MODULE -3

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SH&M

Recruitment and selection

Who we are and what we do

WHAT IS RECRUITMENT?
Definition, Recruitment Process, Best Practices
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Learning Objectives

RECRUITMENT AND SELECTION

- Recruitment -Concept and Definition
- Factors Affecting Recruitment
- Recruitment Policy
- Sources of Recruitment
- Methods/Techniques of Recruitment
- Need for Flexible and Proactive Recruitment policy
- The Process of Recruitment
- Information Technology and HR: Recruiting on the Net
- Evaluation of a Recruitment Programme
- Concept & Definition of Selection
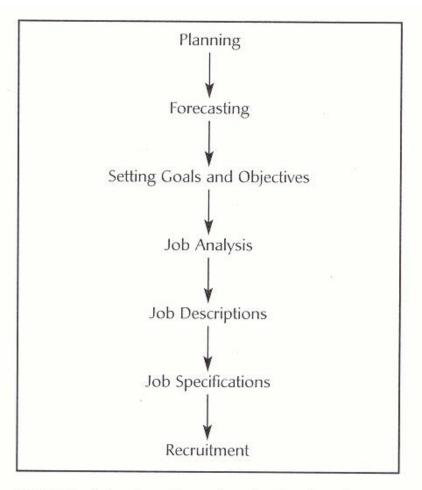
Recruitment role in Planning

FIGURE 4-6 Recruitment's role in the planning process.

Introduction

Once an organization identifies its human resource needs through employment planning, it can begin recruiting candidates for actual or anticipated vacancies.
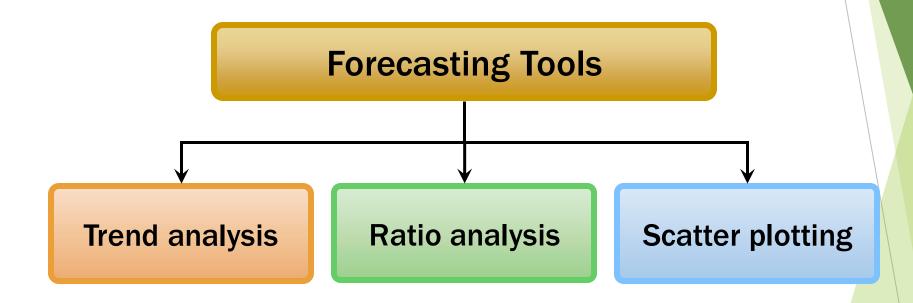
Recruiting brings together

those with jobs to fill **and** those seeking jobs

Meaning

- Recruitment is a positive process of searching for prospective employees and stimulating them to apply for the jobs in the organisation. When more persons apply for jobs then there will be a scope for recruiting better persons.

- Definition: In the words of Dale Yoder, Recruitment is the process to "discover the sources of manpower to meet the requirements of the staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient working force."

Forecasting Personnel Needs

Forecasting Tools

Trend analysis

Ratio analysis

Scatter plotting

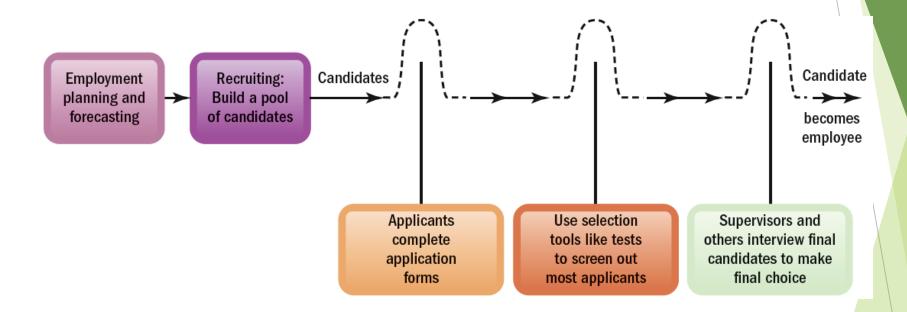# Recruitment and Selection

▶ Recruitment

The process by which a sufficient number of suitable candidates are made available from which management may choose

▶ Selection

The process by which individuals in a pool are assessed, using one, or a variety of methods, according to their suitability to join the organisation in the stated capacity

Recruitment needs

► Are of three types

  ► Planned – arising form changes in organizational g structure, policy of retirement etc

  ► Anticipated – movement in personnel which an organisation can predict by studying trends in internal and external environment

  ► Unexpected – resignation, death, accident, illness

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.

Recruiting Goals

➢ recruiting provides information that will attract a significant pool of qualified candidates and discourage unqualified ones from applying.

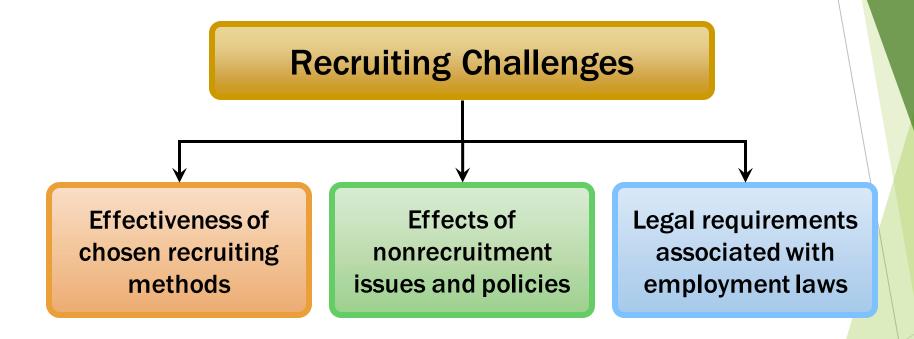➢ recruiters promote the organization to prospective applicants

Factors affecting recruitment

- Internal factors
  - Recruitment policy
  - HR planning
  - Size of the firm
  - Cost of recruitment
  - Growth and expansion
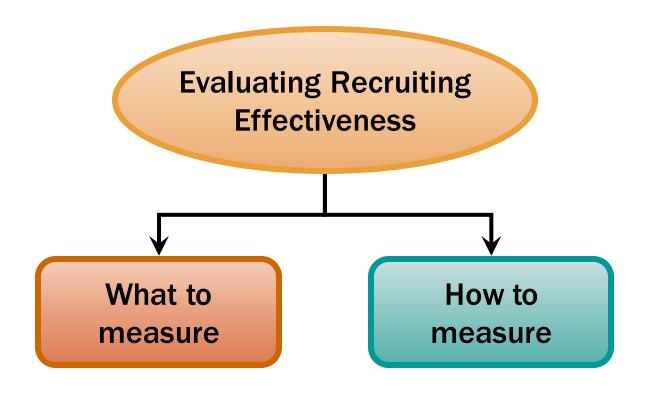
Factors affecting recruitment

- External factors
  - Supply and demand
  - Labour market
  - Image/goodwill
  - Political-social-legal environment
  - Unemployment rates
  - Competitors

The Need for Effective Recruiting

Recruiting Challenges

- Effectiveness of chosen recruiting methods
- Effects of nonrecruitment issues and policies
- Legal requirements associated with employment laws

Measuring Recruiting Effectiveness

Recruitment process (5-Step –Process)

- 1.Planning
- 2.Strategy and Development
- 3.Searching
- 4.Screening
- 5.Evaluation and Control

RECRUITMENT PROCESS

1 — RECRUITMENT PLAN

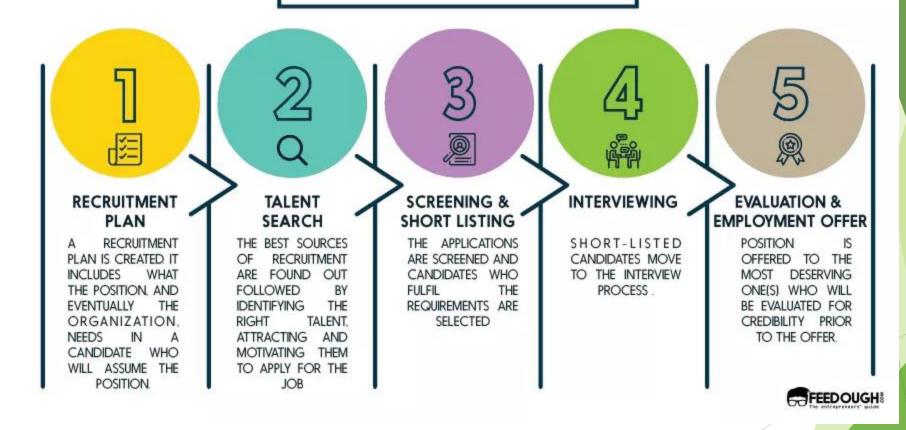A RECRUITMENT PLAN IS CREATED. IT INCLUDES WHAT THE POSITION, AND EVENTUALLY THE ORGANIZATION, NEEDS IN A CANDIDATE WHO WILL ASSUME THE POSITION.

2 — TALENT SEARCH

THE BEST SOURCES OF RECRUITMENT ARE FOUND OUT FOLLOWED BY IDENTIFYING THE RIGHT TALENT, ATTRACTING AND MOTIVATING THEM TO APPLY FOR THE JOB

3 — SCREENING & SHORT LISTING

THE APPLICATIONS ARE SCREENED AND CANDIDATES WHO FULFIL THE REQUIREMENTS ARE SELECTED

4 — INTERVIEWING

SHORT-LISTED CANDIDATES MOVE TO THE INTERVIEW PROCESS.

5 — EVALUATION & EMPLOYMENT OFFER

POSITION IS OFFERED TO THE MOST DESERVING ONE(S) WHO WILL BE EVALUATED FOR CREDIBILITY PRIOR TO THE OFFER.

Fig. 6.2 : Recruitment Process

FIGURE 5–6   Recruiting Yield Pyramid

50% ● ●

67% ● ● ●

75% ● ● ● ●

16% ● ● ● ● ● ●

50 — New hires

100 — Offers made (2 : 1)

150 — Candidates interviewed (3 : 2)

200 — Candidates invited (4 : 3)

1,200 — Leads generated (6 : 1)

Sources of Recriutment

Internal Sources

1. Present Employees
2. Employee Referrals
3. Former Employees
4. Previous Applicants

External Sources

1. Employment Exchanges
2. Advertisements
3. Employment Agencies
4. Professional Associations
5. Campus Recruitment
6. Deputation
7. Word-of-Mouth
8. Raiding.

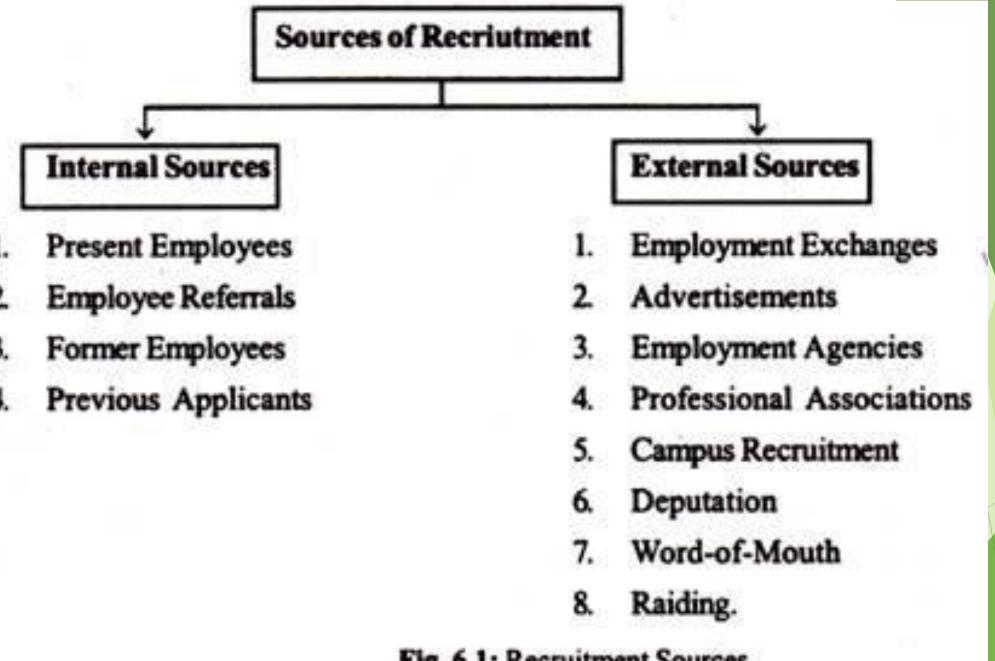**Fig. 6.1:** Recruitment Sources

Merits and Demerits of Internal Recruitment

Merits

1. Employee Motivation
2. Employee's Loyalty
3. Cost Effectiveness
4. Simplified Process
5. Reliability
6. Time Saving

Demerits

1. Lack of Fresh Talent
2. Encourages Favouritism
3. Limited Scope
4. Raises Conflicts
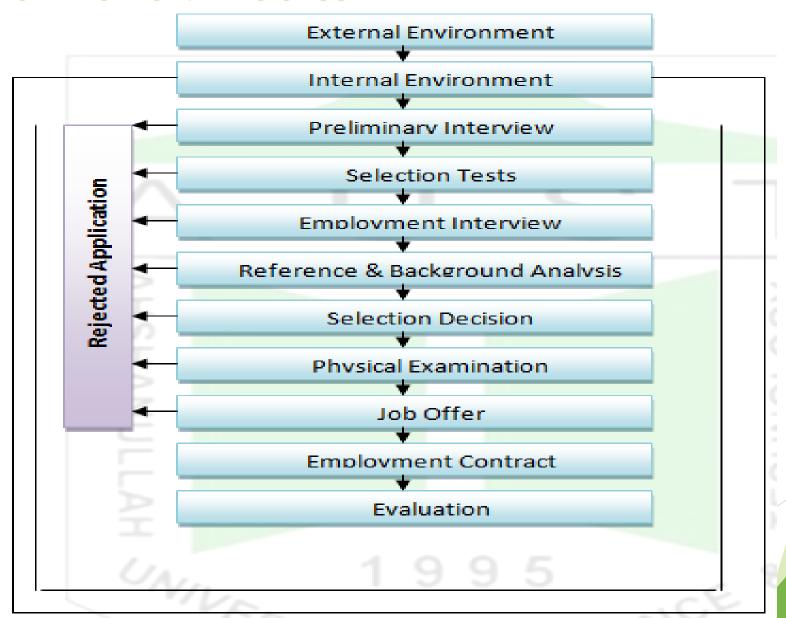
MAJOR SOURCES OF POTENTIAL CANDIDATES

| SOURCE	ADVANTAGES	DISADVANTAGES
Internal search	Low cost; builds employee morale; candidates are familiar with organization	Limited supply; may not increase proportion of employees from protected groups
Advertisements	Wide distribution; can be targeted to specific groups	Generates many unqualified candidates
Employee referrals	Knowledge about the organization provided by current employee, can generate strong candidates because a good referral reflects on the recommender	May not increase the diversity and mix of employees
Public employment agencies	Free or nominal cost	Candidates tend to be unskilled or minimally trained
Private employment agencies	Wide contacts; careful screening; short-term guarantees often given	High cost
Campus / School placement	Large, centralized body of candidates	Limited to entry level positions
Temporary help services	Fills temporary needs	Expensive; may have limited understanding of organization's overall goals and activities
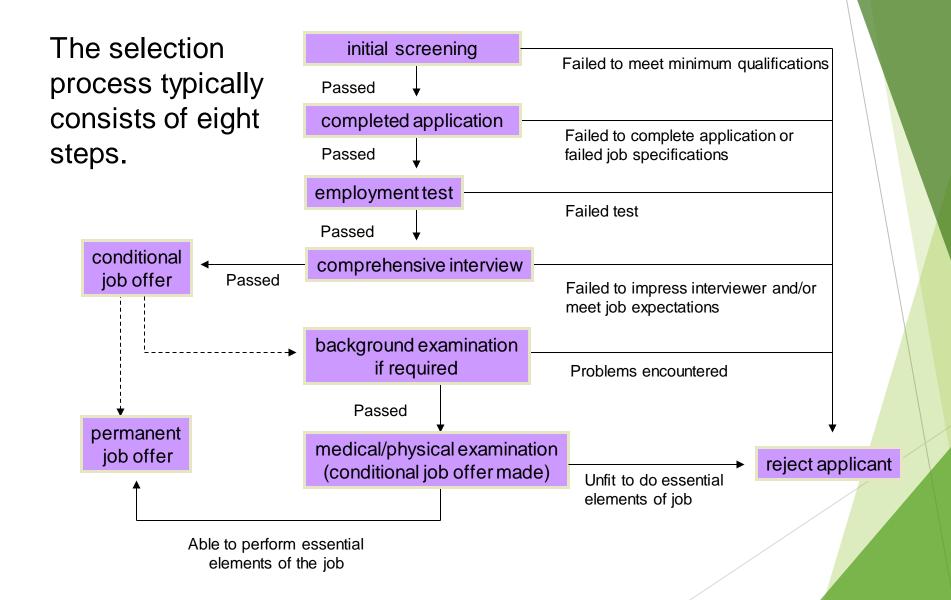
CHALLENEGES TECH-Companies or GIANT Companies face

Source	Tips to Use the Source	Type of Candidate
Campus Recruitment	1. Ideal for hiring freshers 2. Ensure a robust selection process 3. Close offers as quickly as possible	Active
External Sourcing Agency	1. Provide clear and concise requirements	Active/Passive
Hackathons and Coding Challenges	1. Network with exceptional talent 2. Build a talent pipeline 3. Conduct a recruiting hackathon	Active/Passive
Developer Events & Seminars	1. Make connections 2. Build mutually beneficial relationships	Active/Passive
Inbound Applications (Employer Brand)	1. Promote your company brand 2. Gather metrics to fine-tune hiring	Active
Community (Github, StackOverflow)	1. Search for candidates with specific skill-set in a location 2. Filter search results based on relevant criteria and reach out to people of interest	Passive
Linkedin	1. Create a company page 2. Create a careers page 3. Publish engaging content 4. Get recommendations and testimonials	Active/Passive
Facebook, Twitter, Instagram, Snapchat, Google+	1. Creative job postings on the company's page 2. Strengthen company presence 3. Highlight employee achievement 4. Engage in relevant discussions to spot possibilities and build your community	Active/Passive

SELECTION PROCESS

External Environment
↓
Internal Environment
↓
Preliminary Interview
↓
Selection Tests
↓
Employment Interview
↓
Reference & Background Analysis
↓
Selection Decision
↓
Physical Examination
↓
Job Offer
↓
Employment Contract
↓
Evaluation

Rejected Application

The Selection Process

The selection process typically consists of eight steps.

initial screening

Passed

Failed to meet minimum qualifications

completed application

Passed

Failed to complete application or failed job specifications

employment test

Passed

Failed test

comprehensive interview

Passed

conditional job offer

Failed to impress interviewer and/or meet job expectations

background examination if required

Problems encountered

Passed

permanent job offer

medical/physical examination (conditional job offer made)

reject applicant

Unfit to do essential elements of job

Able to perform essential elements of the job

Developing and using application forms

- Once you have a pool of applicants, the selection process can begin, and the application form is usually the first step in this process
- A filled application form provides four types of information:
- 1. You can make judgment on substantive maters, such as whether the applicant has the education and experience to do the job.
- 2. you can draw conclusion about the applicants previous progress and growth, a trait that is especially important for management candidates

- 3. you can draw tentative conclusion regarding the applicants stability on previous work record (here, however, be careful not to assume that an unusual number of job changes necessarily reflects on the applicants stability

- 4. you may be able to use the data in the application form to predict which candidates will succeed on the job and which will not

Basic tests for selection

▶ For effective recruiting, therefore, the selection test must be valid and reliable

▶ Validity:

▶ The test should measure what is supposed to measure. The evidence that is being tested should be job related, in other words, the performance on the test is a valid predictor of subsequent performance on the job

- There are two ways to demonstrate test validity: **criterion validity** and **content validity**

- Criterion validity – shows that those who do well in the test also do well on the job and vise versa

- Content validity – show that the test constitutes a fair sample of the content of the job

reliability

- Reliability refers to its consistency.

- It is "the consistency of scores obtained by the same person when retested with the identical test or with an equivalent form of test"

- If a person score 90% on Monday, then they should score the same on Tuesday for the same test

Types of tests

- We can classify test according to whether they measure:
  - Cognitive (mental) abilities.
  - Or psychomotor (motor and physical)
  - Personality
  - Interest or achievements

Test for cognitive abilities

- These includes:
  - Test of general reasoning ability (intelligence)
  - Test of specific mental abilities like memory and reasoning, verbal comprehension, numerical ability
- (these are normally referred to as aptitude tests)

Psychomotor

- Test for motor and physical abilities
  - These includes test such as manual dexterity, reaction time, speed of hands, arms, mechanical ability, weight lifting, body coordination etc
- Measuring personality and interest
  - These includes persons motivation and interpersonal skills , attitudes, temperaments etc
  - It will measure basic aspects of a applicants personality such as introversion, stability and motivation. These test are done in a projective manner – for example being presented with a picture and asked what you see, picking two statements from one etc

Achievement tests

- Measure what a person has learned

- Measure your "job knowledge" in areas like marketing, human resources. E.g. giving people a problem in human resources to solve

Other selection techniques

- Background investigation and reference check
- Polygraph (lie detector) and honesty testing
- Graphology
- Physical examination
- Substance abuse screening

Background investigation and reference checks

- Purpose is to verifying job applicants background information and references:
- These include making telephone enquiries, credit rating, use of reference letters
- Commonly verified data include legal eligibility for employment, dates of prior employment, education and identification (dates of birth, address to confirm identity)

Reasons to conduct background check

- Two main reasons to conduct employment background investigation and/or reference check:
  - To verify faction information previously provided by the applicants
  - To uncover damaging information such as criminal records

Physical/medical examination

- Takes place once the person is hired or sometimes after the person is hired
- Reasons:
  - To verify that the applicant meets the physical requirements for the
  - Discover any medical limitations you should take into account in placing the applicants
  - To establish a record and baseline of the applicants health for future insurance or compensation claims
  - By identifying health problems, the examination can reduce absenteeism and accidents and, of course determine communicable diseases that may be unknown to the applicant

Interviewing candidates

- An interview is a procedure designed to obtain information form a person through oral responses to oral enquires. On the basis of these responses the interviewer is able to predict future job performance

- Interview is by far the most widely used personnel selection method

Types of interviews

- Selection interview
- Appraisal interview
- Exit interview
- We can classify selection interviews according to:
  - How they are structured
  - Their content – type of questions they contain
  - How the firm administers the interview

Interview content – type of questions

- These could be **situational interview questions** - asking candidates how they would behavior in a given **hypothetical** situation and evaluating the applicant based on the choice made

- **Behavior** interview questions asks interviewees to describe how they would reacted to an **actual** situation in the pasts

- **Job related** interviews – the interviewer tries to deduce what the applicant on the job performance will be base on his or her answers to questions about past behavior. The question here do not revolve around hypothetical questions but ask job related questions e.g. what does human resources recruitment and selection involve

- **Stress interview** – seeks to make the applicant uncomfortable with occasionally rude questions

- Aims is supposedly to spot sensitive applicants and those with low or high level of stress tolerance

- Stress interviews may help unearth hypertensive applicants who might overreact to mild criticism with anger and abuse

- **Puzzle questions** - meant to see how a candidates reacts under pressure. Used mainly for technical and finance related areas

What can undermine an interviews usefulness –pitfalls/errors

▶ **First impression** – which one gets from the interviewees application form and personal appearance

▶ **Misunderstanding of the job** - interviewers who do not know precisely what the job entails and what sort of candidate is best suited for it usually make their decisions based on incorrect stereotype of what a good applicant is

- **Candidates-order (contrast) error and pressure to hire** - The order in which you see applicants affect how you rate them. After first evaluating unfavorable candidates, an average candidate can score quite highly

- Pressure to hire accentuate problems like the error or contrast

- **Interviewer's behavior** - some interviewers talk so much that the applicant have no time to answer questions. On the other extreme, some interviewers let the applicant dominate the interview and so don't ask questions. Neither is good situation
- Others play the role of a judge or psychologist

Conducting an interview - steps

1.Structure your interview questions so that it is standardized, consistent and relevant includes an ensuring that outcome

2.Preparation especially with ambience, resume collections and profile. identify job duties, specific skill, trait.

3.Establish Rapport

4.Introduction questions and open ended questions. Avoid Dichotomous.

5.Close interview. Better give time to interviewee to answer unanswered.

6.Review: Document and present summary

	Accept	Reject
Successful	Correct decision	Reject error
Unsuccessful	Accept error	Correct decision

Difference between recruitment and selection

RECRUITMENT	SELECTION
The **recruitment** is the process of searching the candidates for employment and stimulating them to apply for jobs in the organisation	Selection involves the series of steps by which the candidates are screened for choosing the most suitable persons for vacant posts.
The basic **purpose** is to create a talent pool of candidates to enable the selection of best candidates for the organisation, by attracting more and more employees to apply in the organisation	The basic purpose of selection is to choose the right candidate

Recruitment	selection
A positive process i.e. encouraging more and more employees to apply	A negative process as it involves rejection of the unsuitable candidates.
Is concerned with tapping the sources of human resources	Is concerned with selecting the most suitable candidate through various interviews and tests
There is no contract of recruitment established in recruitment	Results in a contract of service between the employer and the selected employee

Constructing an Ad

▶ Should have the following four point guide (AIDA):

▶ Attention – must attract attention to the Ad or readers may just miss it or ignore it

▶ Interest – you can create interest by the nature of the job itself, or with lines such as "will thrive on challenging work", or use other aspects such as location

▶ Desire – by spotlighting the job interest factors with words such as *travel* or *challenge*

▶ Action - Make sure the ad prompts action with statements such as "call today"

- Should contain the following information:
  - Job content (primary task and responsibilities)
  - A realistic description of the work conditions
  - The location of the job
  - The compensation including fringe benefits
  - Job specification (e.g. education and experience)
  - To whom one should apply

SOCIALIZATION/ORIENTATION/INDUCTION

Introduction

▶ Ideally, employees who understand and accept the organization's ways will be able to attain their own goals.

▶ HR helps employees become well-adjusted and productive through socialization, training, and development programs.

In other words, they're hired – now what?

The Insider-Outsider Passage

Socialization, or "onboarding" is a process of adaptation to a new work role

- ▶ adjustments must be made whenever individuals change jobs

- ▶ the most profound adjustment occurs when an individual first enters an organization, *i.e., outside to inside*

The Insider-Outsider Passage

The Assumptions of Employee Socialization

1 socialization strongly influences employee performance and organizational stability

2 new members suffer anxiety

3 socialization does not occur in a vacuum
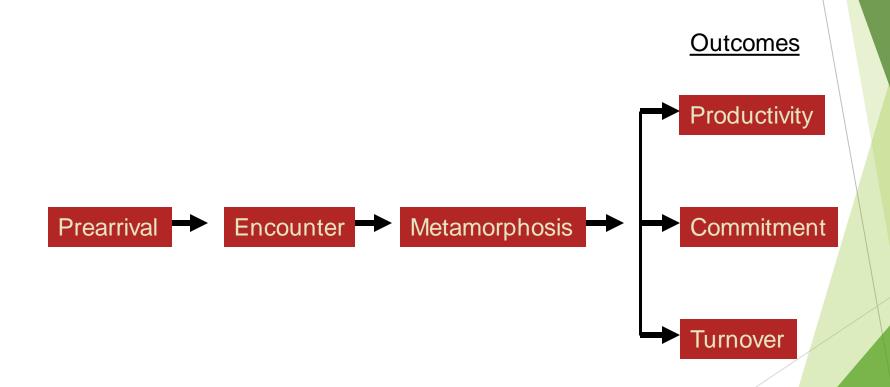
4 individuals adjust to new situations in similar ways
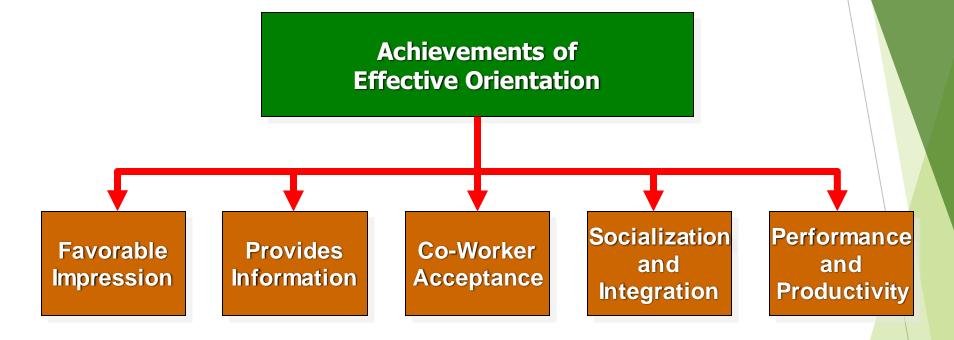
The Insider-Outsider Passage

The Socialization Process

➢**Prearrival** Individuals arrive with a set of values, attitudes, and expectations developed from previous experience and the selection process.

➢**Encounter** Individuals discover how well their expectations match realities within the organization. Where differences exist, socialization occurs to imbue the employee with the organization's standards.

➢**Metamorphosis** Individuals have adapted to the organization, feel accepted, and know what is expected of them.

The Insider-Outsider Passage

The Socialization Process

Outcomes

Prearrival → Encounter → Metamorphosis →

- Productivity
- Commitment
- Turnover

Orientation: Inducting New Employees

Achievements of Effective Orientation

- Favorable Impression
- Provides Information
- Co-Worker Acceptance
- Socialization and Integration
- Performance and Productivity

Effective New Employee Orientation

Prepare New Employee

▼

Consider "buddy" mentors

▼

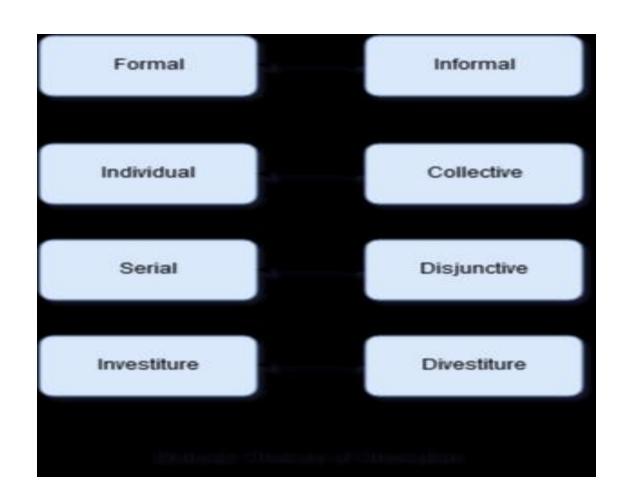**Use an orientation checklist**

▼

Cover needed information

▼

Present information effectively

▼

Avoid information overload

▼
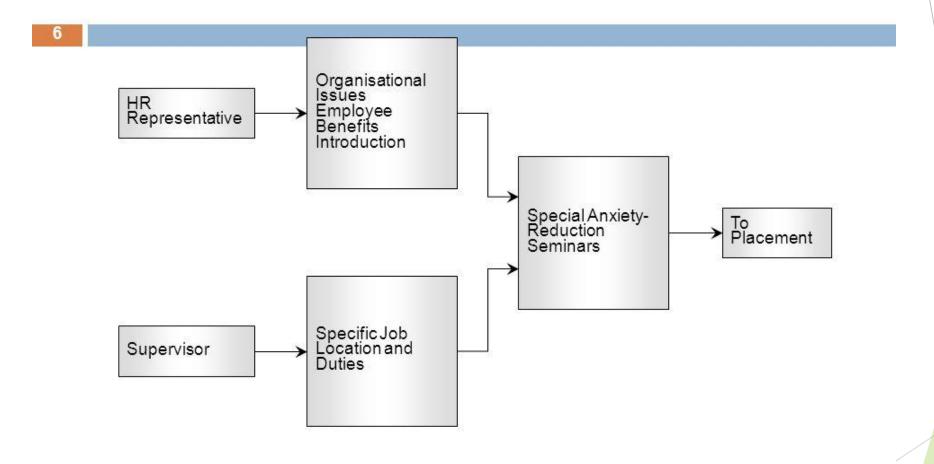
Evaluation and follow-up

Strategic Choices of Induction or Socialization Programme

Formal Orientation Programme

HUMAN RESOURCE DEVELOPEME NT

Dr Premalath a.P Adhoc SH&M NIT AP

HRD

💬 Human Resource Development (HRD) is the framework for helping employees develop their personal and organizational skills, knowledge and abilities.

💬 A set of systematic and planned activities designed by an organization or HR department to provide its members with the necessary skills to meet current and future job demands.

Developing Human Resources

💬 Development

   💬 Efforts to improve employees' ability to handle a variety of a variety of assignments.

💬 Developing Needs Analyses

💬 Assessment Centers

   💬 A collection of instruments and exercises designed to diagnose individuals' development needs.

   💬 Intent is to identify management potential in participants.

Emergence of HRD

- 💬 Employee needs extend beyond the training classroom

- 💬 Includes coaching, group work, and problem solving

- 💬 Need for basic employee development

- 💬 Need for structured career development

Relationship Between HRM and HRD

💬 Human Resource Management (HRM) has
many functions.

💬 Human Resource Development (HRD) is just one of the
functions within HRM

Primary Functions of HRM

💬 Human resource planning

💬 Equal employment opportunity

💬 Staffing (recruitment and selection)

💬 Compensationand benefits

💬 Employee and labor relations

💬 Health, safety, and security

💬 Human resource development

Secondary HRM Functions

- Organizationand job design

- Performance management/ performance appraisal systems

- Research and informationsystems

HRD Functions

💬 Training and development (T&D)

💬 Organizational development

💬 Career development

Organizational Development

💬 The process of improving   an organization's effectiveness and member's well-being through the application   of behavioral science concepts

💬 Focuses on both macro- and micro-levels

💬 HRD plays the role of a *change agent*

Career Development

💬 Ongoing process by which individuals progress through series of changes until they achieve their personal level of maximum achievement.

💬 Career planning

💬 Career management

Critical HRD Issues

💬 Strategicmanagement and HRD

💬 The supervisor's role in HRD

💬 Organizational structure of HRD

Supervisor's Role in HRD

💬 Implements HRD programs and procedures

💬 On-the-job training (OJT)

💬 Coaching/mentoring/counseling

💬 Career and employee development

💬 A "front-line participant" in HRD

12

Organizational Structure of HRD Departments

💬 Depends on company size, industry and maturity

💬 No single structure used

💬 Depends in large part on how well the HRD manager becomes an institutional part of the company – i.e., a revenue contributor, not just a revenue user

Sample HRD Jobs/Roles

- Executive/Manager
- HR Strategic Advisor
- HR Systems Designer/Developer
- OrganizationChange Agent
- OrganizationDesign Consultant
- Learning Program Specialist
- Instructor/Facilitator
- Individual Development and Career Counselor
- Performance Consultant (Coach)
- Researcher

14

HR's strategic role

- Employees as organisation's assets
- Driving business strategy
- Spanning organizational functions
- HRD Deliverables:
  - Performance
  - Capacity Building
  - Problem solving/consulting
  - Org. change and development

15

Strategic HRD

💬 Integration of HRD with strategy formulation and implementation

💬 Long-term view of HR policy

💬 Horizontal integration among HR functions

💬 Vertical integration with corporate strategy

💬 SHR as core competitive advantage

Firm Capitals

- Human Capital
  - Knowledge, skills, abilities of individuals
- Social Capital
  - Relationships in social networks
    - Structural, cognitive, relational dimensions
- Intellectual capital
  - Knowledge and knowing capability of social collectivities
    - Procedural/declarative; tacit/explicit; individual/social
- Value and Uniqueness of capitals

Multiple Roles for HR (Ulrich, 1997)

Future/Strategic Focus

Mgmt of SHR

Mgmt of Trans-Formation/Change

Processes

People

Mgmt of Firm Infrastructure

Mgmt of Employee Contributions

Day-to-day/Operational Focus

Definition of HR Roles

Role/Cell	Deliverable/ Outcome	Metaphor	Core Activity
Mgmt of SHR	Executing corp. strategy	Strategic Partner	Aligning HR and bus. Strategy
Mgmt of Firm Infrastructure	Building an efficient infrastructure	Administrative Expert	Reengineering org. Processes
Mgmt of Employee Contributions	Increasing employee commitment and capability	Employee Champion	Providing resources to employees
Mgmt of Transformation/Cha nge	Organizational renewal	Change Agent	Managing transformation and change,

HR and Sustainable Competitive Advantage

💬 In some industries, people are the **most important** factor in success
  - advertising and creative development
  - leisure and tourism
  - management consulting
  - hospitals and medical professions

💬 The adaptability of people to changing environments is an important skill

💬 "The ability to learn faster than your competitors may be
  the only sustainable advantage" – Arie De Geus, former head of planning at Royal Dutch Shell

Strategic Analysis of HR: Purpose

- People related strategies may be important to new strategy (for example, a change in the way the organization does business)

- In today's technologically complex business world, analysis of existing human resources is important in order to determine what options are available

- The network of people within an organization and their relationships with people can be an important part of strategy

Challenges for HRD

💬 Changing workforce demographics

💬 Competing in global economy

💬 Eliminating the skills gap

💬 Need for lifelong learning

💬 Need for organizational learning

Competing in the Global Economy

💬 New technologies

💬 Need for more skilled and educated workers

💬 Cultural sensitivity required

💬 Team involvement

💬 Problem solving

💬 Better communications skills

23

Creating a learning organisation

Need for Organizational Learning

- Organizationsmust be able to learn, adapt, and change
- Principles:
  - Systems thinking
  - Personal mastery
  - Mental models
  - Shared visions
  - Team learning
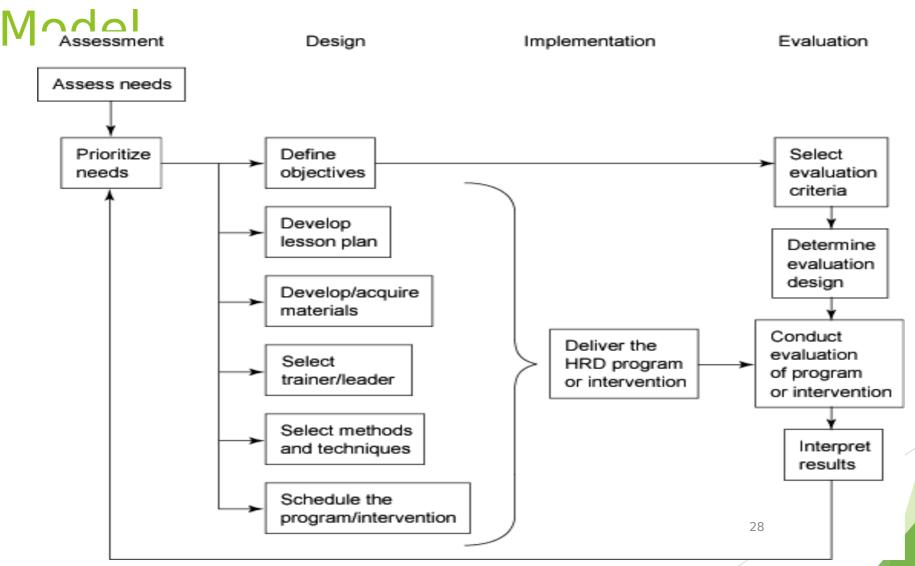
Creating a Learning Organization

- Senge suggests top managers follow several steps to build in learning:

  - Personal Mastery: managers empower employees and allow them to create and explore.

  - Mental Models: challenge employees to find new, better methods to perform a task.

  - Team Learning: is more important than individual learning since most decisions are made in groups.

  - Build a Shared Vision: people share a common mental model of the firm to evaluate opportunities.

  - Systems Thinking: know that actions in one area of the firm impacts all others.

26

A Framework for the HRD Process

HRD efforts should use the following four phases (or stages):
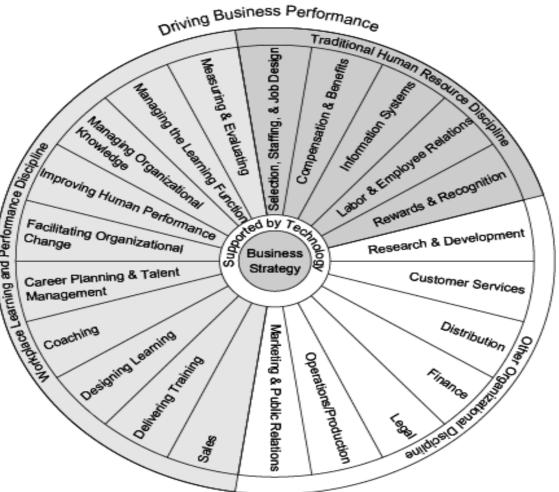
- Needs assessment
- Design
- Implementation
- Evaluation

Training & HRD Process Model

Assessment	Design	Implementation	Evaluation

Assess needs

Prioritize needs

Define objectives

Develop lesson plan

Develop/acquire materials

Select trainer/leader

Select methods and techniques

Schedule the program/intervention

Deliver the HRD program or intervention

Select evaluation criteria

Determine evaluation design

Conduct evaluation of program or intervention

Interpret results

28

Learning & Performa

The New Learning and Performance Wheel

29

Training & Development

Training & Development

- Definition

  - "The systematic acquisition of attitudes, concepts, knowledge, roles, or skills, that result in improved performance at work."

- Training

  - skill enhancement processes for non-managerial jobs

- Development

  - skill enhancement processes for managerial jobs

Training and Development (T&D)

- Development – preparing for future responsibilities, while increasing the capacity to perform at a current job
- Management training
- Supervisor development

32

Training and Development (T&D)

- Training – improving the knowledge, skills and attitudes of employees for the short-term, particular to a specific job or task – e.g.,
- Employee orientation
- Skills & technical training
- Coaching
- Counseling

Training and Development (T&D)

💬 Development – preparing for future responsibilities, while increasing the capacity to perform at a current job

💬 Management training
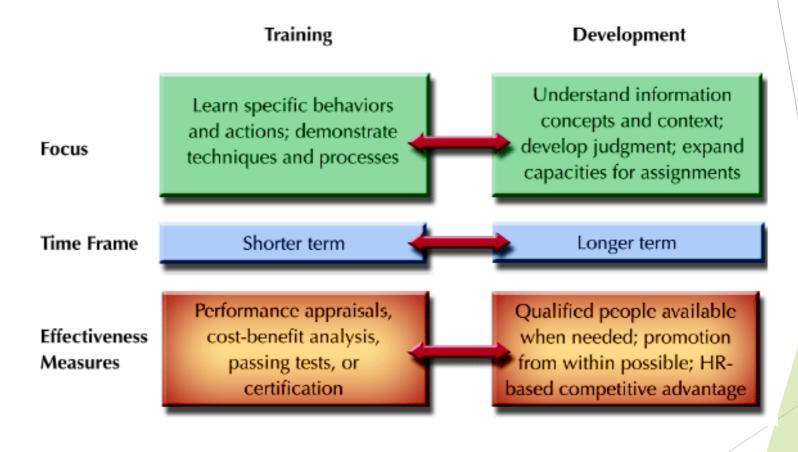
💬 Supervisor development

34

Benefits of Training

💬 Increased job satisfaction and morale among employees.

💬 Increased employee motivation.

💬   Increased efficiencies in processes, resulting in financial gain.

💬 Increased capacity to adopt new technologies and methods.

💬 Increased innovation in strategies and products.

💬 Reduced employee turnover.

💬   Enhanced company image, *e.g.*, conducting ethics training (not a good reason for ethics training!).

Various needs for Training

- Employee's request
- Employee survey results
- Evaluation deficiencies
- Individual development plan
- Law and regulation changes
- Need to develop new leaders
- New employee
- New equipment
- New manager
- New program
- New technology
- Reassignment
- Safety issues

Development vs. Training

Figure 10–6

10–37
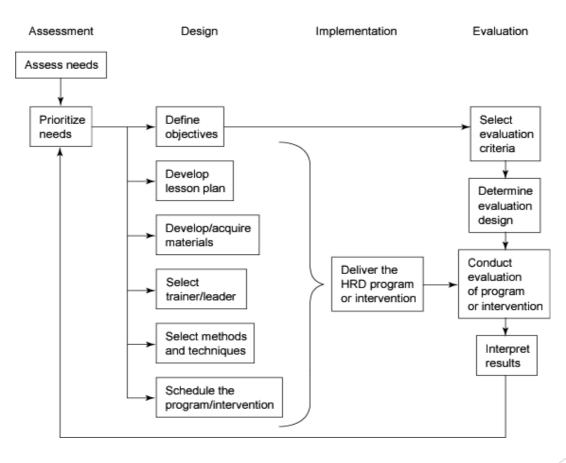
Training Identification

- Who needs what kind of training?
  - Needs analysis
  - Learning objectives
  - Learning environment
- How should training be delivered?
  - Instructional techniques
- Was training effective?
  - Measuring criteria
  - Experimental design (interpreting results)
  - Training validity

Training & HRD Process Model

Needs Assessment Phase

- Establishing T&D priorities

- Defining specific training and objectives

- Establishing evaluation criteria

Design Phase

- Selecting who delivers program
- Selecting and developing program content
- Scheduling the training program

Implementation Phase
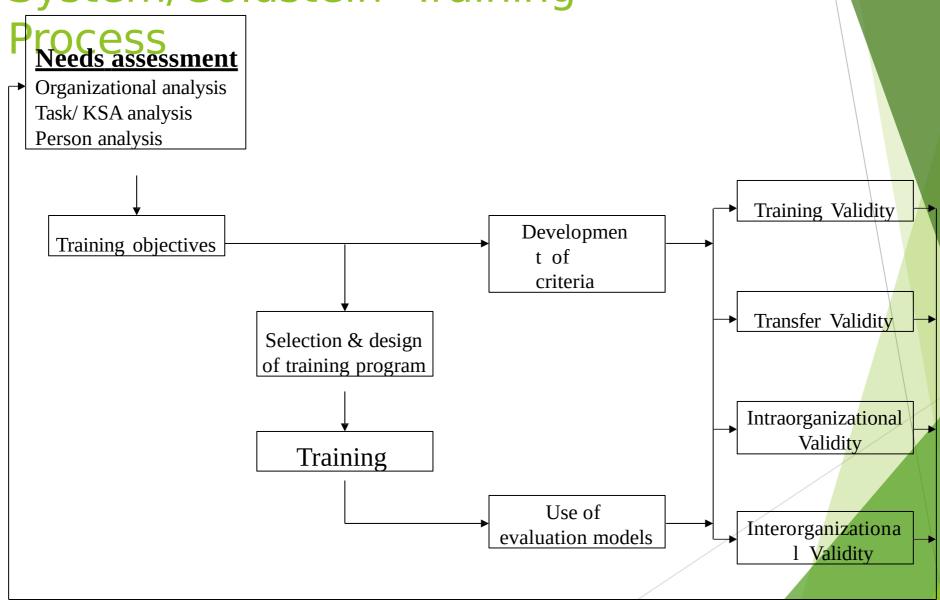
- Implementing or delivering the program

Evaluation Phase

Determining program effectiveness – e.g.,

- Keep or change providers?

- Offer it again?

- What are the true costs?

- Can we do it another way?

43

The Classic Training System/Goldstein Training Process

Needs assessment
Organizational analysis
Task/ KSA analysis
Person analysis

Training objectives

Development of criteria

Selection & design of training program

Training

Use of evaluation models

Training Validity

Transfer Validity

Intraorganizational Validity

Interorganizational Validity

The Training and Development Process

- Needs analysis
  - Identify job performance skills needed, assess prospective trainees skills, and develop objectives.
- Instructional design
  - Produce the training program content, including workbooks, exercises, and activities.
- Validation
  - Presenting (trying out) the training to a small representative audience.
- Implement the program
  - Actually training the targeted employee group.
- Evaluation
  - Assesses the program's successes or failures.

8–45

Analyzing Training Needs

- Task analysis
  - A detailed study of a job to identify the specific skills required, especially for new employees.

- Performance analysis
  - Verifying that there is a performance deficiency and determining whether that deficiency should be corrected through training or through some other means (such as transferring the employee).

8–46

💬 Organizational Analysis

💬 Examines systemwide factors that effect the transfer of newly acquired skills to the workplace

💬 Person Analysis

💬 **Who** needs **what** kind of training

Training Objectives

- Formal description of what trainee should be able to do after training

- Objectives

  - Convey training goals

  - Provide a framework to develop course content

  - Provide a basis for assessing training achievement

- Characteristics of effective objectives

  - Statement of desired capability or behavior

  - Specify conditions under which behavior will be performed

  - State the criterion of acceptable performance

Considerations in Training Design

- Designing a learning environment
  - [Learning principles](#)
  - [Trainee characteristics](#)
  - [Instructional techniques](#)

Important Trainee Characteristics

- Trainee readiness
  - Trainability tests
    - Have prospective trainees perform   a sample of tasks that reflect KSAs needed for job

- Trainee motivation
  - Arousal, persistence, and direction
  - Factors related to high motivation
    - Self-efficacy
    - Locus of Control
    - Commitment to Career

Make the Learning Meaningful

- At the start of training, provide a bird's-eye view of the
  material to be presented to facilitates learning.

- Use a variety of familiar examples.

- Organize the information so you can present it logically,
  and in meaningful units.

- Use terms and concepts that are already familiar to
  trainees.

- Use as many visual aids as possible.

Make the Learning Meaningful

💬 At the start of training, provide a bird's-eye view of the
   material to be presented to facilitates learning.

💬 Use a variety of familiar examples.

💬 Organize the information so you can present it logically,
   and in meaningful units.

💬 Use terms and concepts that are already familiar to
   trainees.

💬 Use as many visual aids as possible

Learning Process in Training

- Trainee characteristics
  - Goal orientation
    - Performance orientation
      - Concerned with doing well
    - Mastery orientation
      - Concerned with increasing competence
  - Experience level
  - Trainee motivation
  - Trainee readiness

Characteristics Affecting Learning & Transfer Outcomes

Figure 7.2
Characteristics Affecting Learning and Transfer Outcomes Source: Adapted from Baldwin & Ford (1988).

54

Content & Methods of Training

Training methods

- 4 basic principles

1. Present relevant information & content to be learned

2. Demonstrate KSAOs to be learned

3. Create opportunities for trainees to practice skills

4. Provide feedback to trainees during & after practice

Training Techniques or Training Methods

- 2 types
- (i) On-The job(OJT)
- (ii) Off the Job (OFT)

On the Job

- Non-Mangers:
- Apprentice ship
- Live-Internship/Projects
- Vestibule Training : Only clerical
- Managers:
- Coaching
- Job Rotation/Job Enlargement
- Lateral Transfer
- Assessment Centres
- Mentoring
- 360 Degree feedback
- Sucession Planning
- Simulators : High end technology
- Sensitivity Training
- Cross Training
- Ethics Traning
- Diversity Training
- Etiquette Traning

Off the Job(OFT) Methods

- **Non-Managers:**
- Traditional Way of straight lecture
- Power point –Audio-Visuals
- Programmed Instruction Technique
- Computer Based Techniques
- Intelligent Tutoring Systems
- **Managers**
- Case Study
- Role play
- In-Basket Technique
- Distance learning Programs
- Collaboration programs
- Committee Assignments
- Refresher Course

Fidelity
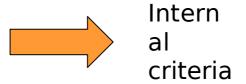
- Extent to which task trained is similar to task required by job
  - <u>Physical fidelity</u>
    - Extent to which training task mirrors physical features of task performed on job
  - <u>Psychological</u> <u>fidelity</u>
    - Extent to which training task helps trainees develop KSAOs necessary to perform job
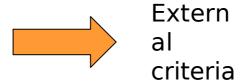
Module 3: Evaluating Training Programs

- Training evaluation
  - Systematic collection of descriptive & judgmental information that can be used to make effective training decisions

- Several purposes of training evaluations

- Outcomes

- Performances

- Cost

- Reduction in Scrap

- Reduction in bottlenecks

Training Criteria

- Kirkpatrick's 4-level model

- Reaction criteria (Level 1)

- Learning criteria (Level 2)

- Behavioral criteria (Level 3)

- Result criteria (Level 4)

Internal criteria

External criteria

Augmented framework of Kirkpatrick's model

– 1) Reaction
- Affective reactions
- Utility judgments

– 2) Learning
- Immediate knowledge
- Knowledge retention
- Behavior/skill demonstration

– 3) Transfer

– 4) Results

Utility Analysis

- Benefits of training programs based on:
  - # of individuals trained
  - Difference in job performance between trained & untrained employees
  - Length of time training expected to influence performance
  - Variability in job performance in untrained employees

Training Evaluation Designs

- Strongest training evaluation designs include:

  - Random assignment of participants to conditions

  - Control group

  - Measures obtained before & after training

- Pretest Posttest Control Group Design

Pre-experimental Designs

Post with no Control Group

Training	→	Posttest

- Disadvantages
  - Controls none of the threats to internal or external validity
  - Basically worthless

- Advantages
  - Can potentially provide information for speculation about training effectiveness

Pre-experimental Designs

Pre – Post with no Control Group

| Pretest | → | Training | → | Posttest |
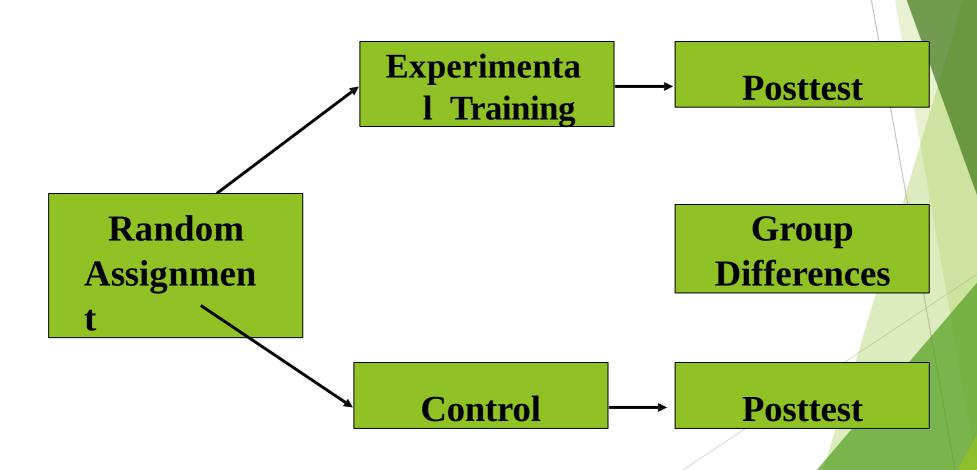
- Cannot rule out any threats to internal or external validity
  - Except possibly mortality

- Advantages
  - Can determine if change occurred
  - May be able to understand mortality
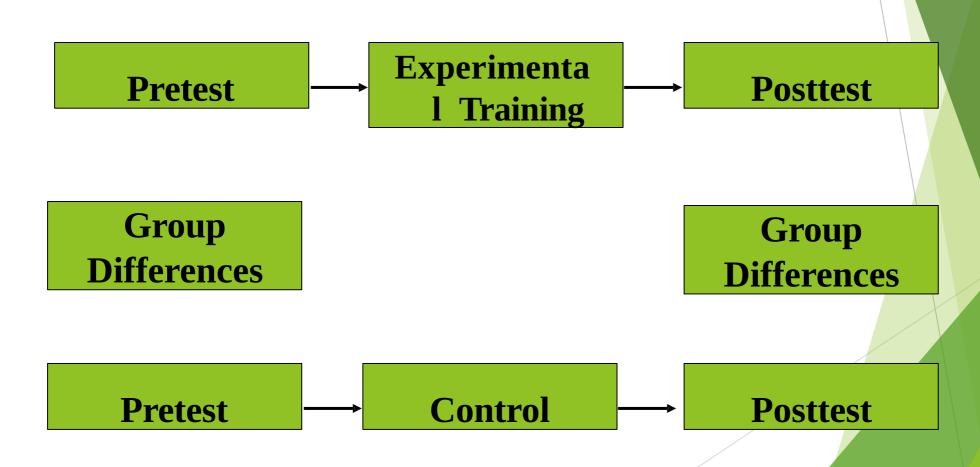
Experimental Designs

Posttest-Only Control Group Design

Experimental Designs

Pre – Post with Control Group

| Pretest | → | Experimental Training | → | Posttest |

| Group Differences | | | | Group Differences |

| Pretest | → | Control | → | Posttest |

Experimental Designs

Solomon Four Group Design

Group 1	Pretest	Training	Posttest
Group 2	Pretest	No Training	Posttest
Group 3		Training	Posttest
Group 4		No Training	Posttest

Human Resource Planning

HR Planning

Human Resource Management   1

- Dr Premalatha.P
Adhoc SH&M
NIT AP

HR P

- The process of systematically reviewing HR requirements to ensure that the required number of employees, with the required skills, are available when they are needed

# of HR Planning?
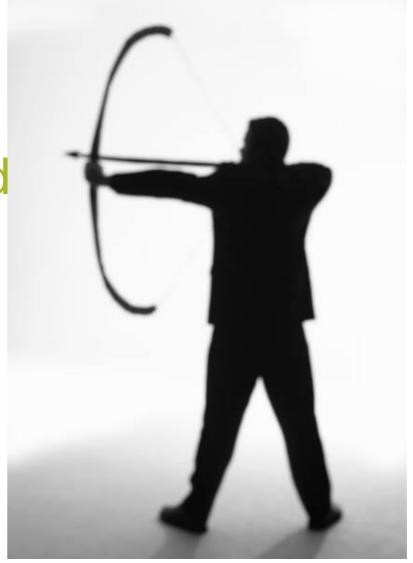
"The process by which an organisation ensures that it has the **right number and kinds of people**, at the **right place**, at the **right time**, and **capable** of effectively & efficiently completing those tasks that will help the organisation achieve it's overall strategic objectives"

Human Resource Management, DeCenzo & Robbins, 1999

Forecasting the HR needs and

planning the steps necessary to

meet them

Human Resource Management

3

Aims of HR Planning

1. Obtain & retain the quantity and quality of manpower needed

2. Make the best use of manpower resources

Importance of HRP

- Future Personnel needs – exa-excess staff, VRS
- Creating highly talented personnel - upgrade
- International Strategies – PCNs, HCNs, TCNs
- Foundation of personnel function – recruitment, selection, promotions
- Resistance to change and move – anywhere, anytime
- Increasing investment in human resources – Foreign Assignments

Benefits of HR Planning

1. **Reduced costs**
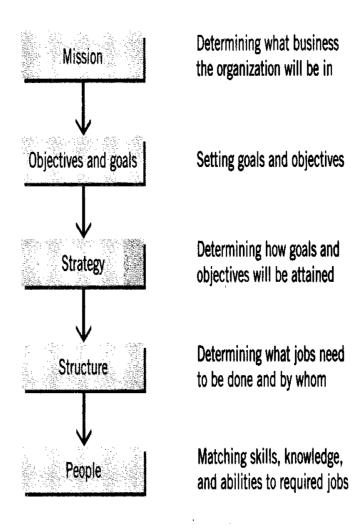
2. **Improved   planning of employee development**

3. **Improved   business planning**

4. **Equality improvements**

5. **Promotion   of HR planning**

6. **Useful tool for measuring HR success**

Process of HR planning
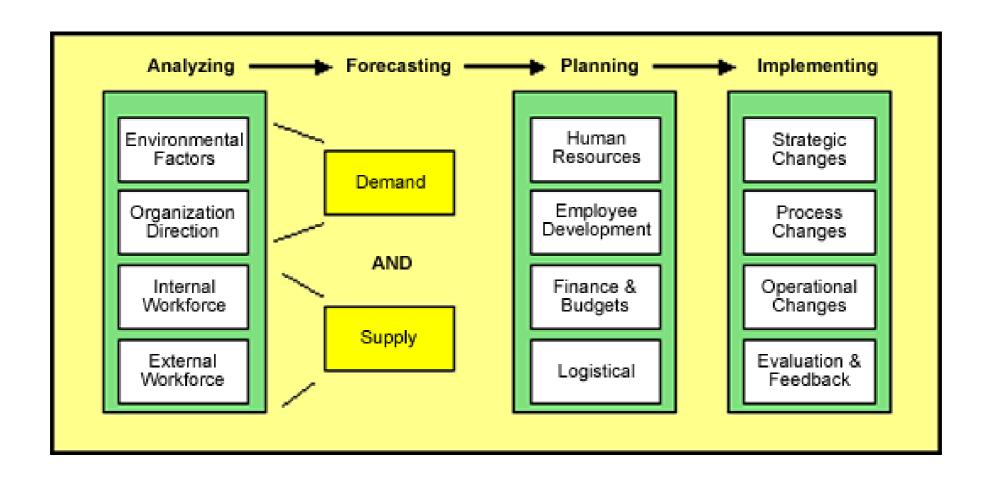
- Review your current organizational strategic plan

- Review the current human resources situation

- Forecast on the future HR needs (supply and demands)

- Planning on meeting HR needs

- Implement the plan – recruit, select, training , downsizing

Exhibit 5-1

**The Strategic Direction—
Human Resource Linkage**

Mission	Determining what business the organization will be in
Objectives and goals	Setting goals and objectives
Strategy	Determining how goals and objectives will be attained
Structure	Determining what jobs need to be done and by whom
People	Matching skills, knowledge, and abilities to required jobs
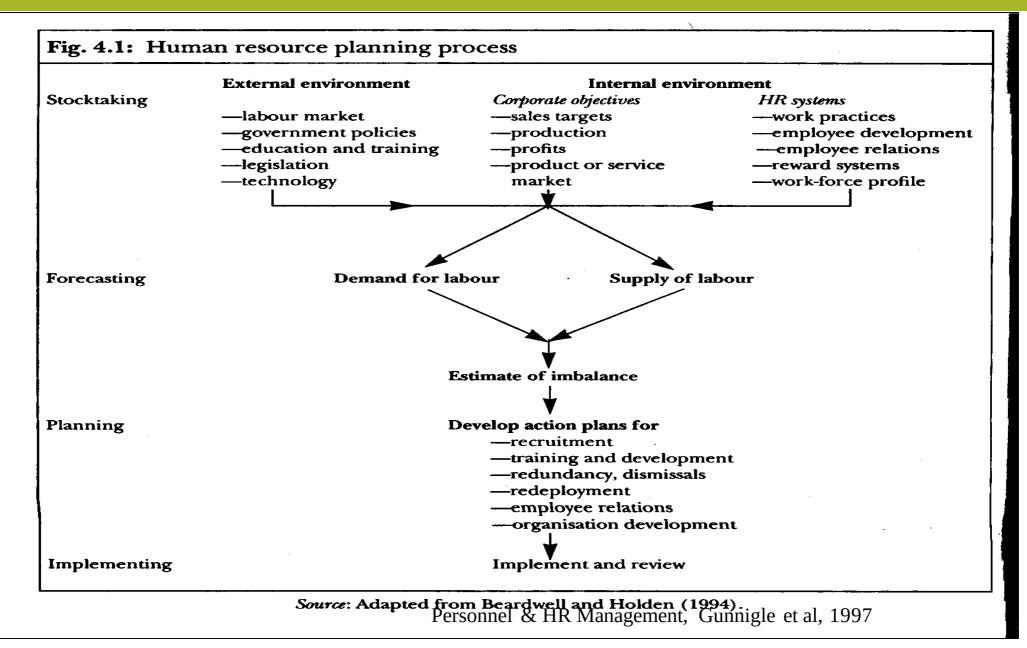
Human Resource Management, De Cenzo & Robbins1999

Factors Affecting HRP

Fig. 4.1: Human resource planning process

Stocktaking

External environment	**Internal environment**	
	Corporate objectives	*HR systems*
—labour market	—sales targets	—work practices
—government policies	—production	—employee development
—education and training	—profits	—employee relations
—legislation	—product or service	—reward systems
—technology	market	—work-force profile

Forecasting

Demand for labour   **Supply of labour**

Estimate of imbalance

Planning

Develop action plans for
    —recruitment
    —training and development
    —redundancy, dismissals
    —redeployment
    —employee relations
    —organisation development

Implementing   **Implement and review**

Source: Adapted from Beardwell and Holden (1994).

Personnel & HR Management, Gunnigle et al, 1997

Human Resource Management

11

HRP Process

Forecasting

- **Demand** Forecasting
  - How many employees will be required for the future

- **Supply** Forecasting
  - Where future employees are going to be found
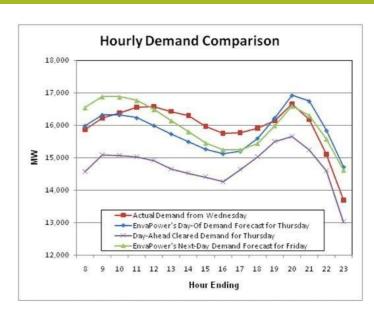
Demand Forecasting

- **INTERNAL**
  - organisational objectives
  - operational plans
  - product demand
  - technology and administrative changes
  - Capital investment plans
  - Managerial judgement

- **EXTERNAL**
  - Economy climate, legislation, flexibility

Human Resource Management

Model of HR Forecasting

FORECASTING DEMAND

Considerations
- Product/service demand
- Technology
- Financial resources
- Absenteeism/turnover

### Techniques
- Trend analysis
- Managerial estimates
- Delphi technique

FORECASTING SUPPLY

Techniques
- Staffing tables
- Markov analysis
- Skills inventories
- Management inventories
- Replacement charts

External Considerations
- Demographic changes
- Education of the workforce
- Labour mobility
- Government policies
- Unemployment rate

BALANCING SUPPLY AND DEMAND

(Shortage) Recruitment
- Full-time
- Part-time
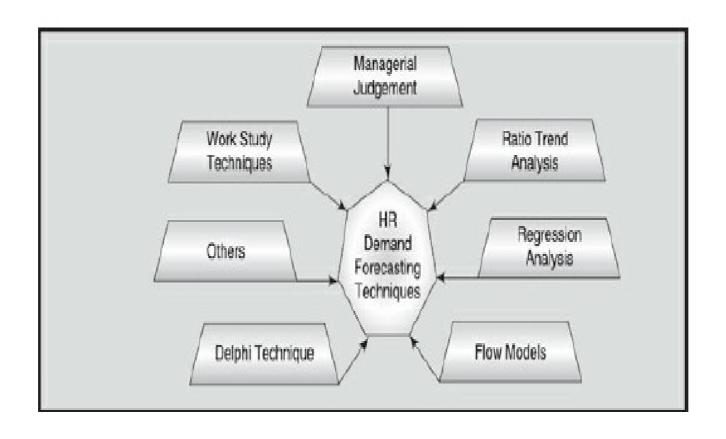
(Surplus) Reductions
- Layoff
- Attrition
- Termination

Forecasting a Firm's Demand for Employees

➢ Quantitative Approach: Ratio Analysis Trend Analysis Regression analysis

❑ Forecasting labour demand based on an organizational index such as sales:

Qualitative Approaches

❑ Managerial Judgement

❑ NGT

❑ Delphi Technique

❑ Scenario Analysis

Ratio Analysis

- Ex: In an retail stores ,the gross sales of clothing department in the past year is around   2000000 with current full time employees of 80.

- Then the calculated worth of this employees are 2000000/80= 25,000

- That means each employees contributes or is worth of 25000/-

- If the expected gross sales 2100000, then it needs to hire additional 4 employees as these people worth   of

Filling cost or Vacancy Cost

- Average time to fill estimation, can be obtained from the historical data.

- Total Vacancy Days during previous year = 250 days and no of people hired during that year is 10 people or incubents, from this the average time taken to fill a vacancy
  or job is 25 days.

Forecasting techniques

Expert Forecasts: These are based on the judgements of those who possess good knowledge of future human resource needs

Trend Analysis: This is based on the assumption that the future is an extrapolation from the past. Human resource needs, as such, can be estimated by examining pas trends.

An example of trend analysis

2001-02	Production of Units	:	5,000
2002-03	No. of Workers	:	100
	Ratio	:	100:5000
2003-04	Estimated Production		8,000

: $8000 \times \dfrac{100}{5000} = 160$ No. of Workers required :

If supervisors have a span of 20 workers, 8 supervisors are also needed in 2003-04.

Human Resource Planning

Forecasting techniques

Workforce Analysis: All relevant factors in planning manpower flows in a firm such as transfers, promotions, new recruitments, retirement, resignation, dismissal etc are taken into account while estimating HR needs

Manpower flows in a bank

Transfers In
>

Recruits   >
In

Promotions   >
In

Promotions
out

> Job Hopping

> Transfers Out

> Retirement

> VRS Scheme (Golden handshake)

> Discharge or Dismissal

> Terminations

> Resignations

> Retrenchment

> Attractions in Other Banks, etc.

Human Resource Planning

Forecasting techniques

Workload analysis: Based on the plannedoutput, a firm tires to calculate the number of persons required for various jobs.

An example of workload analysis

Planned output for the year	10,000 pieces
Standard hours per piece	3 hours
Planned hours required	30,000 hours
Productive hours per person per year (allowing for absenteeism, turnover, idle time etc.)	1,000 hours
No. of workers required	3 (estimated on annual basis)

If span of control in the unit is 10 per officer, then 3 officers are also required.

Human Resource Planning

Supply Forecasting
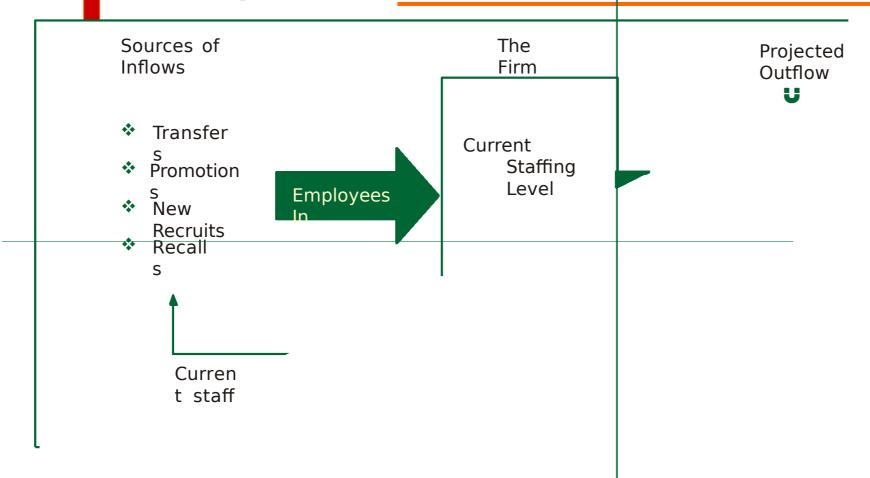
A) **Internal labour supply:** a manpower inventory in terms of the size and quality of personnel available (their age, sex, education, training, experience, job performance, etc) is usually prepared by HR departments. Several techniques are used while ascertaining the internal supply of manpower (a supply of employees to fill projected vacancies can come from within the firm or from new hires)

Estimated internal labour supply for a given firm

Sources of Inflows

- ❖ Transfers
- ❖ Promotions
- ❖ New Recruits
- ❖ Recalls

Employees In

The Firm

Current Staffing Level

Projected Outflow

Current staff

Forecasting the Supply of Employees: Internal Labour Supply

- Staffing Tables

- Markov Analysis

- Skill Inventories

- Replacement Charts

- Succession Planning

Supply Forecasting

Skills inventory: It is a summary   of   the   skills   and   abilities   of non managerial employees used in forecasting supply.

Human Resource Planning

Skills inventories contain comprehensive information about the Capabilities of current employees.

➤ DATA GATHERED FOR EACH EMPLOYEE INCLUDE

A. NAME,

B. AGE,

C. DATE OF EMPLOYMENT,

D. CURRENT POSITION,

E. PRESENT DUTIES AND RESPONSIBILITIES,

F. EDUCATIONAL BACKGROUND,

G. PREVIOUS WORK HISTORY, SKILLS, ABILITIES, AND INTERESTS.

H. INFORMATION ABOUT CURRENT PERFORMANCE AND READINESS FOR PROMOTION IS GENERALLY INCLUDED AS WELL.

Skills inventory: an example

Name : A.K. Sen	Date printed : 1-4-2004
Number : 429	Department : 41

Key words

Word	Description	Activity
Accounting	Tax	Supervision and analysis
Book Keeping	Ledger	
Supervision	Auditing	Computer Analysis
	records	

Work experience

From	To		
1998	2000	Tax clerk	ABC Company
2000	2002	Accountant	XYZ Co.
2002	2003	Chief Accounts Officer	TT Bank

Education

Degree	Major	Year
MBA	Finance	1998
B.Com	Accounts	1995

❖

Special Qualifications

❖ Course Date
❖ DBF

1996

Risk Management

1999

❖

Memberships

1. AIMA
2. ISTD
3. ICA

❖

Computer Literacy
- ❖ Tally
- ❖ Banking Software

Languages

French

Position preference

Accounting
Auditing

Location choice

Kolkata
Delhi
Bangalor

Hobbies

Chess
Football
Boating

Human Resource Planning

Management inventories

- Data pertaining to managerial staff are compiled in.

- Records summarizing the back ground, qualifications, interests, and skills of management employees, as well as information about managerial responsibilities and management training, are used to identify internal candidates eligible for promotion or transfer opportunities.
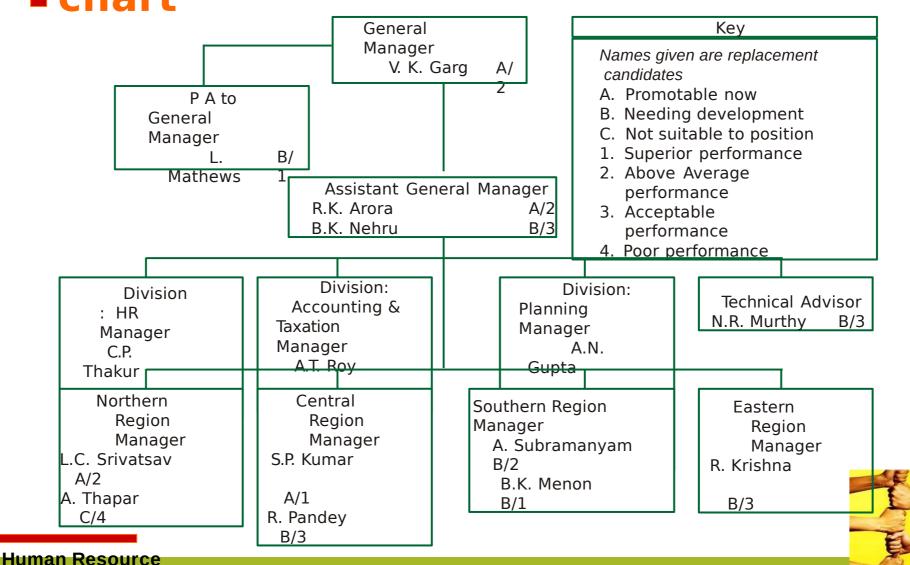
Supply Forecasting

Replacement chart: It is a visual representation of who will replace whom in the event of a job opening.

Replacement chart

General Manager
V. K. Garg   A/2

P A to General Manager
L.   B/1
Mathews

Assistant General Manager
R.K. Arora   A/2
B.K. Nehru   B/3

Key

Names given are replacement candidates
A. Promotable now
B. Needing development
C. Not suitable to position
1. Superior performance
2. Above Average performance
3. Acceptable performance
4. Poor performance

Division : HR Manager
C.P. Thakur

Division: Accounting & Taxation Manager
A.T. Roy

Division: Planning Manager
A.N. Gupta

Technical Advisor
N.R. Murthy   B/3

Northern Region Manager
L.C. Srivatsav   A/2
A. Thapar   C/4

Central Region Manager
S.P. Kumar   A/1
R. Pandey   B/3

Southern Region Manager
A. Subramanyam   B/2
B.K. Menon   B/1

Eastern Region Manager
R. Krishna   B/3

Human Resource Planning

Supply Forecasting

Staffing table: Shows the number of employees in each job, how they are utilised and the future employment needs for each type of job.

Marcov analysis: Uses historical information from personnel movements of the internal labour supply to predict what will happen in the future

Marcov analysis for a hypothetical retail company

2003-2004	Store Managers	Asst. Store Managers	Section Heads	Dept. Heds	Sales Executives	Exit
Store Managers (n = 15)	80% 12					20% 3
Asst. Store Managers (n = 36)	11% 4	83% 30				6% 2
Section Heads (n = 94)		11% 11	66% 63	8% 8		15% 14
Departmental Heads (n = 288)			10% 29	72% 207	2% 6	16% 46
Sales Executives (n = 1440)				6% 86	74% 1066	20% 288
Forecaste d Supply	16	41	92	301	1072	353

Human Resource Planning

Supply Forecasting

B) External Labour supply: External hires need to be contacted when suitable internal replacements are not available. A growing number of firms are now using computerised human resource information systems to track the qualifications of hundreds or thousands of employees. HRIS can provide managers with a listing of candidates with required qualifications after scanning the data base.

Factors

- Economy : Interest Rates, Wage Rates, Rate of Inflation, Rate of Unemployment

- Demographics: Educational level, age, Marital status, Income,