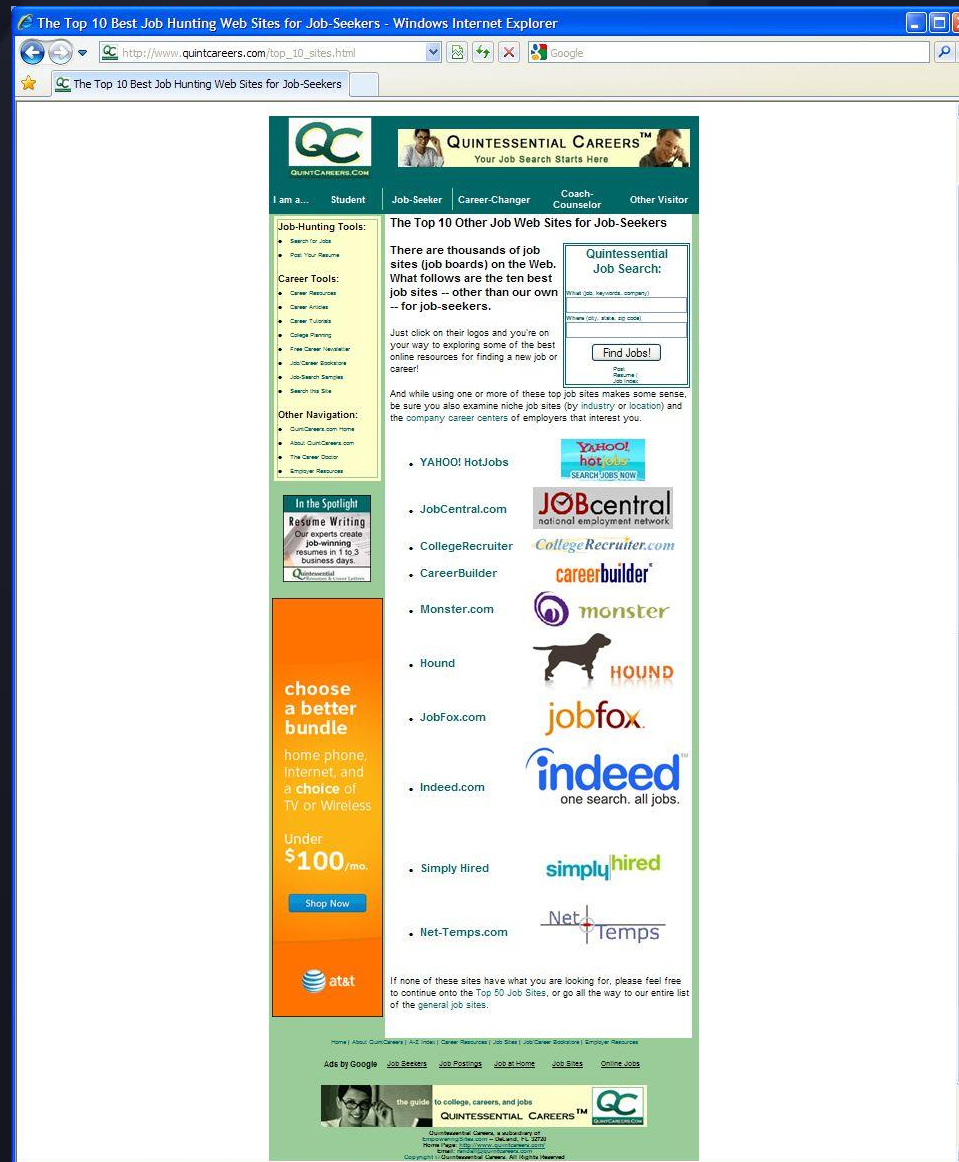


Outside Sources of Candidates

Locating Outside Candidates

-
- 1 → Recruiting via the Internet
 - 2 → Advertising
 - 3 → Employment Agencies
 - 4 → Temp Agencies and Alternative Staffing
 - 5 → Offshoring/Outsourcing
 - 6 → Executive Recruiters
 - 7 → On Demand Recruiting Services (ODRS)
 - 8 → College Recruiting
 - 9 → Referrals and Walk-ins

FIGURE 5–7 Some Top Online Recruiting Job Boards



Recruiting via the Internet

- **Advantages**

- Cost-effective way to publicize job openings
- More applicants attracted over a longer period
- Immediate applicant responses
- Online prescreening of applicants
- Links to other job search sites
- Automation of applicant tracking and evaluation

- **Disadvantages**

- Exclusion of older and minority workers
- Unqualified applicants overload the system
- Personal information privacy concerns of applicants

Advertising for Outside Candidates

- **The Media Choice**

- Selection of the best medium depends on the positions for which the firm is recruiting.
 - Newspapers: local and specific labor markets
 - Trade and professional journals: specialized employees
 - Internet job sites: global labor markets

- **Constructing (Writing) Effective Ads**

- Create attention, interest, desire, and action.
- Create a positive impression (image) of the firm.

FIGURE 5–9 Help Wanted Ad that Draws Attention

Are You Our Next Key Player?

PLANT CONTROLLER

Northern New Jersey

Are you looking to make an impact? Can you be a strategic business partner and team player, versus a classic, “bean counter”? Our client, a growing **Northern New Jersey** manufacturer with two locations, needs a high-energy, self-initiating, technically competent Plant Controller. Your organizational skills and strong understanding of general, cost, and manufacturing accounting are a must. We are not looking for a delegator, this is a hands-on position. If you have a positive can-do attitude and have what it takes to drive our accounting function, read on!

Responsibilities and Qualifications:

- Monthly closings, management reporting, product costing, and annual budget.
- Accurate inventory valuations, year-end physical inventory, and internal controls.
- 4-year Accounting degree, with 5–8 years experience in a manufacturing environment.
- Must be proficient in Microsoft Excel and have general computer skills and aptitude.
- Must be analytical and technically competent, with the leadership ability to influence people, situations, and circumstances.

If you have what it takes to be our next key player, tell us in your cover letter, *“Beyond the beans, what is the role of a Plant Controller?”* Only cover letters addressing that question will be considered. Please indicate your general salary requirements in your cover letter and email or fax your resume and cover letter to:

Ross Giombetti

Giombetti Associates

2 Allen Street, P.O. Box 720

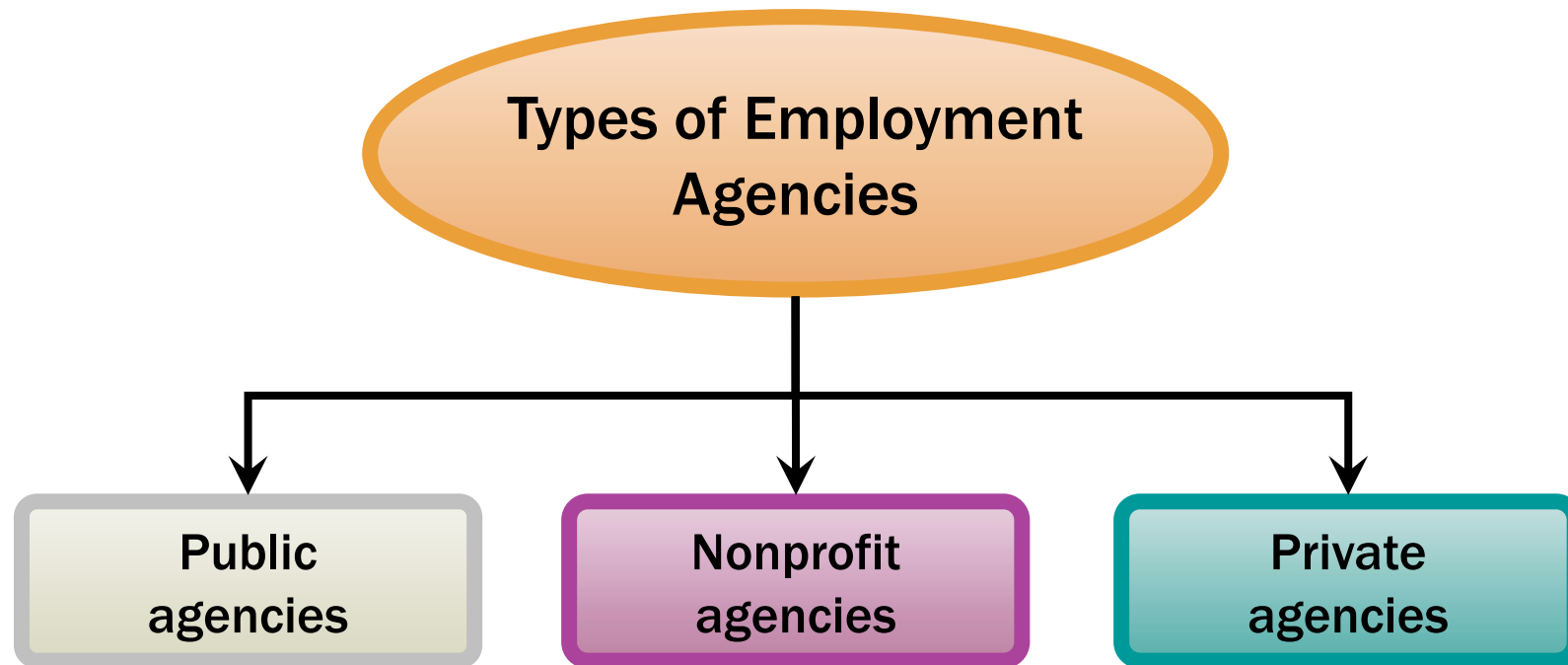
Hampden, MA 01036

Email: Rossgiombetti@giombettiassoc.com

Fax: (413) 566-2009



Employment Agencies



Why Use a Private Employment Agency?

- No HR department: firm lacks recruiting and screening capabilities to attract a pool of qualified applicants.
- To fill a particular opening quickly.
- To attract more minority or female applicants.
- To reach currently employed individuals who are more comfortable dealing with agencies than competing companies.
- To reduce internal time devoted to recruiting.

Avoiding Problems with Employment Agencies

- Give agency an accurate and complete job description.
- Make sure tests, application blanks, and interviews are part of the agency's selection process.
- Review candidates accepted or rejected by your firm or the agency for effectiveness and fairness of agency's screening process.
- Screen agency for effectiveness in filling positions.
- Supplement the agency's reference checking by checking the final candidate's references yourself.

Specialized Staffing and Recruiting

- **Alternative Staffing**

- In-house contingent (casual, seasonal, or temporary) workers employed by the company, but on an explicit short-term basis.
- Contract technical employees supplied for long-term projects under contract from outside technical services firms.

- **On-Demand Recruiting Services (ODRS)**

- Provide short-term specialized recruiting to support specific projects without the expense of retaining traditional search firms.

Temp Agencies and Alternative Staffing

- **Benefits of Temps**

- Increased productivity—paid only when working
- Allows “trial run” for prospective employees
- No recruitment, screening, and payroll administration costs

- **Costs of Temps**

- Increased labor costs due to fees paid to temp agencies
- Temp employees’ lack of commitment to the firm

Working with a Temp Agency

- Invoicing. Make sure the agency's invoice fits your firm's needs.
- Time sheets. The time sheet is a verification of hours worked and an agreement to pay the agency's fees.
- Temp-to-perm policy. What is the policy if you want to hire a temp as a permanent employee?
- Recruitment of and benefits for temp employees. How does the agency plan to recruit and what sorts of benefits will it pay?
- Dress code. Specify the attire at each of your offices or plants.
- Equal employment opportunity statement. Get a statement from the agency that it does not discriminate when filling temp orders.
- Job description information. Ensure that the agency understands the job to be filled and the sort of person you want to fill it.

Offshoring and Outsourcing Jobs



Executive Recruitment

- **Executive Recruiters (Headhunters)**
 - Contingent-based recruiters
 - Retained executive searchers
 - Internet technology and specialization trends
- **Guidelines for Choosing a Recruiter**
 1. Make sure the firm is capable of conducting a thorough search.
 2. Meet individual who will handle your assignment.
 3. Ask how much the search firm charges.
 4. Make sure the recruiter and you agree on what sort of person you need for the position.
 5. Never rely solely on the recruiter to do reference checking.

College Recruiting

- **On-campus recruiting goals**

- To determine if the candidate is worthy of further consideration
- To attract good candidates



- **On-site visits**

- Invitation letters
- Assigned hosts
- Information packages
- Planned interviews
- Timely employment offer
- Follow-up

- **Internships**

Sources of Outside Applicants



Employee Referrals and Walk-ins

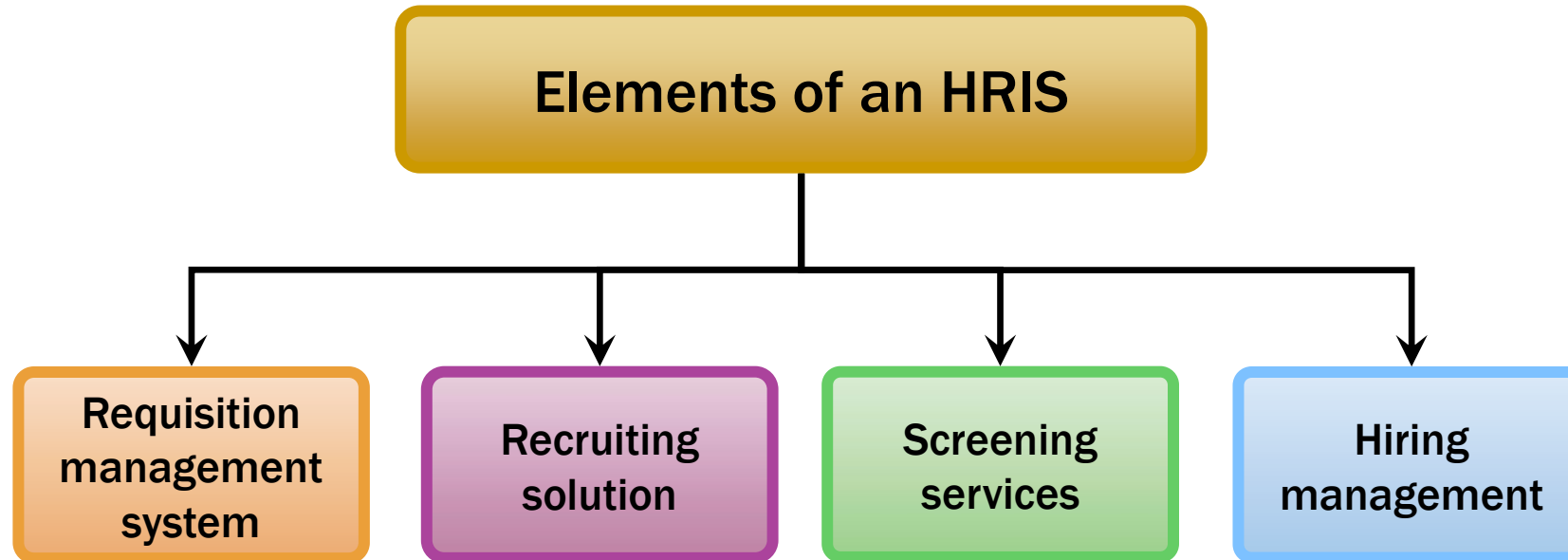
- **Employee Referrals**

- Referring employees become stakeholders.
- Referral is a cost-effective recruitment program.
- Referral can speed up diversifying the workforce.
- Relying on referrals may be discriminatory.

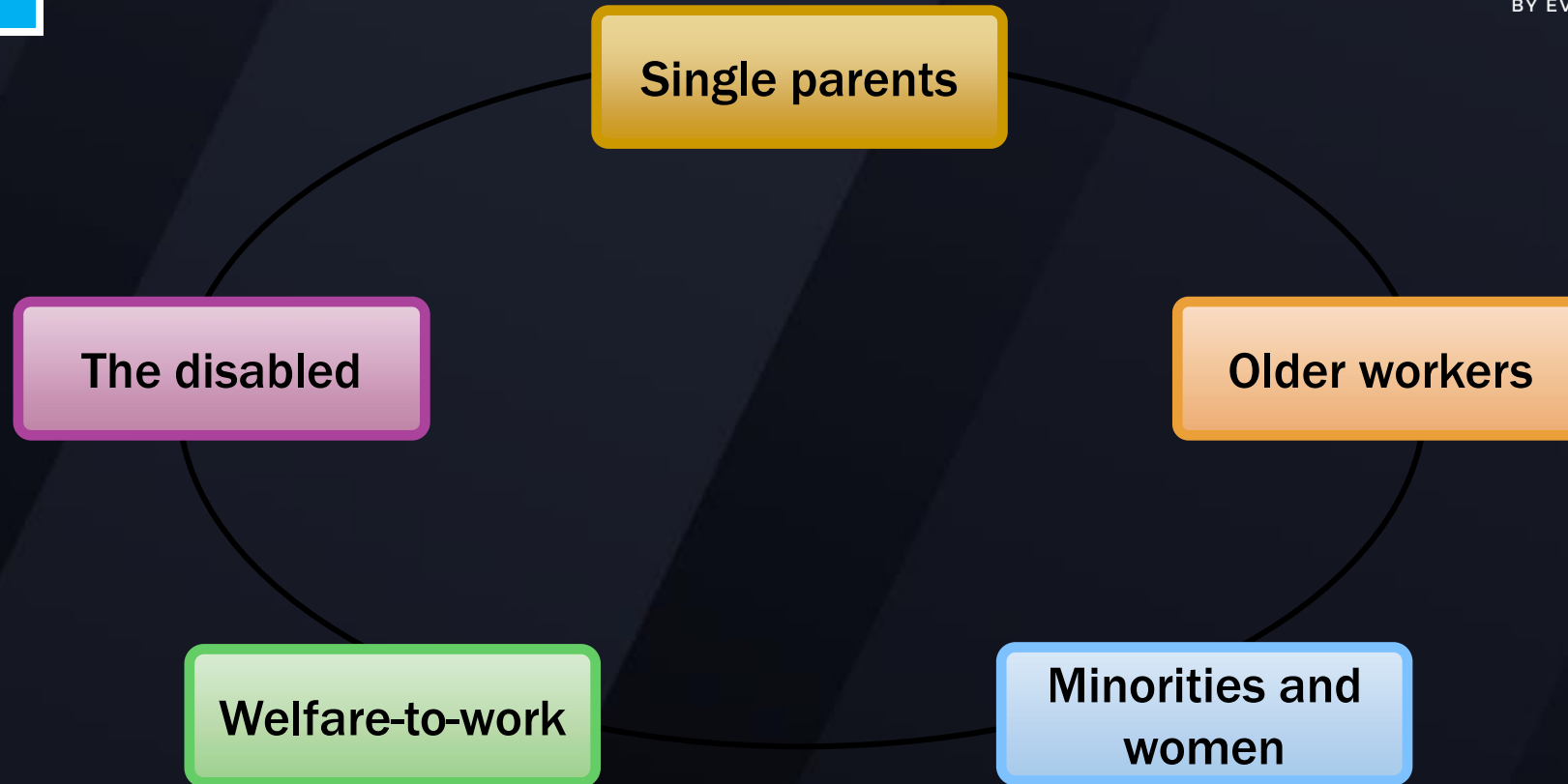
- **Walk-ins**

- Seek employment through a personal direct approach to the employer.
- Courteous treatment of any applicant is a good business practice.

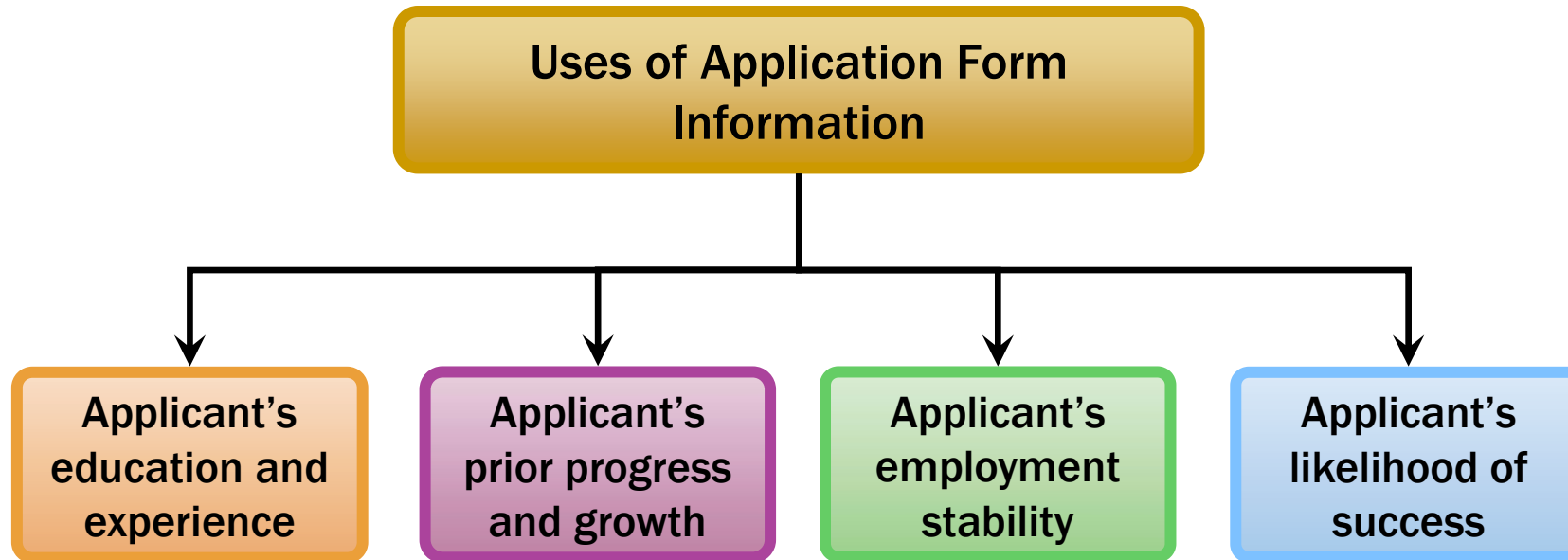
Improving Productivity Through HRIS: An Integrated Approach to Recruiting



Recruiting A More Diverse Workforce



Developing and Using Application Forms



Chapter Summary

1. The **recruitment and selection process** entails five main steps: decide what positions to fill; build a pool of candidates for these jobs; have candidates complete application forms; use selection tools; and decide to whom to make an offer, in part by having the supervisor and others interview the candidates.
2. Recruitment and selection starts with workforce planning and forecasting. Workforce planning is the process of deciding what positions the firm will have to fill, and how to fill them. This often starts by forecasting personnel needs.
3. All managers need to understand why **effective recruiting is important**. Without enough candidates, employers cannot effectively screen the candidates or hire the best.
4. Filling open positions with internal sources of candidates has several advantages. For example, you're probably already more familiar with their strengths and weaknesses, and they require less orientation. Finding internal candidates often utilizes job posting.

1. What are the pros and cons of five sources of job candidates?
2. What are the four main types of information that application forms provide?
3. What are the five main things you would do to recruit and retain a more diverse workforce?



Chapter
03

Discussion Questions



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Thank You



