

### 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 level
  - Also affected by economy, sales, productivity
- Ratio Analysis (HR needs)
  - Ratio of sales: salesman, production: worker
- Scatter Plots (HR needs assume no biz change)
  - Plots past sales and various staffing levels
- Markov Analysis
  - Availability of internal candidates based on job transitions (sales exec to sales director)
  - Uses matrix with probabilities of mobility

#### 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)

#### 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.

#### 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

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