

Personnel Planning & Recruitment

HRM 611

Workshop 5- Lecture 4

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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.

Main Topics

Personnel Planning and Forecasting

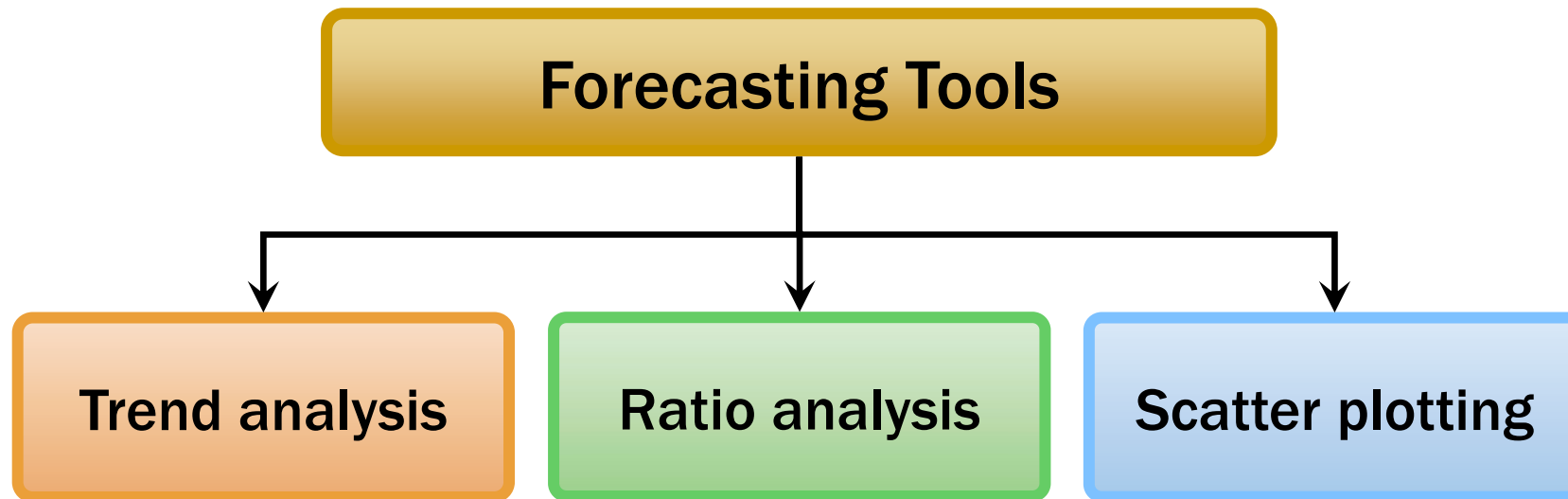
Employment/Personnel Planning - the process of deciding what positions the firm needs to fill and how to fill them

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

Main Topics



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

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:

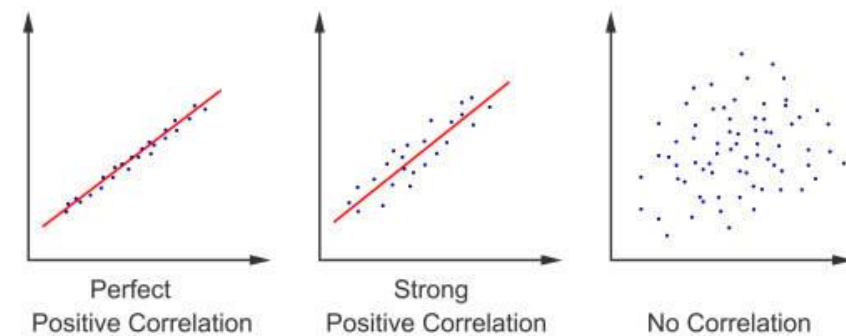
A high employee turnover rate indicates that the company is losing employees at a high rate and might predict lower supply of employees.

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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.



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 –

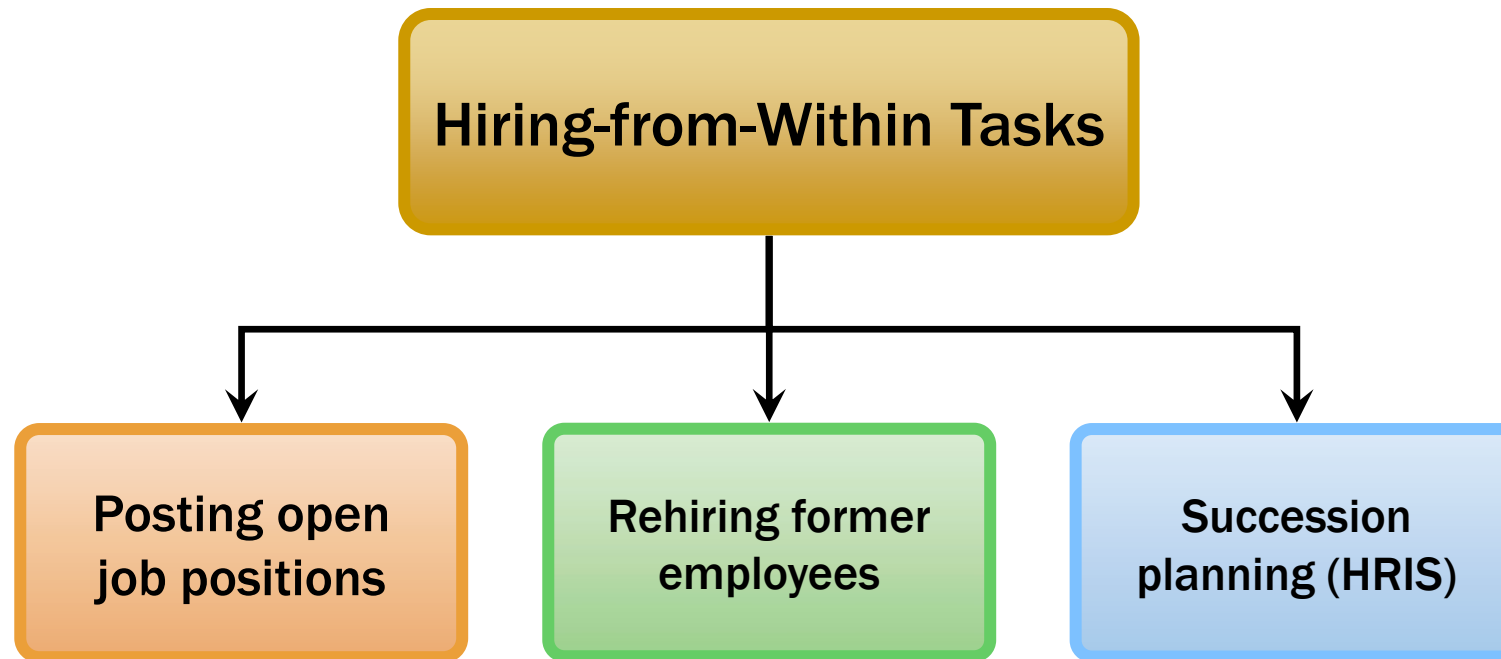
- **Over-reliance on historical data** rather than considering strategic initiatives and future business needs.
- **Lack of a forward-looking perspective** - they tend to be reactive rather than proactive in anticipating workforce changes.
- **Insufficient consideration of broader organizational strategy 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

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- 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

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: 3603 5996

Click Start Game

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Practice Questions

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

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.

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.

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