3 PLANNING & RECRUITING

Employment / Workforce Planning

Definition: Process of identifying positions to fill and how to fill

Top management/executive positions called succession planning

Guiding principle: strategic plan - diversify, vertically integrate, expand regionally, how to compete

Succession Planning

Def: Is a process whereby an organization ensures that employees are recruited & developed to fill each key role within the company.

Why it is important: As your organization expands, loses key employees, provides promotional opportunities, and increases sales, your succession planning guarantees that you have employees on hand ready and waiting to fill new roles.

Forecasting HR Needs

Forecast/estimate HR needs criteria:

- HR needs (no and type of job positions)
- Supply/availability of internal candidates
- Supply or availability of external candidates

Tools for Forecasting HR Needs

- Trend Analysis (HR needs)
  - Study past variations in employment levels
  - Also affected by economy, sales, productivity

- Ratio Analysis (HR needs)
  - Ratio of sales: salesman, production: worker
  - Scatter Plots (HR needs assume no biz change)

- Markov Analysis
  - Availability of internal candidates based on job transitions (sales exec to sales director)
  - Uses matrix with probabilities of mobility

External Sources of Candidates

- Recruiting via internet (company websites, online job boards like Monster, Jobstreet etc)
- Social networking websites (Linked-In)
- Mobile recruiting network (texting vacancies)
- Job fairs/college recruiting/internship
- Recruitment advertisers: gather, screen, compile & manage applicants
- Referrals
- Employment agencies
- Temporary Agencies
- Offshoring/outsourcing
- Executive recruiters

Purpose of Replacement Charts

Help companies visualise key job roles, current employees and existing and future vacancies. Positions are mapped alongside information such as potential replacements, gender and promotion potential.

Purpose of Skills Inventory

It summarizes the skills, education & experiences of current employees. Depending on size & complexity of business, process for preparing skills inventory will vary. Can use commercial software/database programs.

Forecasting Internal Sources of Candidates

HR replacement charts (Critical positions/top management)

- shows performance level: outstanding, satisfactory, needs improvement
- shows promotion potential: ready, needs training, questionable

Computerized skills inventory /HRIS (most jobs)