Personnel Planning and Recruiting

Chapter 5

Explain the main techniques used in employment planning and forecasting.

List and discuss the main outside sources of candidates.

Effectively recruit job candidates.

Name and describe the main internal sources of candidates.

Develop a help wanted ad.

Explain how to recruit a more diverse workforce.

The Recruitment and Selection Process

Decide what positions to fill through personnel planning and forecasting.

Build a candidate pool by recruiting internal or external candidates.

Have candidates complete application forms and undergo initial screening interviews.

Use selection tools to identify viable candidates.

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

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

FIGURE 5–3   
Determining the Relationship Between Hospital Size and Number of Nurses

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 - DUH!

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.

Issues of Privacy…

The Matter of Privacy

Ensuring the Security of HR Information

Control of HR information through access matrices

Access to records and employee privacy

Legal Considerations

The Federal Privacy Act of 1974

New York Personal Privacy Act of 1985

HIPAA- The Health Insurance Portability and  
Accountability Act of 1996  
(HIPAA) Privacy Rule  -Regulates use of medical records

Americans with Disabilities Act

http://www.hhs.gov/ocr/privacy/index.html

Centralized or Decentralized Recruiting and hiring…

Centralization vs. Decentralization

The centralization of a staffing model is defined as the extent to which management has direct control over the staffing function. In a highly centralized staffing function, management may exercise control over strategy, resources, budget, and process.

Both can co-exist….

In a decentralized staffing function, responsibility for the recruiting process is managed locally, with strategies and processes that are tailored to local circumstances.

Advantages of Centralization

Allows for sharing of applicant pools

Strengthens employment brand

Facilitates applying strategic priorities

Reduces duplication of HR activities

Reduces cost of new HR technologies

Builds teams of HR experts

Provides better measurement of HR performance

“The corporate world heavily favors centralization: 59% of companies structure the staffing function on the centralized model,” according to “2003 Recruiting Metrics and Performance Benchmark Report, by Staffing.org.

Advantages of Decentralization

Decentralization involves spreading the decision-making throughout an organization instead of a few making all of the decisions. Decentralization is a matter of degree. At one end of the spectrum, a strongly decentralized organization has lower-level managers and employees making decisions.

Decentralization provides lower-level managers with crucial experience in making decisions. Without this experience, they would not be prepared to act decisively when they are promoted into higher-level positions.

Internal Candidates

Finding Internal Candidates

Internal Candidates: Hiring from Within

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

Failed applicants become discontented

Time wasted interviewing inside candidates who will not be considered

Inbreeding strengthens tendency to maintain the status quo

Outside Candidates

Outside Sources of Candidates

Outside Sources of Candidates (cont’d)

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

Excessive number of unqualified applicants

Personal information privacy concerns of applicants

Outside Sources of Candidates (cont’d)

Executive Recruiters (Headhunters)

Contingent-based recruiters

Retained executive searchers

Internet technology and specialization trends

Guidelines for Choosing a Recruiter

Make sure the firm is capable of conducting a thorough search.

Meet individual who will handle your assignment.

Ask how much the search firm charges.

Never rely solely on the recruiter to do reference checking.

Outside Sources of Candidates (cont’d)

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.

Outside Sources of Candidates (cont’d)

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

FIGURE 5–12 Best Recruiting Sources

Employment Agencies….

Employment Agencies

Private Employment Agency

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.

To reduce internal time devoted to recruiting.

Avoiding Problems

Avoiding Problems with Employment Agencies

Provide the agency with accurate and complete job descriptions.

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.

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

Concerns of Temp Employees

Dehumanizing, impersonal, and discouraging treatment by employers.

Insecurity about employment and pessimism about the future.

Worry about the lack of insurance and pension benefits.

Being misled about job assignments and whether temporary assignments are likely to become full-time positions.

Being “underemployed” while trying return to the full-time labor market.

Anger toward the corporate world and its values; expressed as alienation and disenchantment.

FIGURE 5–11 Guidelines for Using Temporary Employees

Working with a Temp Agency

Invoicing. Make sure the agency’s invoice fits your company’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 it 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/Outsourcing White-Collar and Other Jobs

Application Forms and the Law

K E Y T E R M S

employment or personnel planning

trend analysis

ratio analysis

scatter plot

computerized forecast

qualifications inventories

personnel replacement charts

position replacement card

recruiting yield pyramid

job posting

succession planning

alternative staffing

on demand recruiting services (ODRS)

application form