

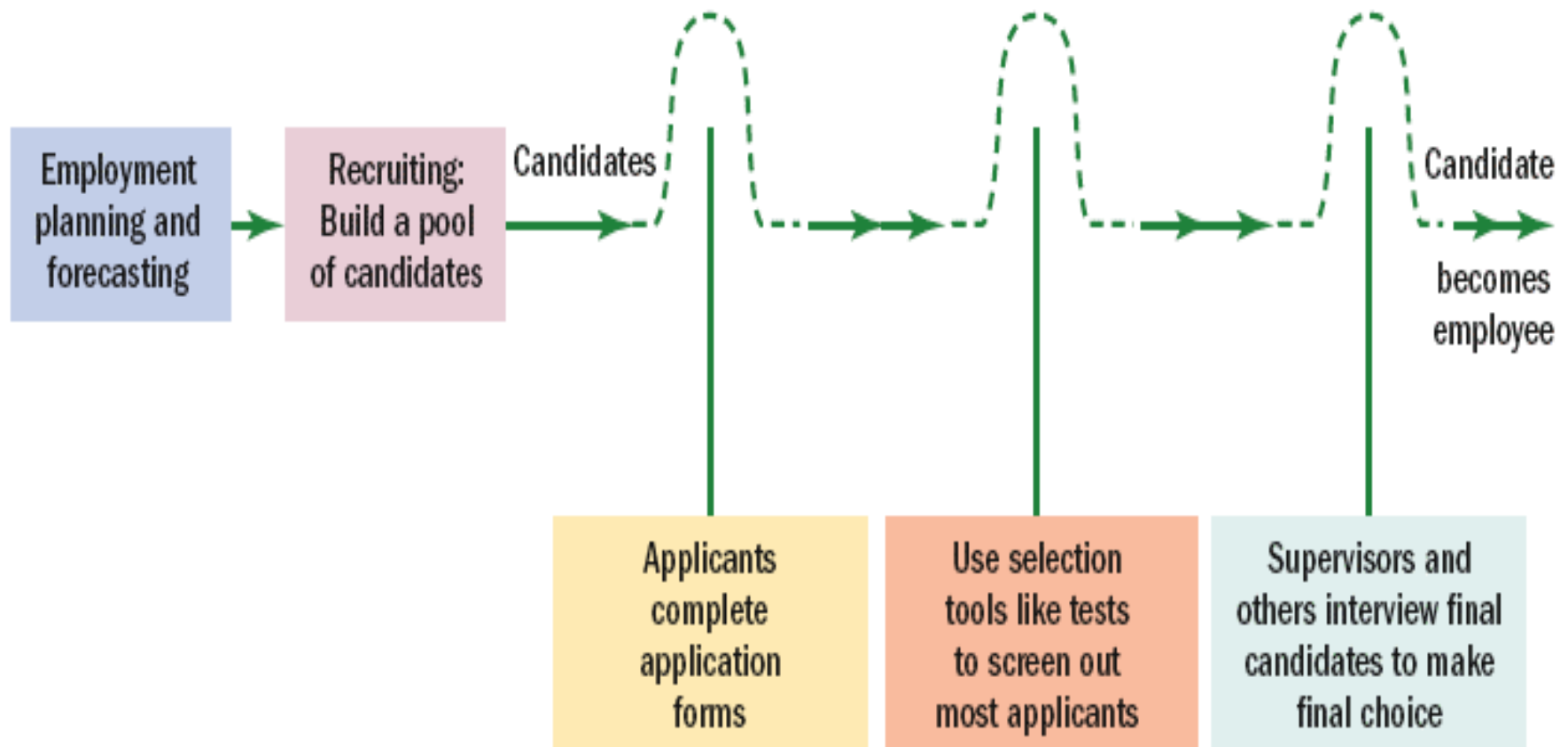
Week 3

Personnel Planning and Recruiting

The Recruitment and Selection Process

- Decide what positions you'll have to fill through personnel planning and forecasting.
- Build a pool of candidates for these jobs by recruiting internal or external candidates.
- Have candidates complete application forms and perhaps undergo an initial screening interview.
- Use selection techniques like tests, background investigations, and physical exams to identify viable candidates.
- Decide who to make an offer to, by having the supervisor and perhaps others on the team interview the candidates.

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.

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

- Trend analysis
 - The study of a firm's past employment needs over a period of years to predict future needs.
- Ratio analysis
 - A forecasting technique for determining future staff needs by using ratios between a causal factor and the number of employees needed.
 - Assumes that the relationship between the causal factor and staffing needs is constant.

The Scatter Plot

- Scatter plot
 - A graphical method used to help identify the relationship between two variables.

Size of Hospital (Number of Beds)	Number of Registered Nurses
200	240
300	260
400	470
500	500
600	620
700	660
800	820
900	860

Using Computers to Forecast Personnel Requirements

- Computerized forecasts
 - The use of software packages to determine future staff needs by projecting sales, volume of production, and personnel required to maintain a volume of output.
 - Generates figures on average staff levels required to meet product demands, as well as forecasts for direct labour, indirect staff, and exempt staff.
 - Typical metrics: direct labour hours required to produce one unit of product (a measure of productivity), and three sales projections—minimum, maximum, and probable.

Forecasting the Supply of Inside Candidates

- Qualifications inventories
 - Manual or computerized records listing employees' education, career and development interests, languages, special skills, and so on, to be used in selecting inside candidates for promotion.

Manual Systems and Replacement Charts

- Personnel replacement charts
 - Company records showing present performance and promotability of inside candidates for the most important positions.
- Position replacement card
 - A card prepared for each position in a company to show possible replacement candidates and their qualifications.

Computerized Information Systems

- Human Resource Information System (HRIS)
 - Computerized inventory of information that can be accessed to determine employees' background, experience, and skills that may include:
 - Work experience codes
 - Product or service knowledge
 - Industry experience
 - Formal education

The Matter of Privacy of HR Information

- The need to ensure the security of HR information
 - There is a lot of HR information to keep secure.
 - Control of HR information can be established through the use of access matrices that limit users.
 - Legal considerations: The Federal Privacy Act of 1974 gives employees rights regarding who has access to information about their work history and job performance.