# UNIT-2

# HUMAN RESOURCE PLANNING

# UNIT-2

Human Resource Planning

Topic-HRP Objective & Factors

# Objectives

- (i) Proper assessment of human resources needs in future.
- (ii) Anticipation of deficient or surplus manpower and taking the corrective action.
- (iii) To create a highly talented workforce in the organization.
- (iv) To protect the weaker sections of the society.
- (v) To manage the challenges in the organization due to modernization, restructuring and re-engineering.
- (vi) To facilitate the realization of the organization's objectives by providing right number and types of personnel.

# Human Resource Planning – Factors

**External Factors**

- Government Policies
- Level of Economic Development
- Business Environment
- Level of Technology
- International Factors
- Outsourcing

# Cont….

- **Internal Factors**
- Company policies and strategies
- Human resource policies
- Job analysis
- Time horizons
- Type and quality of information
- Company's production operations policy
- Trade unions

# Discussion

- Can you suggest some ways of making **human resource planning** more effective?
- **Where Does Training and Staff Development Fit With Human Resources Planning?**

# Human Resource Planning at Different Levels

- National level
- Sector level
- Industry level
- Unit level
- Departmental level
- Job level
- Information technology

# Books and References

- **Aswathappa, K. *Human Resource Management. Tata McGraw-Hill***

- **David A. DeCenzo and Stephen P. Robbins. *Fundamentals of Human Resource management***

- **http://www.slideshare.net/PranavKumarOjha/178 19725-humanresourceplanning**

# Idiom and Phrases

- **1. 'The best of both worlds'** – means you can enjoy two different opportunities at the same time.
  "By working part-time and looking after her kids two days a week she managed to get the best of both worlds."

- **2. 'Speak of the devil'** – this means that the person you're just talking about actually appears at that moment.
  "Hi Tom, speak of the devil, I was just telling Sara about your new car."

- **3. 'See eye to eye'** – this means agreeing with someone.
  "They finally saw eye to eye on the business deal."

- **4. 'Once in a blue moon'** – an event that happens infrequently.
  "I only go to the cinema once in a blue moon."

- **5. 'When pigs fly'** – something that will never happen.
  "When pigs fly she'll tidy up her room."

# UNIT-2

## Recruitment and Selection in HRM

# LEARNING OUTCOMES

- To be able to:
- Define recruitment and selection.
- Understand the key business processes are applied.
- Appreciate the importance of considering diversity in recruitment and selection
- Outline the different application, screening and selection methods that can be applied.

# Recuiting



- **Recuiting** a process of searching for prospective employees and stimulating them to apply for jobs of an Organization might reasonably select the best individual or individuals to hire for employment.

# Discussion Point:

- *Reflect on the role of a street cleaner now and in the 1950s. When **analysing the requirement**, what key differences would you need to consider? In **defining the requirement** for a street cleaner, what aspects would you need to include in the role profile and job description for a modern cleaner that would not have been needed in the 1950s?*

# ANALYSING THE REQUIREMENT

- Observation - watching people do the job.
- Reviewing reflective reports (such as logs and diaries) maintained by those carrying out the same role.
- Interviews.
- Critical incident techniques i.e. asking people to identify the most important tasks they carry out.
- Structured work profiling such as task analysis - deconstructing the role into tasks and sub-tasks.

# DEFININING THE REQUIREMENT

- EXAMPLE OF ROLE PROFILE
- **Role Title**: Office Administrator
- **Department**: Council Planning Office
- **Purpose of Role**: Responsible for all office administration, including database management, diary management and interaction with the public.

# CONT..

- **Key Results Areas:**
- Maintain database of all planning applications, meeting the requirements of council planning officers.
- Develop meeting timetables and plans to ensure that planning department workflows are maintained.
- Support the public in making planning enquiries.
- Liaise with businesses to ensure that current and future development plans and aspirations are correctly recorded in the database.
- Maintain office support within allocated budget (e.g. stationery, copying costs).
- Supervise contractors in the office environment, ensuring all council policies and procedures are followed.
- Act as the office health, fire and security officer, maintaining a safe working environment.

- **Need to Know**:
- Oracle database administration
- Microsoft Office applications (Word, Excel, Project and PowerPoint)
- **Able to**:
- Work independently
- Organise own work and the work timetables of others.
- Understand budgets and manage resources effectively
- Interact with the public in a supportive and engaging manner.
- **Behavioural Competences**:
- Constantly strives to improve performance.
- Apply and analyse information from a range of sources, developing effective recommendations and/or solutions.
- Work collaboratively with subject matter experts (planners) and non-technical personnel.

# EXAMPLE OF JOB DESCRIPTION (ASSISTANT STORE MANAGER)

- KEY RESPONSIBILITIES:
- To meet the expectations of customers through the training, direction and motivation of staff and the purchasing and effective merchandising of products

- DUTIES:
- Supporting the store manager in the creation of balanced team rotas, ensuring that the store is fully and effectively staffed at all times.
- Inventory management skills using corporate systems to monitor stock consumption, manage the order pipeline and anticipate seasonal demands.
- Anticipate changes to inventory requirements by researching emerging products; and monitoring/anticipating buyer interest
- Attracts and retains customers by originating display ideas; following display suggestions or schedules.

- <u>ASSISTANT STORE MANAGER SKILLS AND COMPETENCES</u>:
- Retail Management, Supply Chain Management, Health and Safety at Work experience/training, COSHH experience/training, Ability to collate, analyse and present information (such as store turnover, product demand data and personnel performance records). Strong inter-personal skills (written and oral - ability to understand/empathise with customers and staff).

- <u>QUALIFICATIONS REQUIRED</u>
- GCSE A-C: Mathematics, English,

- Institute of Leadership and Management (ILM) Level 3 qualification or broad equivalent. Relevant in-store experience can be considered.

- PROSPECTS AND POTENTIAL:

- Depending on interest and personal aspirations, the successful incumbent can seek advancement to Store Manager and possibly Area Manager in due course. Alternative career avenues also exist for those interested in 'head-office' opportunities

- Legal Considerations
- Speed of Decision Making
- Organizational Hierarchy
- Applicant Pool
- Types of Organization
- Probationary Period
- Selection Criteria

# Steps Involved in Process

- Initial Screening
- Application blank
- Pre-employment Testing
- Interview
- Background Checks
- Conditional Job Offer
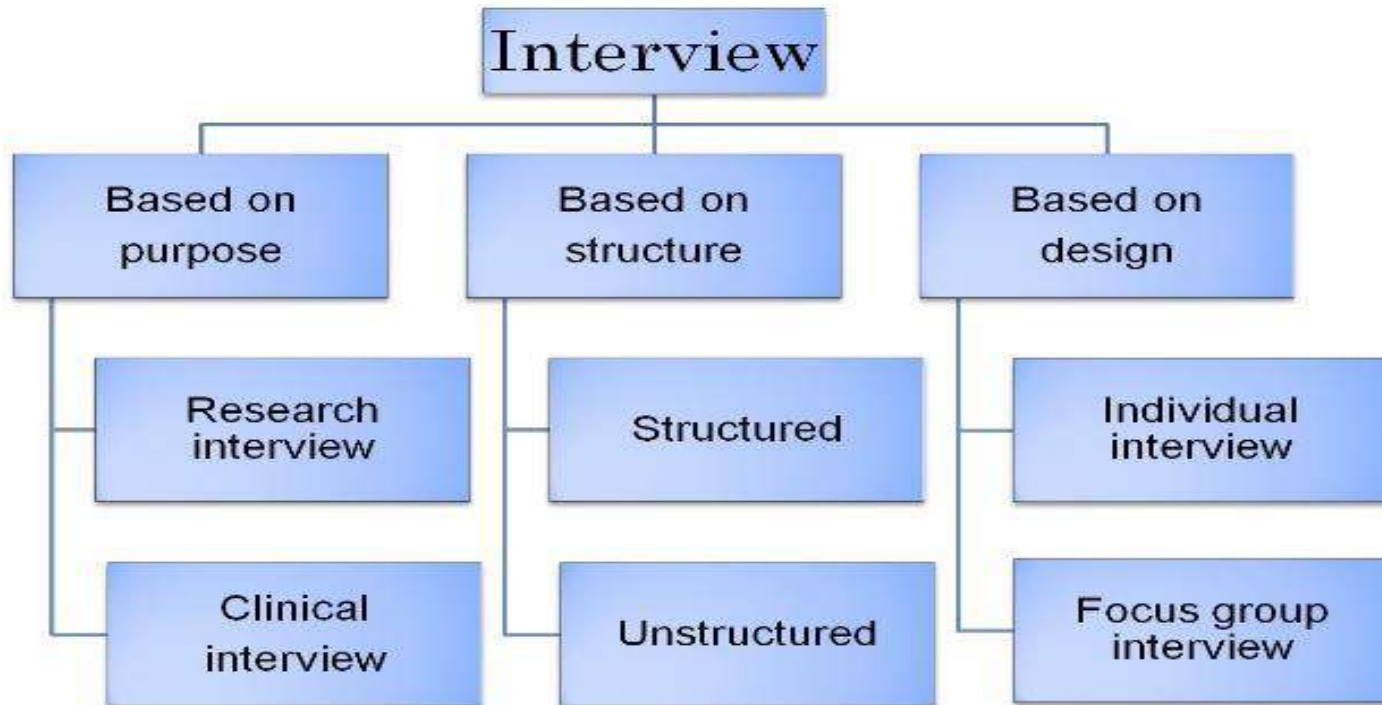- Drug Test/Medical Exam

# Job Interviews

# Essential contents of the interview.

- Occupational Experience
- Academic Achievement
- Interpersonal Skills
- Personal Qualities
- Organizational Fit

# Types of Interviews

## TYPES OF INTERVIEW

Interview

Based on purpose | Based on structure | Based on design

Research interview | Structured | Individual interview

Clinical interview | Unstructured | Focus group interview

# Types of Interviews

- **Structured employment interview**: the interviewer either prepares or is given by others a list of standard questions to be asked during the interview. All interviewers ask the same questions of each candidate to achieve consistency across interviews.

- **Semi-structured employment interview**: the interviewer may have a general idea about the job applicant, but has a few or no advance questions that are formally constructed and ready to be asked.

# Types of Interviews (con't)



- **Unstructured employment interview:** the interviewer may have a general idea about what s/he wants to learn about the applicant but has few or no advance questions prepared.

- **Situational interview:** the interviewer asks the applicant questions about a specific situation to see how the s/he will react.

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# Interview Errors



- **First impression error** occurs when an interviewer makes a decision too early in the interview process.

- **Contrast error** is when the interviewer is influenced by other interviewees.

- **Similarity error** occurs when the interviewer is influenced because the interviewee is similar to the interviewer.

- **Non-relevancy** is when the interviewer does not know enough about the job.

# Reliability and Validity

- **Reliability**: the consistency of a particular selection device; not the same as accuracy
- **Validity**: refers to whether an assessment tool measures what it is supposed to; this must be determined empirically, and it is critical to defending against charges of discrimination in hiring.

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# Legal and Effectiveness Issues in Recruiting and Selection

- Helping the organization defend itself in discrimination cases is one of the most important areas in which the human resource manager can make a contribution to the firm.

# Books to refer

# UNIT-2

## TOPIC:
## Placement and induction

# Learning outcome

- After studying this module, you shall be able to
- Know the concept of Orientation
- Understand the Socialization in the organizations
- Comprehend the Socialization Process
- Understand the issues in Developing a Socialization Process

# What is Placement?

- When the candidate is selected for a particular post and when he reports to duty, the organization has to place him or her in the job for which he or she is selected which is being done through placement.

# Placement Process

- 1. Improves the morale of the employees
- 2. Reduces employee turnover
- 3. Decreases accident rates
- 4. Enhances labour productivity
- 5. Clarifies expectations.

# Placement – Importance

- 1. If the employees are properly placed, they will enjoy their work and organisation will not have to suffer the problem of employee turnover.

- 2. If employees don't like their work, they start making excuses from the job and remain absent. Effective placement will keep the absenteeism rate low.

- 3. Morale of workers increases because they get the work of their choice, if correctly placed.

# Cont…

- 4. Workers will work attentively and safety of workers will be ensured and lesser accidents will happen.
- 5. Workers will be satisfied with their jobs and there will be no reasons for disputes, so human relations will improve.
- 6. Through proper placement, misfit between the job and person can be avoided.

# Cont…

- 7. Efficient and effective performance of individual tasks will ensure the achievement of organisational goals.
- 8. Productivity i.e., ratio of output to input increases as wastage and abnormal losses decrease.
- Placement should be done keeping into view the job and social, psychological & emotional needs of person.

# Placement Principles

- Job requirement
- Qualification
- Information
- Loyalty and Co-operation

# Placement Major Benefits

- 1. Building support with peers, juniors, seniors in the department within a short period
- 2. Able to adjust himself to the new job
- 3. Avoid mistakes
- 4. Regular attendance
- 5. High level of involvement in the job
- 6. Good performance in the job

# Major Problems faced by Personnel Manager in Placement of New Employees

- **Employees Expectations:**
- **Job Expectations**
- **Technological Change**
- **Changes in Organizational Structure**
- **Social and Psychological Factors**

- https://youtu.be/iSY1ovpQ2fE
- The Employee Placement Process: Definition & Factors - Video & Lesson Transcript | Study.com

# YouTube (Induction)

- [https://youtu.be/isR8rXPzPVg](https://youtu.be/isR8rXPzPVg)
- [https://youtu.be/sIIteZbRT4I](https://youtu.be/sIIteZbRT4I)
- [https://youtu.be/YLY2CGTwoKk](https://youtu.be/YLY2CGTwoKk)

# Induction in HRM

- It is the process of receiving and welcoming an employee when he first joins a company and giving him the basic information he needs to settle down quickly and happily and start work.

# Orientation

- Employee **orientation** is the process of introducing newly hired employees to their new workplace. It provides the basic organizational information employees need to feel prepared for their new team, department, and role within the company.

# Difference between Induction & Orientation

## DIFFERENC

### INDUCTION
- ► PROCESS OF INTRODUCING
- ► PROVIDES INFORMATION ABOUT COMPANY
- ► SHORT DURATION
- ► MORE INFORMAL
- ► FIRST PROCESS

### ORIENTATION
- ► HELPING IN NEW ALIGNMENT WITH HIS NEW POSITION, RESPONSIBILITIES
- ► NEW EMPLOYEE'S ASSIGNMENT, TEAM MEMBERS AND RULES
- ► LONGER DURATION
- ► MORE FORMAL
- ► AFTER INDUCTION

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# Induction covers the following:

- History
- Company Coals
- Language
- Politics
- People
- Performance Proficiency

# Importance of Induction Programme

- Helps to develop close and cordial relation
- Helps to get necessary information
- Helps to overcome natural shyness
- Helps to know different facilities
- Helps to build confidence
- Enables employees to develop team spirit
- Provides opportunities to express difficulties
- Helps to maintain good communication

# Objectives of Induction

- (i) To help the new employee to develop a close and cordial relation with the existing employees.
- (ii) To give the new employee necessary information such as – location of the different building, company rules, leave rules, rest periods etc.

# Cont….

- (iii) To help the new employee overcome his natural shyness and nervousness in meeting the new people in the organization.
- (iv) To develop a sense of belongingness and loyalty among new employees.
- (v) To help the employees know the different facilities and opportunities available in the organization.
- (vi) To help the new employees to minimize the "reality shock" that they may undergo after reporting to duty.

# Need for Induction

- i. Employees have the right to a proper orientation to any new job position.
- ii. They need to be helped to fit rapidly into the organization and into the working group.
- iii. They need to know clearly what is expected of them- the standards and style of the work they are to perform.
- iv. They need to understand their organization's rules and regulations.

# Cont....

- v. They must know who's who at work, and who can make decisions about which issues.

- vi. They should be helped to develop their aptitudes and talents.

- vii. They need to feel that their employer has a respect for them as individuals

# Outcome of the session

- After completing this module the students will be able to:
- Understand the meaning and definition of human resource planning.
- Having the knowledge of the process of human resource planning.
- Factors affecting human resource planning.
- What is the importance of human resource planning?

# INTRODUCTION

- Human Resource planning is the process by which a management determines how an organisation should move from its current manpower position to its desired manpower position.

# Human Resource Planning Process

# Cont…..

- **Environment scanning**

- **Labour demand forecast**
- A. Qualitative Methods
- B. Quantitative Methods

- **Labour supply forecast**
- A. Internal supply
- B. External supply

# Cont.....

- **Gap analysis**

- **Action Programming**

- **Control and Evaluation**

# Factors affecting Human Resource Planning

- Type and strategy of organization

- Organisational growth cycle and planning

- Outsourcing

- Environmental uncertainties

- Nature of jobs being filled

- Type and quality of forecasting information

- Time horizons

# Factors Affecting HRP :
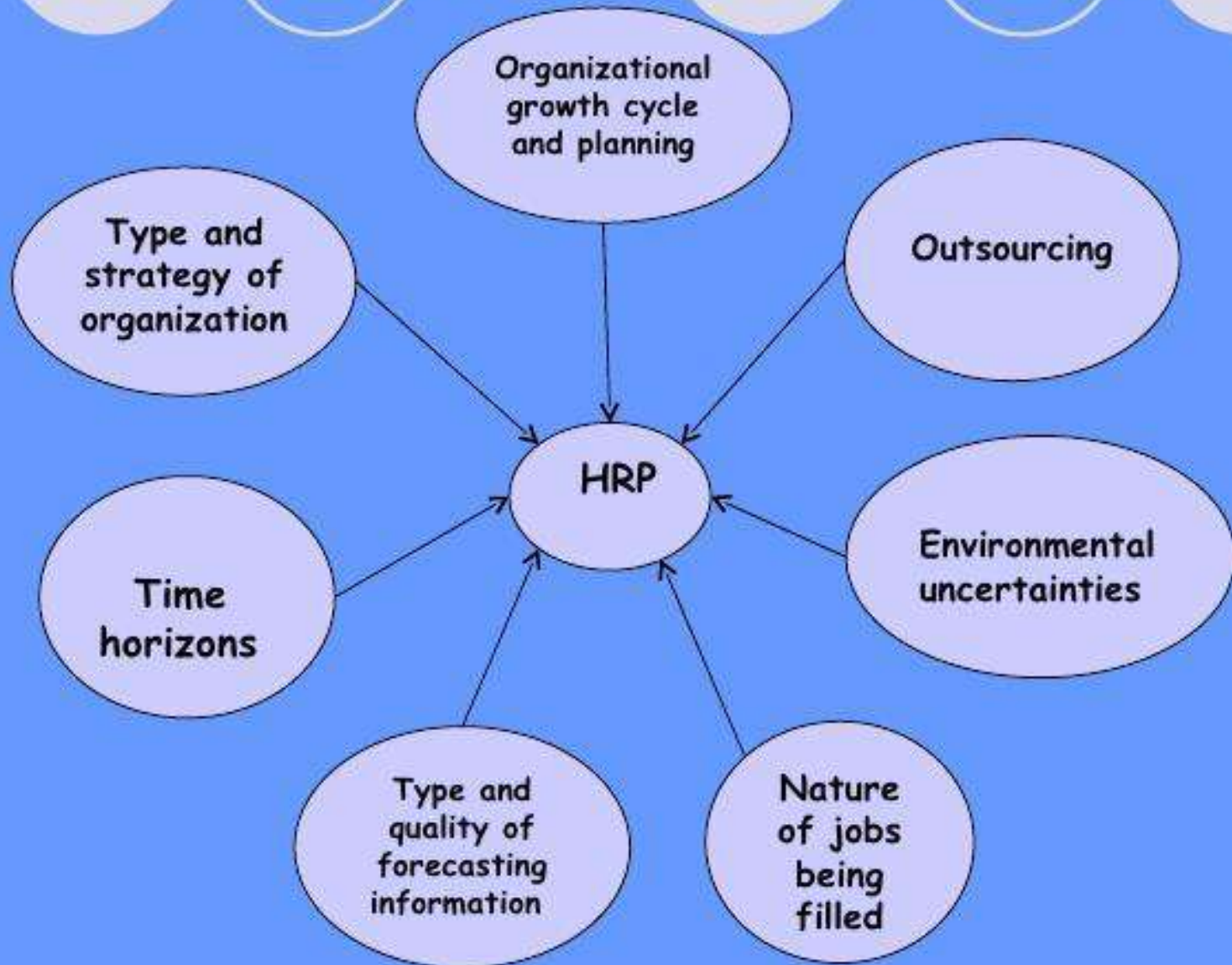
# Significance of Human Resource Planning

- **Future Manpower Needs**

- **Coping With Change**

- **Recruitment of Talented Personnel**

- **Development of Human Resources**

- **Proper Utilization of Human Resources**

- **Uncertainty Reduction**

- **Other potential benefits**

# Books and References

- **Aswathappa, K. *Human Resource Management. Tata McGraw-Hill***
- **David A. DeCenzo and Stephen P. Robbins. *Fundamentals of Human Resource management***
- **http://www.slideshare.net/PranavKumarOjha/178 19725-humanresourceplanning**