

# Human resource management (HRM)

## Personnel Planning and Recruiting part one

2<sup>ND</sup> YEAR

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ENGLISH PROGRAM

DATE :5/4/2020



# Personnel Planning and Recruiting

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## Learning outcomes

5-3

1. . Explain the main techniques used in employment planning and forecasting.
2. . Explain and give examples for the need for effective recruiting.
3. Name and describe the main internal sources of candidates.

## Learning Objectives

5-4

- 5-4. Discuss a workforce planning method you would use to improve employee engagement.**
- 5-5. List and discuss the main outside sources of candidates.**
- 5-6. Explain how to recruit a more diverse workforce.**

# Learning outcomes

Discuss practical guidelines for obtaining application information.

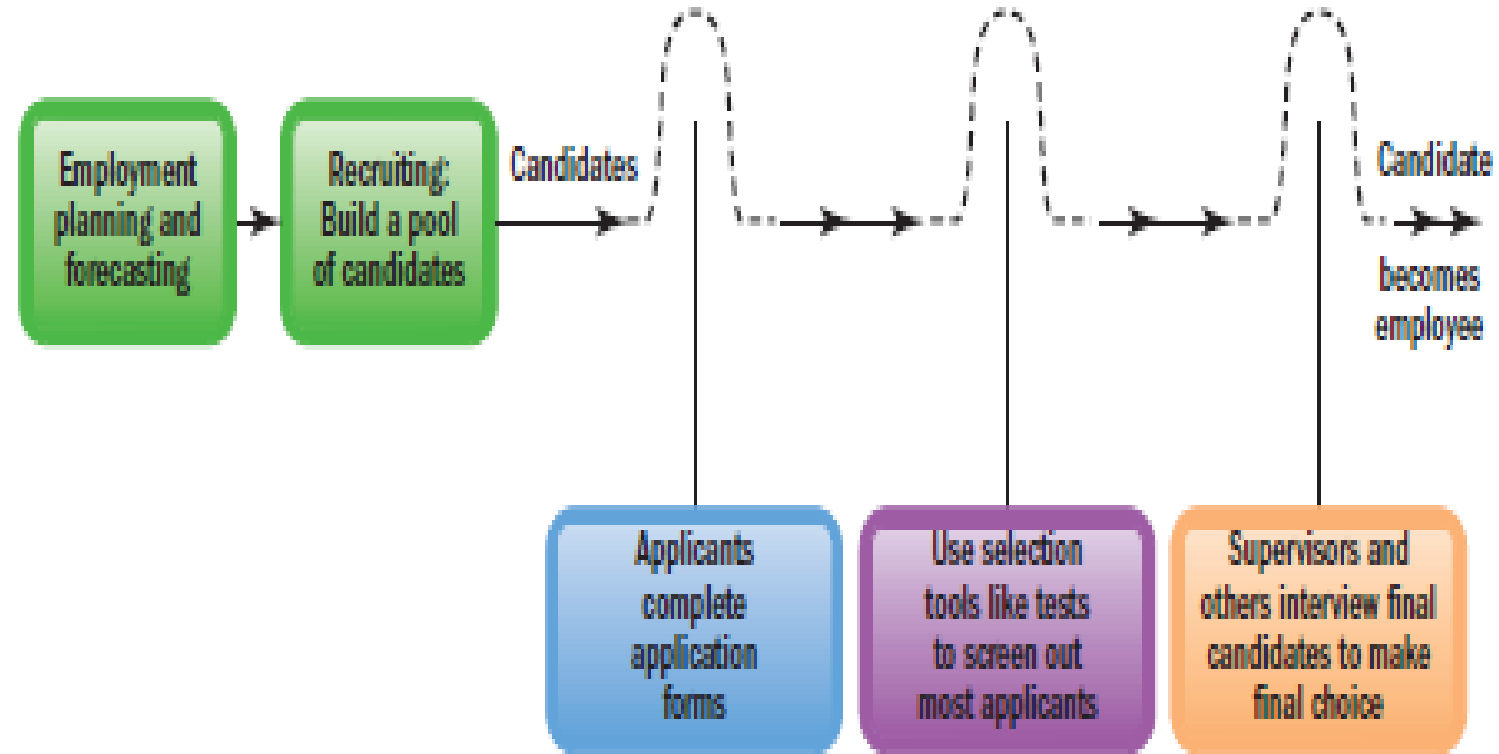
APPLICATION FOR EMPLOYMENT			
<b>PERSONAL INFORMATION</b>			<b>DATE OF APPLICATION:</b> _____
Name: _____			
_____	_____	_____	_____
_____	_____	_____	_____
Address: _____			
_____	_____	_____	_____
Alternate Address: _____			
_____	_____	_____	_____
Contact Information: { } _____			
_____	_____	_____	_____
How did you learn about our company? _____			
<b>POSITION SOUGHT:</b> _____			<b>Available Start Date:</b> _____
Desired Pay Range: _____			Are you currently employed? _____
By Hour or Salary			
<b>EDUCATION</b>			
	Name and Location	Graduate? – Degree?	Major / Subjects of Study
High School			
College or University			
Specialized Training, Trade School, etc...			
Other Education			
Please list your areas of highest proficiency, special skills or other items that may contribute to your abilities in performing the above mentioned position.			
_____			
_____			
_____			

I.

**Explain the main techniques  
used in employment  
planning and forecasting.**

# Introduction

**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.



# Workforce Planning and Forecasting

5-8

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

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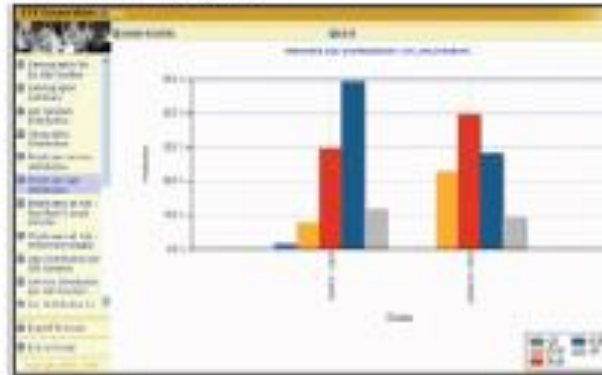


# Workforce Planning by Towers Watson MAPS

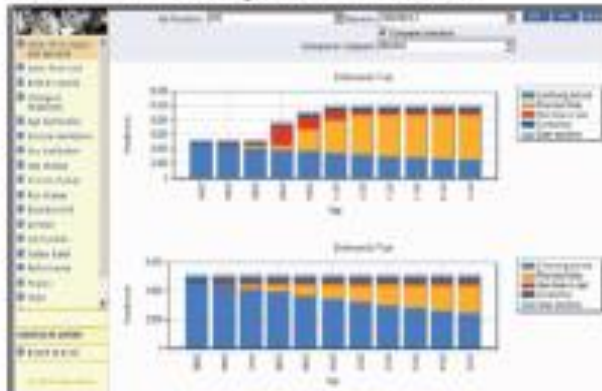
5-9

The dashboards, which are part of Towers Watson's workforce planning Internet software, help clients manage the workforce planning process.

## Workforce scan



## Workforce projection model



## Dashboards



## External labour scan



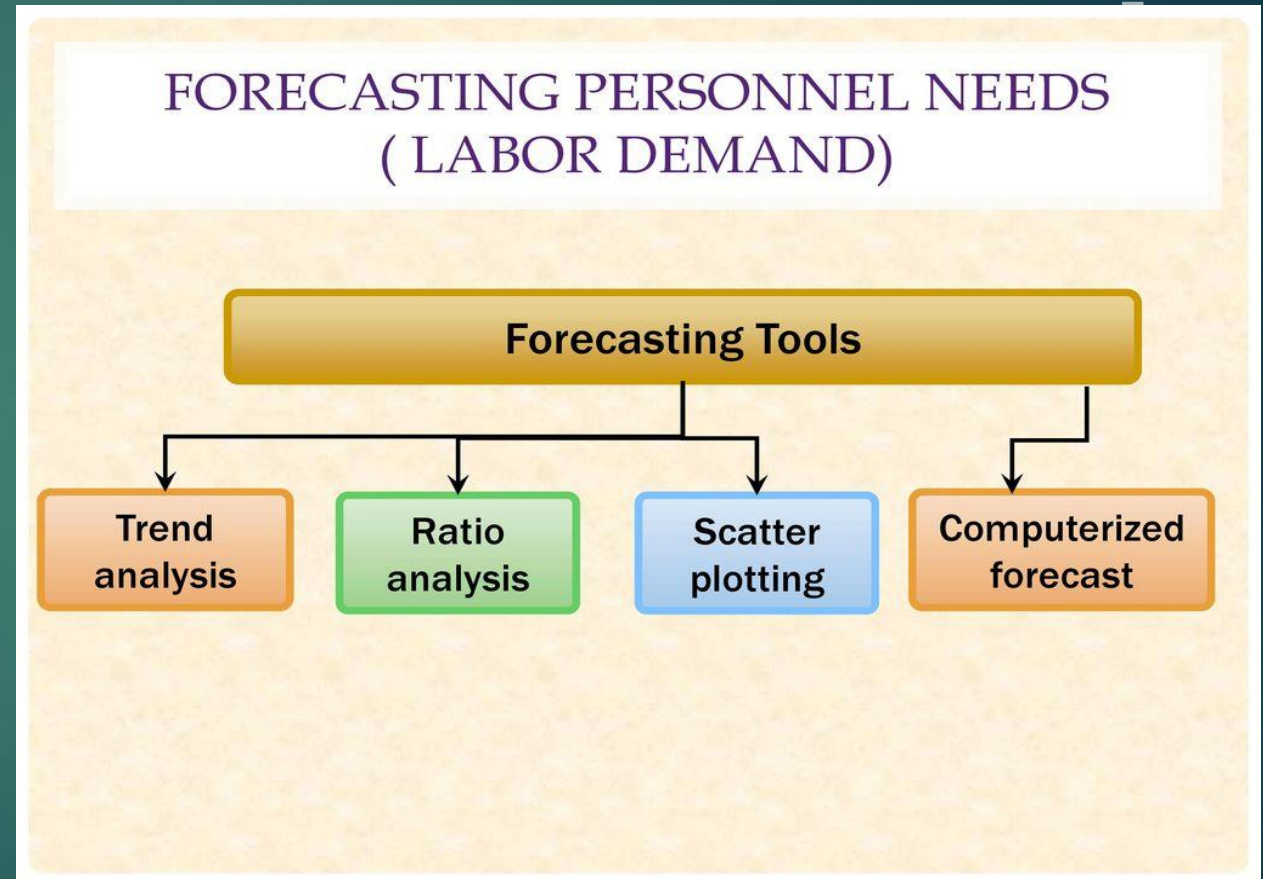
## Strategy and Workforce Planning:

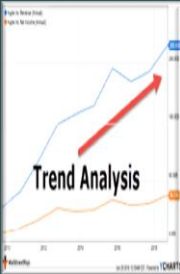
Workforce planning embraces all future positions, from maintenance clerk to CEO. However, we'll see that most firms call the process of deciding how to fill Executive jobs succession planning.

# Forecasting Personnel Needs (Labor Demands):

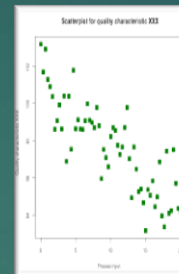
# Forecasting Personnel Needs (Labor Demands)

1. Trend Analysis
2. Ratio Analysis
3. Scatter Plot
4. Managerial Judgment

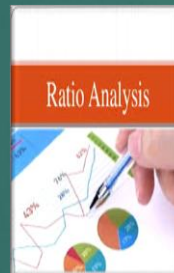




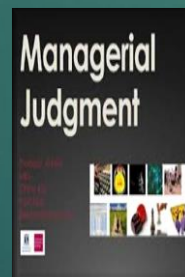
**Is a study of a firm's past employment needs over a period of years to predict future needs.**



**Is a graphical method used to help identify the relationship between two variables.**



**Is a forecasting technique for determining future staff needs by using ratios between, for example, sales volume and number of employees needed**



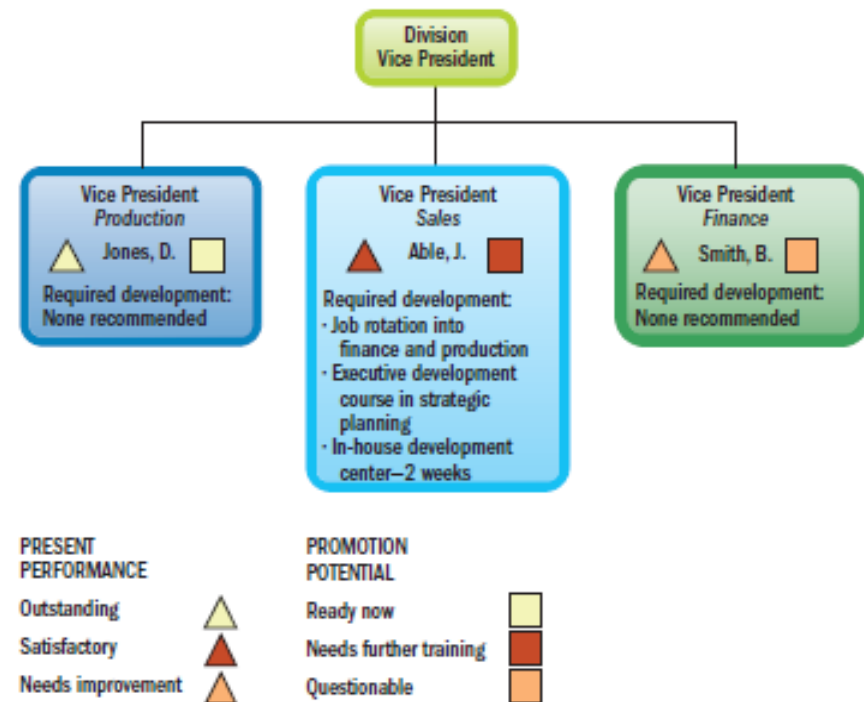
**Few historical trends, ratios, or relationships will continue unchanged into the future so managerial judgment is needed to adjust**



# Forecasting the Supply of Inside Candidates

## Personnel Replacement Charts

**FIGURE 5-3** Personnel or Management Replacement Chart Showing Development Needs of Potential Future Divisional Vice Presidents





# Improving Performance:

## *HR as a Profit Center*

## Predicting Labor Needs

Let's talk about it...

## Succession Planning:

Succession planning involves developing workforce plans for the company's top positions. Succession planning is the ongoing process of systematically identifying, assessing, and developing organizational leadership to enhance performance.

It entails three steps: identify key position needs, develop inside candidates, and assess and choose those who will fill the key positions.

**II.**  
**Explain and give examples for  
the need for effective  
recruiting.**

## Why Effective Recruiting Is Important

- The need for effective recruiting

Recruiting is important. If only two candidates apply for two openings, you may have little choice but to hire them. But if 10 or 20 applicants appear, you can use techniques like interviews and tests to screen out all but the best.

- What makes recruiting a challenge?



**Effective recruiting allows a company to fill open positions while their competitors may have missed solid opportunities. If, for example, you fill open positions 50% faster than industry average, you are more likely to get better talent onboard more quickly.**

**Some recruiting methods are superior to others, depending on the job and depending on non-recruitment issues and policies such as pay.**

Even the employer's "brand" or reputation will impact recruiting success. Obviously it is futile to recruit if the employer's reputation is that it's an awful place to work.

The recruiting yield pyramid is based on experience and solid record-keeping. In our example, if a company needs 50 entry-level accountants, using the pyramid, it will need to generate approximately 1,200 leads to fill the new-hire requirement.

# The Recruiting Yield Pyramid

**FIGURE 5-5** Recruiting Yield Pyramid





## The Supervisor's Role:

Line and staff cooperation in recruitment is essential. The human resource manager charged with filling an open position is seldom very familiar with the job itself. So, for example, the recruiter will want to know from the supervisor what the job really entails and its job specifications, as well as informal things like the supervisor's leadership style and how the team gets along.

# Types of recruitment:

1) Internal recruitment: A process in which managers recruit job candidates from the department or property.

EX: Rehiring, Succession planning, Posting job openings.

(2) External recruitment: A process in which managers seek outside applicants to fill positions.

EX: Internet, Advertising, and employment agencies.