

REM1: Task 1: Workforce Planning, Recruitment, & Selection

Course Code: 234

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A1. Discuss 3 factors that are influencing labor demand.

1. For firefighters, age is significant. The job is very demanding and requires good health. The average age of current firefighters is 45; within the next five years, 24% of the current employees will be eligible for retirement.
2. People of all ages are moving out of state to other states looking for job opportunities. In the case of the younger people, they are attending school out of state causing to find qualified job prospects very difficult.
3. Relocation of firefighters. This is due to the State being one of the highest overall cost-of-living indices in the nation. The taxes on income and on the property are very high. The temperate cold and harsh winters, and also warm summer weather are also moving factors.

A2. Discuss 3 factors that are influencing labor supply.

1. The main factor could be that the department is now proposing to adopt an Employee referral policy. Any employee who refers a \$1500.00 bonus paid in different amounts during the various stages of the hiring process.
2. Current employees are motivated to recommend only high-motivated potential job candidates. This will help HR find only high-quality prospective employees.
3. Current employees are motivated to help the new firefighters all throughout the training and orientation process. This also creates a good image of collaboration for the fire department.

B1. Identify three recruitment objectives for the fire department.

1. Hire 25 individuals who will be successful in the job.
2. Through the two target groups chosen to hire, HR will do a Cost per Hire analysis and re-evaluate the costs involved in the hiring process.
3. Fill positions between 4 to 6 weeks and no longer than 6 weeks.

B2a. Determine the size of the applicant pool needed to produce 25 viable candidates using yield ratios.

<Reference Exhibit 3: Recruitment Data & Yield Ratio & Applicant Pool instructions>

Target Group	Yield Ratio
Emergency Medical Technicians (EMT)	60%
Medical Assistants	11%
Police, Fire, and Ambulance Dispatchers	0%
Fire Science Graduates	50%
Other Firehouses or Departments	80%

By utilizing the Emergency Medical Technicians (EMT) and Fire Science Graduates, the applicant pool that is needed to produce 25 viable candidates is 46.

B2b. Recommend 2 types of target groups who should be targeted for recruitment.

1. Emergency Medical Technicians (EMT)
2. Fire Science Graduates

B2b1. Justify each of your two recommendations.

Group One: **Emergency Medical Technicians (EMT)**

Emergency Medical Technicians were selected because by being at a higher wildfire risk area not only the people living in those areas will need help but also the firefighters working in those areas.

Group Two: **Fire Science Graduates**

The Fire Science Graduates were selected because they are already trained with the basics and will have a faster start than those who are not trained. As Fire Science graduates they are prepared to succeed in their responsibilities.

B2c. Describe 2 effective methods for reaching each target group.

Target Group One: **Emergency Medical Technicians (EMT)**

1. **Electronic job posting sites for EMT personnel:** Job posting sites are efficient, especially for younger candidates. HR will analyze trending electronic job posting sites to decide where to post.
2. **College career fairs:** College career fairs are effective because of the big pull of attendees. The fire department recruiter can obtain personal contact information from prospective firefighters and later follow up with them.

Target Group Two: **Fire Science Graduates**

1. **Walk-ins:** The Fire Station can serve as the motivation for walk-ins with very little marketing expenses. The firefighters themselves can be recruiters and get the interested candidates more interested by offering tours and information.
2. **Electronic job posting sites for Fire Science Graduates:** Job posting sites are efficient, especially for younger candidates. HR will analyze trending electronic job posting sites to decide where to post.

C1. Recommend 3 appropriate selection methods for all target candidates.

1. Application and Resume comparison/analysis

2. Screening Interview
3. Standardized tests

C1a. Justify each of your 3 recommendations.

1. **Application and Resume comparison:** Application and Resume comparison or analysis is very important in the selection process. By analyzing the application against the resume you can see discrepancies in the information provided.
2. **Screening Interview:** Screening interviews can be done over the phone. These interviews are important because you can find out more about the applicant and determine if they are a good fit for the job.
3. **Standardized tests:** Selection tests can help you identify if the applicant has the required skills and knowledge needed for the job. Selection tests are also very useful to discover the strengths and personalities of the applicants.

C2. Describe two selection tests you will use to assess a candidate's suitability for the job of firefighter.

1. **Personality test:** Personality tests are very important because the fire department will be sending firefighters to highly stressful situations. A personality test will help the interviewer realize if the applicant works well under pressure or if follows instructions according to predetermined procedures. It can be risky to hire an applicant not knowing his or her main strengths and weaknesses.
2. **Coordination tests:** Coordination tests shows you if the candidate can coordinate their mind and the movements they make in their daily activities. For example, would the applicant be able to coordinate his/her mind and body during an emergency situation? Will panic take over the candidate's body movements?

C3. Identify two background verification checks that should be used in the selection process and when in your selection process you would utilize them.

1. **Drug test.** I will require the drug test to be done before finalizing the job offer.
2. **Social Media check.** I will check the applicant's social media before finalizing the job offer.

C4. Discuss 4 methods to evaluate the overall effectiveness of your recruitment and selection plans.

These are the 4 methods that will be used to evaluate the effectiveness of these recruitment and selection plans:

1. **Hiring Source.** The hiring source shows the place or platform from where the applications were obtained.
2. **Time to fill.** The time it takes to hire a new employee from the last day of employment of the previous employee.
3. **Quality of hire.** Quality of hire shows how qualified and skillful is the applicant.
4. **Cost per hire.** Cost per hire refers to the expenses incurred in the hiring process.