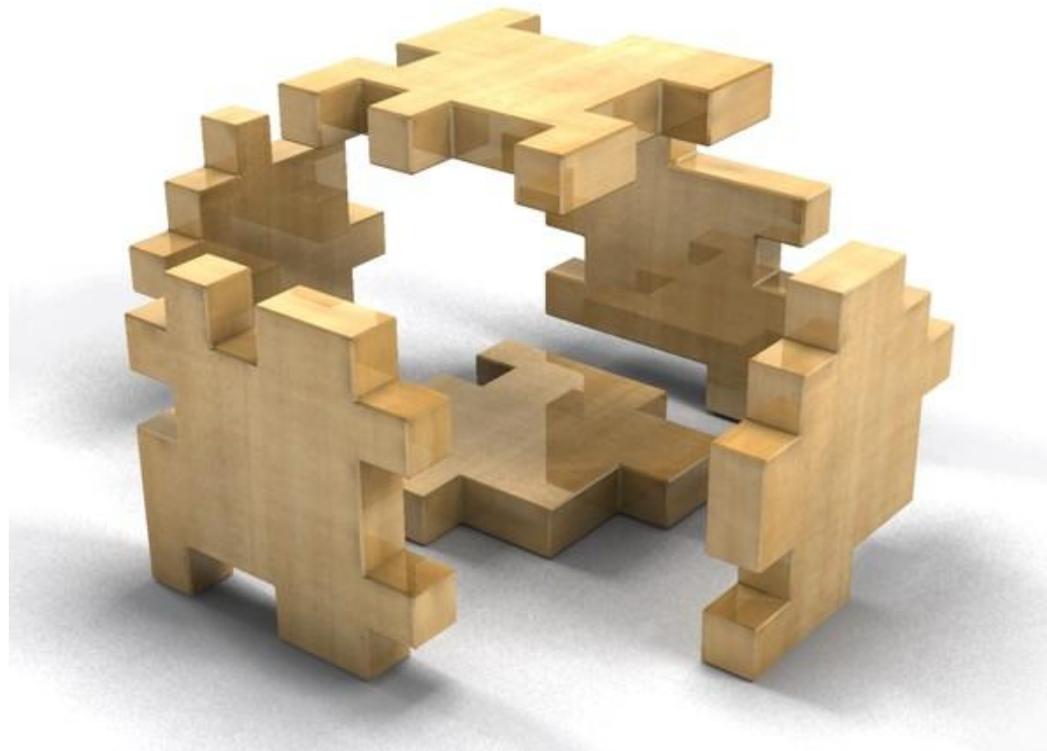


Staffing Strategy



Activity ID: 400315

Title: Staffing Strategy

Recertification Credit Hours Awarded: 2

Specified Credit Hours: General

Training Outcomes:

By the end of this training, HR professionals will feel:

- confident in their knowledge to create a staffing strategy to achieve the hiring needs of the organization.
- confident that they are well-prepared to communicate the integrity and transparency of the staffing strategy

Training objectives:

By the end of this training, HR professionals will be able to:

- state roles, responsibilities and expectations for their involvement in building the staffing strategy
- describe the process for sourcing, selection, and interviewing
- choose the right assessment method that will best fit the needs of the organization

Topics

Recruitment and Selection

Turnover

Job Analysis and Design

Competitive Advantage

Work Samples

Assessment Centers

Exit Interview

Recruitment and selection is one of the few activities which every organization in every industry, sector and region is involved in at some stage.

However, just because every organization must practice recruitment and selection does not mean that all organizations understand just how important your recruitment and selection practices are on the overall running of the organization- and more importantly your organizations bottom line.

The right recruitment and selection process can have many advantages to an organization- it firstly looks to identify new talent which can fill the position available, but it can also be used as a way of gaining a competitive advantage through people, which is not easy for other companies to copy. Getting your recruitment and selection process wrong can have a major impact on an organizations bottom line- a combination of the money invested in the process, combined with the time spent possibly training the new staff, is high enough, without having to do it constantly due to not being able to identify the right person the first time around.

Recruitment and selection methods have changed and opinions have evolved over the course of time. It was once the policy to fill the position as quickly as possible but as time has progressed organizations have realized that the recruitment and selection methods they employ can have serious effects on how the organization operates, and thus the turnover the organization makes.

Attracting and recruiting the best employees is critical to success in all sectors and to all types of organizations, regardless of size. Many organizations claim that putting the wrong person into the wrong position just to fill it can have dire consequences to the organization, it may cause poor employee morale, low productivity and lost opportunities- all of which will have a negative impact on your organizations bottom line.

As a result of this there is increasing pressure on organizations to ensure that they implement the best recruitment and selection method applicable to their organization or industry otherwise they risk becoming uncompetitive.

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Many HR professionals who have practiced recruitment and selection have agreed that there is a distinct difference between recruitment and selection.

We see that recruitment is the process whereby an organization collects applications for a position and generates a pool of potential suitable employees, while selection involves using techniques or different methods to assess the applicants and decide who is best suited to the available position, given management goals and legal requirements.

During the course of any year it can be expected that organizations are going to lose a certain amount of staff, and in turn these people must be replaced in order to maintain the normal levels of service/production. This is viewed as attrition and can be referred to as turnover.

People can leave for a number of different reasons, (retirement, better opportunity elsewhere, job dissatisfaction, dismissal etc.) but it is vital that the organization is aware of this and is able to predict a rate of turnover and keep it as low as possible so as to reduce spending in the recruitment process. One way of doing this is through conducting turnover analysis.

It can be a good idea for companies to carry out exit interviews in order to try and find reasons for their current turnover. The purpose of an exit interview is to provide the organization with reasons as to why their employees are leaving. The information recovered from these exit interviews can provide the organization with vital information and opinions on various different things done within the organization.

There have been studies that suggest people are a lot more likely to quit their job in the first stage of recruitment (first 6 months) than they are if they survive this period.

The turnover curve has three distinct phases.

Phase one is known as the “induction crisis”. This is the phase in which most turnover occurs.

This turnover could be applicable to many different things, but the three most common are:

- Not matching expectations – the employee had a different image of what he/she would be doing- it is possible that they misunderstood the job, or the job specification was wrong, or explained incorrectly during the recruitment stage.
- Adapting- some new employees may find it hard to adapt to their new surrounding and thus may not like the job- these surroundings could be the people, the culture, the actual job itself.
- A “better” job- the new employee may have applied for many jobs before joining and something they view as better or more suitable may have come along since joining so they leave the company for the other position.

Phase two is the “differential transit”.

This is where the “new” employee has adapted to their work surroundings and is now happy and feels a part of the culture and community-at this stage it is very unlikely that a person will suddenly decide to leave the organization.

Phase three is the “settled connection”

It is at this stage that the person has been in the job so long they are now viewed as “quasi permanent”. This person now views themselves as part of the furniture- these people are of the opinion that it will be more beneficial for them to stay where they are rather than go anywhere else.

Through analyzing at what stage people are leaving the organization, the organization may be able to pin point why people are leaving- is it a recruitment issue or is it a culture or community issue.

Once you have identified that the organization needs new staff it is important for you to conduct a job analysis in order to identify the job design so they can recruit a person who is suitable for the position.

HR manager must know what is entailed to do the job successfully, without knowing exactly what is required the wrong candidate could easily get the job. Job analysis is defined as the “systematic process of collecting information about the tasks, responsibilities and contexts of the job”.

Many HR professionals can all agree that there are many functions to a successful job analysis- it can be used not only in “recruitment but also selection, performance appraisal, training and development, job evaluation and health and safety”.

When a person actually carries out a job analysis they are essentially doing a form of research as they must collect many pieces of data so they can identify exactly what skills, knowledge and capabilities are required to do the job effectively. The job analysis can be carried out independently or jointly by a HR manager or a departmental manager.

This will all depend on how complex the job is, and what way the job analysis is going to be undertaken. No matter who it is carrying out the analysis there are many different ways a person can collect the information they need- they can speak to and/or observe the person doing the job, talk to supervisors or managers and also conduct exit interviews when people leave.

Following the job analysis, the job description should essentially be “a broad statement of the purpose, scope, duties and responsibilities that are attached to the job and as such is the basis for the contract of employment.

Through doing a job analysis and creating a job description it will be clear exactly what the new employee would be needed for- through this the management can assess whether there is a need for a new employee or whether a current employee could do this job or if a current employee is supposed to be doing this job.

There are several aspects to a job description depending on the complexity of the job role:

1. Job Title
2. Department Location
3. FLSA
4. Scope
5. Main Tasks
6. Special competencies

Next, you should conduct the job analysis to the role’s specification- this will provide the organization with list of skills, knowledge and capabilities the candidates will need in order to do the job as effectively and efficiently as possible.

Other considerations include:

1. Impact on others: physical make-up appearance, speech and manner
2. Acquired qualifications: education, vocational training, work experience
3. Innate abilities: quickness of comprehension and aptitude for learning
4. Motivation: individual goals, consistency and determination in following them up.

5. Adjustments: emotional stability, ability to stand up to stress and ability to engage with people.

As is clear in everyday life- people are different- we come in all different shapes and sizes with different emotions and definitely different interests- a person cannot and should not be told they can or can't do a certain job just because they are interested in one thing and not another.

Preconceived or entrenched attitudes, prejudices and assumptions can lead, consciously or unconsciously, to requirements that are less job-related than aimed at meeting the assumed needs of customers, colleagues or the established culture of the organization.

Thus, through doing job analysis and creating job specifications, organizations can help prevent such assumptions.

Before the recruitment and selection process begins it is important that the organization identifies exactly who is going to be involved in the recruitment process and ensures they are up to date with the job and person specification which has been made.

This is so that when the recruiter begins the recruitment process he/she is aware of exactly what they are hiring for, and what type of person they need.

The more successful the human resource planning and organizing of your recruitment and selection methods is, the greater competitive advantage an organization can obtain.

It is commonly acknowledged that people are the key assets in the organization and that all other assets are rather more commodities that can be purchased at market prices, because only the human asset has potential to learn, grow, and contribute to sustainable economic development.

As we do live in a world in which knowledge, rather than physical capital, is increasingly important, we need smart people who can do great things—increase productivity, build new products and services—and do so even more quickly.

This is very relevant in the manufacturing industry as technology is constantly being update to try and improve and speed up processes. Achieving a competitive advantage over your competition can be very hard as unless the new product or idea is complex it could be easily copied, so the more talented your workforce is the bigger advantage you have.

We can all agree the firm's most important resources and capabilities are those which are durable, difficult to identify and understand, imperfectly transferable, not easily replicated and in which the firm possesses clear ownership and control.

As people are unique- it's often said no two people are the exact same- people can prove to be the greatest form of competitive advantage as everyone has their own thoughts, ideas and opinions.

Put together with various backgrounds, qualifications and life experiences, this will guaranteed to produce different abilities, skills and endless opportunities for organizations to find new ideas, if they can just find a way to tap into it.

It is for this reason why organizations must spend lots of time assessing their recruitment and selection policies and procedures to ensure they are always getting the most talented individual available for the open position.

It doesn't matter if you are looking for a brain surgeon, an accountant, a guard, a bartender, a sports athlete, a HR manager or a general operative- the more skilful, driven and intelligent the person you can find for this position the greater competitive advantage you can create.

Where interviews are viewed as one of the main recruitment and selection tools, organizations must ensure that their interviewer is as unbiased as possible as it is a common belief that "interviewers have a tendency to make up their minds within the first few minutes of the interview and the remainder of the time is spent confirming these first impressions.

Some people believe it is essential to interview as only by these means can they discover whether the applicant is likely to fit in to the organization – whether others like him or her and will work well together.

The use of hypothetical questions or scenarios can improve the reliability of an interview as peoples attributes will be easier to see as they talk about doing a certain aspect of the job. Others may disagree with this form of method as they believe the best way to make judgments on a client is to ask them how they worked or would work, through a certain situation should it arise rather than using hypothetical situations.

Throughout the years there have been some criticisms expressed regarding how effective interviewing actually is, but as of now this remains the most popular recruitment tool employed by managers from all industries and sectors.

It is a recruitment practice which applicants generally expect to be put through, and it is a method organizations generally like to use as it is a relatively low cost to carry out one to one interviews.

Many may argue that structured interviews have many advantages over unstructured interviews. This is because they ask and rate each applicant using the same questions and the same set of behavioral responses makes them much more reliable and comparable than the responses of traditional unstructured interviews.

Structured interviews also allow the recruiter to build his interview around the requirements of the job having looked at the job and/or person specifications.

While others question the reliability of interviews as applicants can pre-rehearse interviews and get the ideal answers from many places, thus coning the interviewer.

Interviewing efficiently and effectively requires the interviewers to know exactly what they are looking for, moving the candidates from topic to topic until all parties are satisfied that questions have been asked and answered completely.

This is the way in which a successful interviewer will try and conduct an interview so that they have a mean of comparing one candidate from the next.

The more talented the interviewer, the better chance the organization has of employing the best candidate as the recruiter knows exactly what they are doing. We may agree with this that trained interviewers are better at interviewing than untrained interviewers as interviewing skills can be acquired. Good interviewer needs to be detached and objective in their assessments and not allow himself to be unduly swayed by possibly irrelevant factors.

Poor interviewing techniques may cause the recruiters to select the wrong candidate which can have many effects on the organization.

Many employers are inclined to give all former employees good or fair references, regardless of how they actually performed.

Many managers claim there is a massive problem with pre-employment referencing as the previous employer must be careful about what they say for legal reasons. It is their opinion that the previous employer will not say anything which may be bad about their former employee in fear that that person may not get the job because of what they have said and they may face some form of legal action (e.g a slander claim). The previous employer is also afraid to over sell the applicant as if they get the job and the person under performs the prospective employer may launch legal action claiming they supplied false information. Thus many HR professionals believe this has led to a “no comment” culture, and so damaged the referencing tool.

However other HR professionals still believe that referencing is still an important tool for screening because referencing now contains things like character references, educational and qualification verifications and criminal record checks via internet background service vetting. Thus through using referencing there is some hope you can validate the applicant and reduce some uncertainty from the recruitment and selection process.

Work samples present applicants with a set of tasks or exercises that are nearly identical to those performed on the job.

This will allow the prospective employer to assess the applicants on an area relevant to the position they are applying for. Many HR professionals have said this is one of the best selection methods to predict future job performance and it is one of the fairest recruitment and selection methods as each person has an equal opportunity to impress.

There are two types of work sample test- motor and verbal tests.

Motor tests refer to the physical manipulation of things. An example would be if the applicant was brought to the production floor and asked to carry out a typical task which they would be required to do if they got the job.

Verbal tests refer to problem situations and explaining what you would do. In relation to a manufacturing plant you could give a hypothetical situation the applicant may find themselves in and ask them what they would do.

There are four category system of work sample tests. These consist of:

Psychomotor

Job related information

Individual situational decision making

Group discussions/decision making.

Psychomotor is similar to the motor tests in that these tests also refer to the manipulation of objects.

Job related tests examine exactly what information a person knows about an area-these are standard paper and pencil tests where the person will be able to show off their knowledge of the area.

Individual situational decision making tests are similar to the verbal tests as they both present hypothetical situations and ask how you would respond.

The final test is group discussions/decision making test, this is where two or more people are put together and told to discuss a particular topic- their performance in the discussion is then evaluated. These tests would be used where a person's contribution within a group setting is seen as very important.

Within work samples applicants are expected to perform the tasks which they will meet in the position they have applied for- this will also help the recruiter to assess if the applicants skills match what they have claimed in their C.V.

Work samples give the recruiter the best insight into how the applicant will perform in the future. Work samples also benefit the applicant as they too can assess the job and see if it is all they imagined and give them a good indication as to whether it will suit them or not.

In the manufacturing industry this could be a very worthwhile assessment, as working on a production line does not suit everybody. Some people will find it too repetitive or boring and may not be able to cope with the environment, so an assessment like this may point that out to them before they start and thus allow them the opportunity to reject the job rather than take it and leave soon after due to not liking the job-something which benefits no body.

Assessment centers are events where candidates can be evaluated based on their skills and capabilities. However, assessments conducted in assessment centers can vary from organization to organization and that they are generally used in the recruitment of managers, but may also be used in general recruitment.

Some of the assessments can include interviews, questionnaires, psychometric tests and job simulation- and each candidate is assessed on how they perform at each task by a team of managers from the organization. Some HR professionals believe assessment centers are most accurate way of selecting prospective employees and measuring their potential.

Assessment centers can be a very useful tool once they are conducted properly. A poorly conducted assessment can leave the candidate feeling like they have failed in their attempt, and this compiled with a lack of feedback did not bode well for a person's morale. However, with the introduction of feedback and trained assessors, assessment centers have gotten better. There are basic characteristics of assessment centers that are universally applicable to all- however, some believe there are unique characteristics to all assessment centers and it is simply not possible to build a universal framework- there can be commonalities like aptitude and personality tests, role play simulations and case analyses- but no two assessment centers are alike.

Assessment centers are more successful than other recruitment and selection methods as they focus on the candidate's actual behavior. The most important factor of the whole assessment centre is that the candidates are evaluated by trained assessors- only with these is there a likelihood of success. It is vital that the candidates are assessed over multiple job related situations and not just the one or two as only in these circumstances can the assessment truly be viewed as a realistic assessment.

Human bias or human unconsciousness has come to be a potential flaw in assessment centers. The potential for the assessors to score candidates that make good first impressions will score high, when the participants actual performances could occasionally have very little to do with the selection process.

There are a certain degree of people who experience a level of fear and anxiety with either real or anticipated communication with another person. People who experienced a difficulty interacting and/or communicating with new people score a lot lower in assessment centers.

Assessment centers are generally viewed as a means for hiring managers, however assessment centers could easily be adapted for the recruitment and selection of general operatives.

An exit interview is a one to one interview between the departing employee and a manager or a HR representative where the individual's reasons for leaving are explored.

Exit interviews are a powerful tool which managers can use to try and identify problems within the organization which are causing people to leave.

Following the information obtained, the organization can then set about correcting the issue if it is something within their powers- a job related reason rather than a personal.

A person may not be as inclined to tell their direct manager about the issues they have experienced- especially not if the line manager is responsible!

Exit interviews should be conducted in a sensitive and non-threatening way to encourage employees to be frank about their reasons for leaving. The interviewer must also be well trained at interviewing- they must be able to probe gently to find all the information they can from the departing employee.

Timing is a big issue when it comes to conducting exit interviews. If you wait until the employee's final day the employee may be nostalgic and almost regretting leaving so their answers may not be totally honest. If you do it too close to their resignation notice they may have a feeling of resentment at this period which could cloud their reasoning also. Another issue can be that if you wait until after they leave they may refuse to give you any feedback- although feedback at this stage may be more beneficial as the person has moved on and may be more open to telling you the real reasons for their departure.

Some believe that timing will not matter as the person has already decided to leave, thus they will show little hesitance in providing feedback as they are leaving and you can't punish them for doing so.

Here are 5x points that may help the exit interview reveal important information:

- 1) Ask open-ended questions- this will allow the departing employee to speak and say exactly what they want to say- thus encouraging them.
- 2) Give the person prior notice- this will allow them the opportunity to think about what they are going to say.
- 3) Assure the interviewee that all information will be totally confidential- this may also encourage them to open up and share everything with you.
- 4) Remember to always stay neutral- do not make any judgmental comments based on the interviewees responses.
- 5) Look for positives- it's all well and good collecting all the negatives, but surely they will have some positives which will reassure the company of areas they are getting it right.

Recruitment and Selection is a very important process which all organizations, in every industry, region and sector have to engage with. There are many different advantages to having a successful recruitment and selection process- organizations will always want to keep their turnover as low as possible, as the higher it is the more money which needs to be invested into recruitment and possibly training and a successful recruitment and selection process could help reduce turnover.

It can also give an organization a competitive advantage through people- through having a fully functioning recruitment and selection process it is possible for an organization to identify the best candidate, and thus gain an advantage through having the best staff possible.

An accurate job and/or person specification can assist recruiters when it comes to recruiting staff. A clear job specification will allow the recruiter to know exactly what the job they are hiring for entails, and thus screen candidates to see if they have the qualifications, or skills necessary to do the job. A clear person specification will additionally allow the recruiter to know exactly what type of person is ideal for the position, it will highlight characteristics which the recruiter can then look out for in the applicants.

Now to test your
comprehension!

Exercise: Assume you have a vision, mission, and strategy defined for the organization.

1). Write a 3x goals for a manager role of your choosing.

2). Write a Job Description with the following:

- **Brief role and responsibilities**
- **Describe the scope of the role**
- **Describe the level of interaction this role will have with others in the organization**
- **Describe the supervisory responsibility and its scope**
- **List Core Skills, Knowledge, Abilities, and Capabilities**

The job description must align with your goals that need to be achieved.

3). Write interview questions that will probe all of the above.



Please submit your test questions to: credits@hrcogs.com

Include your:

- 1) Name:
- 2) Your HRCI ID#
- 3) Email Address used to register for the program. Test submissions must be received from the email used to register!
- 4) Activity ID:
- 5) Sponsorship ID:

There is no partial credit awarded for incomplete test answers!