

Personnel Planning & Recruitment

HRM 611

Workshop 5- Lecture 4

Prepared by Dr. Sahar Ahmed



Ch.
04**Main Topics****❑ Recruitment & 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.

Ch.
04**Main Topics****Personnel Planning and Forecasting**

Employment/Personnel Planning - the process of deciding what positions the firm needs to fill and how to fill them

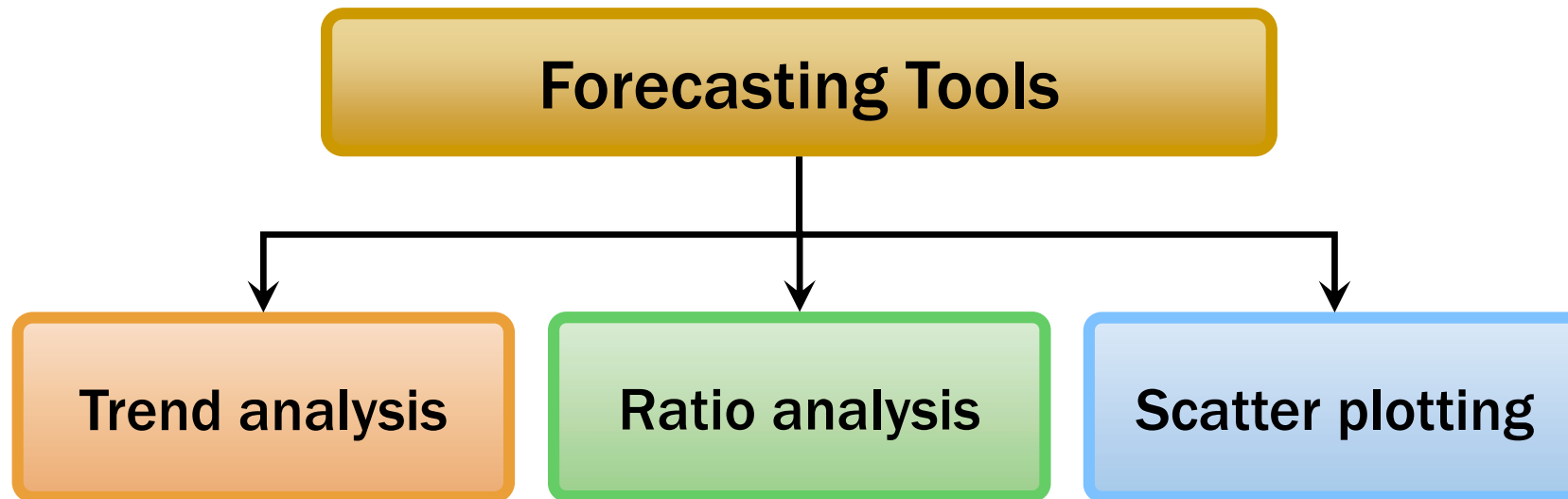
Succession Planning - the process of determining how to fill the company's key executive roles

What to Forecast:

- Overall personnel needs
- The supply of internal/outside candidates

Ch.
04

Main Topics



Ch.
04

Forecasting Techniques: Trend Analysis

Trend Analysis: Analyzing historical trends in staffing levels to project future needs.

Suppose a business that has been growing at a rate of 10% per year for the past five years. They expect this trend to continue in the coming years. The HR team is looking to use trend analysis to predict how many employees they will need in the coming year.

Number of current employees: 100 , Annual growth rate: 10%

Number of employees required in the next year = number of current employees * (1 + annual growth rate)

Number of employees needed next year = $100 * (1 + 0.10)$

Number of employees required next year = 110

Ch.
04**Forecasting Techniques: Ratio Analysis****Example:** Employee turnover ratio:

Calculation: Number of employees who left the company during a specific time period / Average number of employees during the same time period * 100%.

Interpretation:

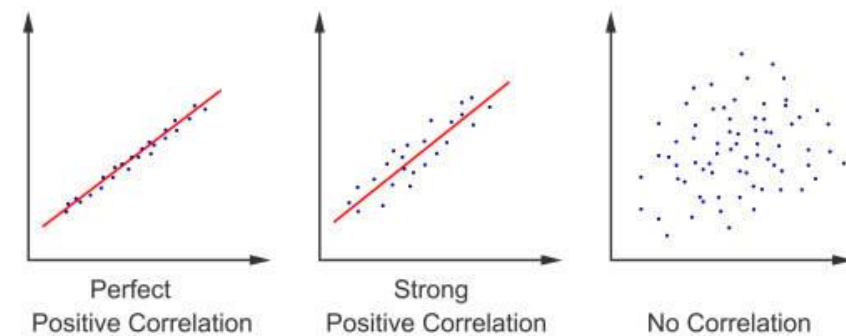
A high employee turnover rate indicates that the company is losing employees at a high rate and might predict lower supply of employees.

Ch.
04**Forecasting Techniques: Scatter Plotting**

Scatter plot is a type of graph used to display the relationship between two variables.

Each data point in a scatter plot is represented by a point on the graph.

The location of the point on the X and Y axes depends on the values of the two variables.



Ch.
04**Forecasting Techniques:****Forecasting Inside Candidate Supply:**

- Manual or computerized Systems: Maintaining paper-based records or digital databases tracking employee skills, qualifications, and career interests.
- Replacement Charts: Visual tools that map out potential successor candidates for key roles.
- Using historical data to predict future supply, such as turnover rate, resignation rates, internal transfer, etc.

Forecasting Outside Candidate Supply:

- Factors affecting supply include economic conditions, unemployment rates, industry trends, etc.
- Information sources include business publications, economic forecasts, and labor market data.

Main Topics

Drawbacks of traditional forecasting techniques –

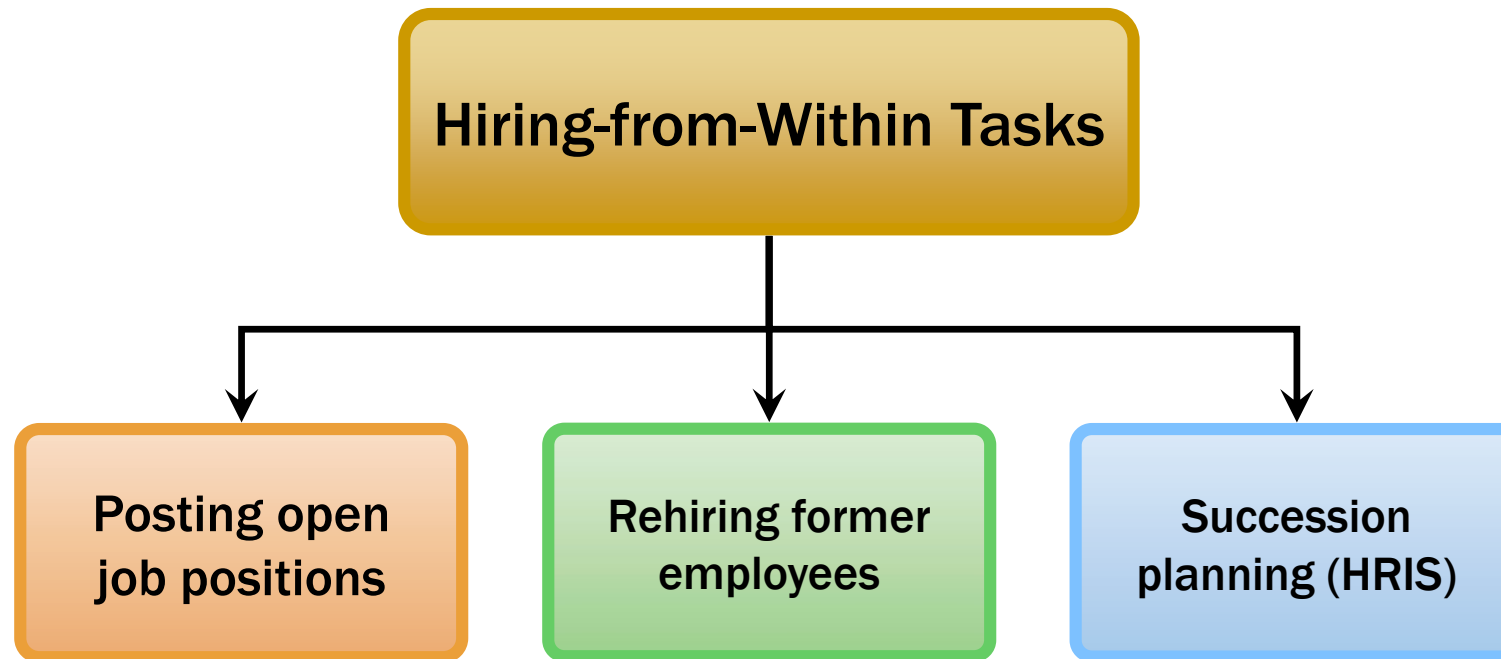
- **Over-reliance on historical data** rather than considering strategic initiatives and future business needs.
- **Lack of a forward-looking perspective** - they tend to be reactive rather than proactive in anticipating workforce changes.
- **Insufficient consideration of broader organizational strategy and long-term goals** when planning personnel requirements.
- **Rigidity and inflexibility**, making it difficult to quickly adapt the forecasting model to sudden changes in the business environment.
- **Potential for inaccurate projections**, as historical data may not adequately account for unforeseen events or disruptive factors impacting future workforce needs.

Main Topics

To address these limitations:

- Organizations should complement traditional forecasting techniques with a more strategic, forward-looking approach.
- This includes incorporating scenario planning, workforce analytics, and direct input from business leaders to better align personnel planning with the company's overall strategic priorities and objectives.

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

Ch.
04

Main Topics

Measuring Recruiting Effectiveness

Discusses metrics to evaluate the success and efficiency of the recruiting process

Such as cost-per-hire, time-to-fill, quality-of-hire, applicant conversion rates, and hiring manager satisfaction.

MCQ Quiz

Click Link: joinmyquiz.com

Join Code: 8362 9792

Click Start Game

Ch.
04

Practice Questions

Q1-Briefly describe how you would apply talent management principles in improving your employer's workforce planning processes.

Ch.
04**Practice Questions- Suggested Answer**

Skill Gap Analysis: I would collaborate with HR and managers to identify current and future skill needs aligned with business goals. This would involve analyzing job descriptions, future projects, and industry trends.

Talent Inventory & Development: I would help build a comprehensive talent inventory that maps employee skills and experience. This allows us to identify internal talent for upskilling or reskilling to fill future needs before resorting to external hiring.

Practice Questions- Suggested Answer

Targeted Recruitment & Onboarding: Using the skills gap analysis, I would suggest targeted recruitment strategies to attract candidates with the right skills. Additionally, I would recommend streamlining the onboarding process to improve employee engagement and retention.

Performance Management & Succession Planning: By implementing clear performance metrics aligned with skills, I would encourage continuous development and identify high performers. This data can then be used for succession planning, ensuring a smooth transition when key positions open up.

Ch.
04**Practice Questions- Suggested Answer**

Employee Engagement & Retention Programs: I would advocate for initiatives that promote employee engagement and satisfaction, such as career development opportunities, recognition programs, and a positive work culture. This helps retain valuable talent and reduces turnover costs.

By applying these talent management principles, your employer can create a more proactive and strategic workforce planning process, ensuring they have the right people with the right skills at the right time.

Ch.
04**Case Study: Carter Cleaning Company****Introduction:**

Carter Cleaning Company, a retail chain of stores, has grown to six stores offering dry cleaning and tailoring services.

Challenges:

Despite this growth, the company struggles with high employee turnover (around 400%) due to a lack of qualified applicants., particularly for skilled positions like cleaners, spotters, and pressers.

Ch.
04**Case Study: Carter Cleaning Company****Introduction:**

Carter Cleaning Company, a retail chain of stores, has grown to six stores offering dry cleaning and tailoring services.

Despite this growth, the company struggles with high employee turnover (around 400%) due to a lack of qualified applicants., particularly for skilled positions like cleaners, spotters, and pressers, due to the following reasons:

Low Skill Requirements: Employees typically have a high school education or less, leading to a large pool of similar candidates.

Competitive Market: Many cleaning companies offer similar wages (\$15/hour) for these positions.

Employee Tendencies: Applicants frequently change jobs, making them unreliable long-term employees.

Ch.
04**Case Study: Carter Cleaning Company****Challenges:**

- Difficulty finding qualified candidates for open positions.
- Constant need for recruitment and hiring efforts.
- Difficulty maintaining consistent staffing levels.

Jennifer's Perspective:

- Focuses on finding enough workers to fill open positions, not long-term planning.
- Feels overwhelmed by the constant need for recruitment.

Ch.
04**Case Study: Carter Cleaning Company**

Jennifer's father has asked her to answer questions to address this critical issue.

1. how would you recommend we go about reducing the turnover in our stores?
2. Provide a detailed list of recommendations concerning how we should go about increasing our pool of acceptable job applicants so we no longer face the need to hire almost any one who walks in the door.

(Your recommendations regarding the latter should include completely worded online and hard copy advertisements and recommendations regarding any other recruiting strategies you would suggest we use.

Ch.
04**Q1-Recommendations for Reducing Turnover****Reduce Turnover:****Understand Employee Departure Reasons:**

- Conduct surveys or interviews to gather feedback from departing employees to identify underlying issues that may be driving turnover. Address these root causes to improve employee retention.

Foster a Sense of Belonging:

- Encourage teamwork, team-building activities, and social events to create a sense of community and belonging among employees. Engaged employees are more likely to stay with the company.

Enhance Communication:

- Improve communication channels between management and employees to ensure everyone feels valued, informed, and heard. Open and transparent communication builds trust and morale, contributing to employee retention.

Ch.
04

Q1-Recommendations for Reducing Turnover

Reduce Turnover:

- **Onboarding and Training:** Invest in a comprehensive onboarding process that effectively integrates new employees and provides thorough training.
- **Performance Management:** Conduct regular performance reviews and offer constructive feedback to help employees succeed.
- **Employee Recognition:** Recognize and reward employees for their contributions to boost morale and engagement.

Ch.
04

Recommendations for Reducing Turnover & Increasing pool of candidates

2. Improve Job Attractiveness:

- **Competitive Wages & Benefits:** Review your wage structure and consider offering slightly higher wages or benefits packages (health insurance, paid time off) to make your positions more attractive.
- **Career Development Opportunities:** Provide on-the-job training or certification programs for employees who show potential, fostering career growth within the company.
- **Positive Work Environment:** Promote teamwork, recognition programs, and a positive company culture to boost employee morale and satisfaction.

Ch.
04

Q1-Recommendations for Reducing Turnover

Sample Online Ad:

Headline: Launch Your Career in Cleaning!

Body: Join our growing team at Carter Cleaning Company! We offer competitive wages, training opportunities, and a friendly work environment. Experienced cleaners, spotters, and pressers are encouraged to apply. We offer career development programs for those who want to grow with us!

Sample Print Ad: (Local Newspaper)

Headline: Looking for a Rewarding Career?

Body: Carter Cleaning Company seeks experienced cleaners, spotters, and pressers to join our team. We offer competitive wages, a positive work environment, and opportunities for advancement. Call [Phone Number] or visit [Website] to learn more!

Ch.
04**Q1-Recommendations for Reducing Turnover****3. Enhance Recruitment Strategies:**

Targeted Advertising: Instead of generic ads, create targeted online and print ads highlighting specific career paths, training opportunities, and company culture.

4. Referral Bonuses: Incentivize existing employees to refer qualified candidates with a referral bonus program.

5. Job Fairs: Attend local job fairs to connect with potential candidates and showcase your company.

6. Partnerships with Vocational Schools: Partner with vocational schools to connect with students seeking jobs in the cleaning industry.

Ch.
04**Q1-Recommendations for Reducing Turnover****7. Improve Hiring Practices:**

- **Structured Interviews:** Develop a structured interview process with clear criteria to assess skills, experience, and cultural fit.
- **Reference Checks:** Always conduct thorough reference checks on all potential hires.
- **Probationary Period:** Implement a probationary period to assess job performance before making permanent hires.

References

Main Reference

- Dessler, G. (2011). Human resource management. Thirteenth edition. Pearson International Edition.

Additional Resources for extra reading.

- Armstrong, M. (2023). Armstrong's Handbook of Human Resource Management Practice (16th Ed.). Kogan Page.
- Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2023). Human Resource Management in Canada (10th Ed.). McGraw-Hill Ryerson.

Thank You