

PHRi Functional Area 02

WORKFORCE PLANNING AND TALENT ACQUISITION

International Human Resource Certification Institute

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Professional in Human Resources – International (PHRi) Workbook

Module Two: Workforce Planning and Talent Acquisition

2024 Edition

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Introduction

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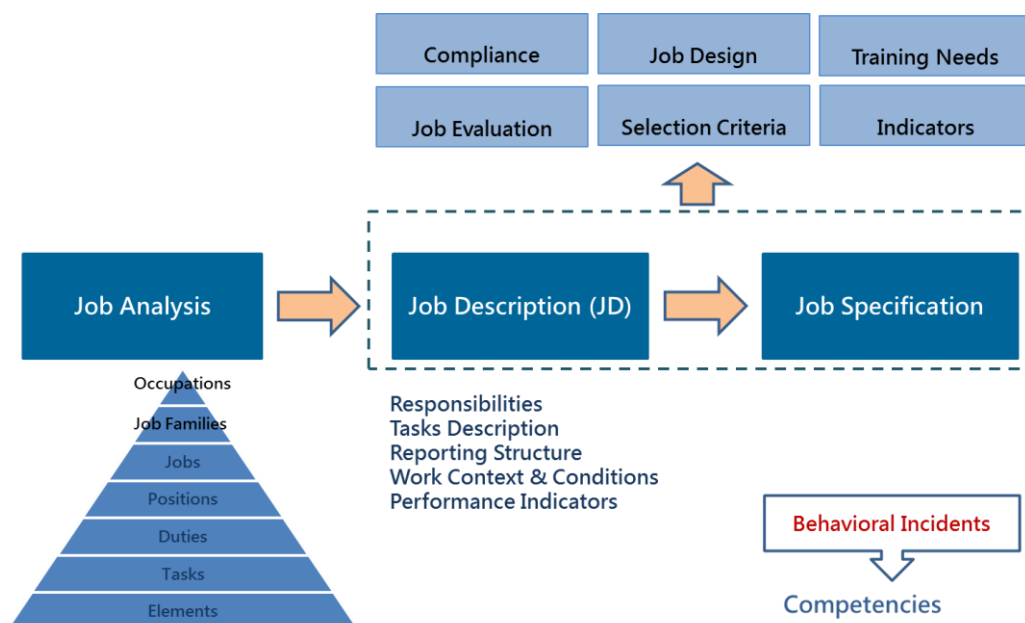
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Part One: Job Analysis and Design

1. Job Analysis

Human resource management in organizations virtually always requires an in-depth understanding of the work that people do in that organization. The process by which this understanding is developed is a job analysis; a job description is the documentation of the results of that analysis. While these two terms are often used interchangeably, we strongly recommend against such usage, as job analysis is a process and a job description is a product of that process. Simply put, a job analysis is a systematic process for collecting and analyzing information about a job.

In a more comprehensive and detailed definition, Scholars defined job analysis as “the collection of data on (a) ‘job-oriented’ behavior, such as job tasks and work procedures; (b) more abstract ‘worker-oriented’ behavior, such as decision making, supervision, and information processing; (c) behaviors involved in interactions with machines, materials, and tools; (d) methods of evaluating performance, such as productivity and error rates; (e) job context, such as working conditions and type of compensation systems; and (f) personnel requirements, such as skills, physical ability, and personality traits” This definition of job analysis focuses on the systematic collection of data on the observable job behaviors of employees and what is accomplished by these behaviors and what technologies are required to do so.



Source: Morgeson, Brannick, & Levine. (2019)

Given the importance that job analyses play in the management of human capital, it is surprising that job analyses are not regarded as a more critical tool in the field of human resources. Over three decades ago, a researcher observed, 'Although job analysis is an essential feature of every activity engaged in by industrial-organizational psychologists, the subject is treated in most textbooks in a manner which suggests that any fool can do it and thus is a task which can be delegated to the lowest level technician'. Unfortunately, the situation has not much changed, and this important function is not given the proper degree of attention and respect either by psychologists or HR professionals.

1.1. Applications of Job Analyses

Job analyses serve several critical purposes in the workplace:

1.1.1. Compliance

Job analyses are essential for ensuring compliance with various legal and regulatory requirements, such as the Uniform Guidelines on Employee Selection Procedures.

A thorough job analysis helps organizations create legally defensible selection procedures, reducing the risk of litigation.

Documenting job-related qualifications through job analyses ensures fairness and equality in hiring, promoting compliance with anti-discrimination laws.

1.1.2. Job Design

Job analyses provide insights into the nature of work activities, helping in job redesign efforts.

Changes in technology and business requirements often necessitate adjustments in job design, which can be informed by job analyses.

Understanding the components and demands of a job assists in crafting meaningful and efficient job roles.

1.1.3. Training Need Analysis:

Job analyses identify the knowledge, skills, and abilities required for job success, forming the basis for training needs assessment.

By pinpointing competency gaps, organizations can tailor training and development programs to address specific requirements identified through job analyses.

1.1.4. Job Evaluation:

Job analyses help determine the relative worth of different jobs within an organization, facilitating job evaluation for compensation purposes.

Factors such as education, responsibilities, and required skills can be assessed through job analyses to establish equitable compensation structures.

1.1.5. Candidate Selection Criteria:

Job analyses establish the competencies and qualifications essential for job performance, serving as the foundation for defining candidate selection criteria.

Recruitment efforts benefit from clearly defined criteria based on job analyses, ensuring that candidates meet the specific job requirements.

1.1.6. Performance Indicator:

Job analyses provide the groundwork for setting performance indicators by identifying key work activities and responsibilities.

Performance management systems rely on job analyses to establish the criteria for evaluating and measuring employee performance.

1.2. Elements of a Job Analysis

1.2.1. Terms and Definition of Job Analysis

Various authors use terms such as job, position, and task to mean different things.

Position: The duties and tasks carried out by one person. A position may exist even where no incumbent fills it; it may be an open position. There are at least as many positions in an organization as there are people.

Job: A group of positions with the same major duties or tasks: if the positions are not identical, the similarity is great enough to justify grouping them. A job is a set of tasks within a single organization or organizational unit.

Occupation: An occupation is a class of roughly similar jobs found in many organizations and even in different industries. Examples include attorney, computer programmer, Mechanic, and Gardener.

Job family: A group of jobs similar in specifiable ways, such as patterns of purposes, behaviors, or worker attributes. An example of a job family might be clerical and technical," which could include receptionists, accounting clerks, secretaries, and data entry specialists.

Element: The smallest feasible part of an activity or broader category of behavior or

work done. It might be an elemental motion, a part of a task, or a broader behavioral category; there is little consistency in meanings of this term.

Task: A step or component in (lie performance of a duty. A task has a clear beginning and ending; it can usually be described with a brief statement consisting of an action verb and a further phrase.

Duty: A relatively large part of the work done in a position or job. It consists of several tasks related in time, sequence, outcome, or objective. A clerical duty might be “sorting correspondence.” One task in correspondence sorting might be ‘identify letters requiring immediate response.’

Job Description (JD): A written report of the results of job analysis. JD is a list or form of a job’s duties, responsibilities, reporting relationships, working conditions, performance criteria, and supervisory responsibilities. JD is the result and one product of a job analysis.

Job Specification: A list of a job’s “human requirements”: the requisite education, skills, knowledge, and so on – another product of a job analysis. Job Specification should address what knowledge, skills, abilities, and other characteristics (KSAOs) do job holders need to perform these tasks effectively.

Traditional job analysis has four typical components:

- A description of the work activity (WA) or tasks involved in doing the job;
- The knowledge, skills, and abilities (KSA) or competencies necessary to perform the job;
- Data on the range of job performance; and
- The characteristics of the workplace.

The data contained in these four components provide the basis for drafting the job description, which should provide an integrated narrative picture of the job and what is required to fill that job successfully.

1.2.2. Work Activity (WA)

Job analysis typically commences by outlining a job's major functions and the regular activities undertaken by the job incumbent—essentially, why the job exists. Describing work activities poses a challenge regarding the level of detail. At the foundational level are "job elements," representing the smallest work units without breaking down individual motions and processes.

A more practical approach involves Functional Job Analysis, defining work activities through (1) action verbs specifying observable actions, (2) outcomes/results, (3) tools or equipment used, and (4) the discretion level granted to the worker. For example, assembling wires with a screw nut or performing surgery with a scalpel highlights clear actions, tools, outcomes, and differing discretion levels.

Work activity analyses consider both the importance and frequency of actions in job performance. While crucial and frequent actions make up the core, essential but less frequent actions should also be documented. For instance, in professions like law enforcement, infrequently performed yet vital actions, such as drawing and firing a handgun, are critical to job success. Therefore, work activity descriptions should encompass both importance and frequency, especially when significant actions occur infrequently.

1.2.3. Knowledge, Skills, and Ability (KSA)

The second crucial aspect in every job analysis revolves around the knowledge, skills, and abilities (KSA) or competencies essential for performing these work activities.

Knowledge encompasses organized factual or procedural information that, when applied, enables successful job action but is not directly observable during the action itself. For instance, an assembler requires knowledge of the English language, colors, and screw nut usage. In contrast, a surgeon's knowledge involves intricate understanding of anatomy, physiology, and surgical procedures. Both sets of knowledge underpin the successful execution of job actions.

Skill, the second component, signifies proficiency in manual, verbal, or mental manipulation of objects, ideas, or individuals. Skills are directly observable, often set as standards for successful job performance. In our example, the assembler needs eye-hand coordination and finger dexterity, while the surgeon demands exceptional eye-hand coordination, hand steadiness, and advanced finger dexterity.

Ability refers to the current capability to execute a job action by applying underlying knowledge and necessary skills simultaneously. Abilities, like knowledge, are not directly observable but inferred as higher-order constructs, such as problem-solving or spatial ability. Abilities become prominent in higher-level technical, professional, and managerial jobs, especially when work activities turn more abstract and complex, even if they don't meet direct observability criteria.

For instance, the assembler's job can be described with limited knowledge and skill requirements, while a surgeon's job may necessitate characteristics like systems-orientation, decisiveness, meticulousness, and awareness of the operating room

environment. Some experts introduce a fourth factor, "*Other*" (O), to the KSA paradigm, leading to a KSAO approach to job requirements. However, we prefer the term "competencies" as a more intuitive and encompassing substitute for these labels.

1.2.4. Levels of Job Performance

Once the work activities (WA) and necessary competencies have been clearly defined through a job analysis, the next step involves establishing the required range of acceptable job performance. In many cases, job analyses focus on identifying the criteria for high-level job performance to differentiate exceptional employees from the rest. This approach is suitable when assessing individuals for promotions or designing training and development programs.

However, the dynamic changes when job analysis is used for candidate selection. In this scenario, we must consider that new hires are unlikely to be as productive or competent as experienced incumbents. Therefore, when setting job performance requirements for new hires, it becomes necessary to establish more attainable initial levels, a process that involves a fair degree of judgment.

It's essential to note that when selecting supervisors and managers from an existing workforce, top performers may be chosen without recognizing that supervisory and managerial roles require different skills than those of the tasks they will oversee. This oversight can lead to less-than-satisfactory outcomes. Consequently, job performance levels should be determined based on their intended use, and common sense should play a significant role in setting these boundaries.

1.2.5. Workplace Characteristics

Workplaces can significantly differ in terms of their norms, atmosphere, culture, the level of discomfort experienced by employees, inherent risks, and various other factors. A comprehensive and effective job analysis should encompass the identification of these crucial workplace characteristics. Many job analysis approaches tend to overlook the description of the workplace environment unless it significantly deviates from the typical office, factory, or warehouse setting. However, we firmly believe that gaining an in-depth understanding of workplace characteristics should be an integral part of a thorough job analysis.

Once all four elements of a job analysis—namely, work activities (WA), job competencies (previously known as KSAs), the range of job performance, and workplace characteristics—have been identified, they can be systematically combined to create a cohesive job description. Now, let's delve into the various methods used for conducting a job analysis.

1.3. Job Specification

Job specification is a document outlining the essential qualifications and attributes that an employee must possess to effectively perform the specific duties and tasks associated with a particular job or role. It is primarily derived from the process of job analysis. In essence, job specification serves as a declaration of the minimum requirements an individual should have to excel in a given job position.

While the job description delineates the tasks and responsibilities associated with the job, job specifications provide a comprehensive list of the knowledge, skills, and abilities (KSAs) that an individual needs to meet the job's demands satisfactorily. These KSAs encompass factors such as educational background, prior experience, specific work-related skills, personal aptitudes, and mental as well as physical prerequisites. For instance, job specifications for a data entry operator may specify the necessary educational level, a minimum duration of experience, a typing proficiency of 60 words per minute, a high level of visual concentration, and the ability to work effectively under time constraints. It's essential to highlight that accurate job specifications outline the required KSAs for a job, not necessarily the qualifications possessed by the current employee.

Usually, the information of a job specification includes

1.3.1. Experience:

Number of years of experience in the job you are seeking to fill. Number of years of work experience required for the selected candidate. Note whether the position requires progressively more complex and responsible experience, and supervisory or managerial experience.

1.3.2. Education:

State what degrees, training, or certifications are required for the position.

1.3.3. Required Knowledge, Skills, Abilities, and Characteristics (KSAOs):

State the skills, knowledge, and personal characteristics of individuals who have successfully performed this job. Or, use the job analysis data to determine the attributes you need from your "ideal" candidate. Your recruiting planning meeting or email participants can also help determine these requirements for the job specification.

Job specifications information must be converted into employee specification information in order to know what kind of person is needed to fill a job. Employee

specification is a like a brand name which spells that the candidate with a particular employee specification generally possess the qualities specified under job specification. Employee specification is useful to find out the suitability of particular class of candidates to a particular job. Thus, employee specification is useful to find out prospective employees (target group) whereas job specification is useful to select the right candidate for a job.

2. Methods of Job Analysis

A job analysis culminates in the creation of a job description, a written document that outlines: (1) the essential tasks required for effective job performance; (2) the qualifications necessary to carry out these tasks; (3) the expected performance levels at various stages of experience and expertise; and (4) the workplace characteristics influencing job performance. Developing a data-based job description is a meticulous and time-intensive endeavor. This chapter serves as a guide for constructing such a data-driven job description.

Typically, data collection for the first three components of the job analysis can be conducted concurrently, while assessing the attributes of the work environment necessitates a separate, independent evaluation. Practitioners conducting job analyses should always keep the intended purpose in mind, as it provides the framework for both data collection and the composition of the job description. This consideration is particularly vital when gathering job performance data for candidate selection. The performance standards for entry-level or trainee roles, for instance, would differ significantly from those applied to experienced, high-level professionals.

There are several methods available for conducting a job analysis, and the choice of method depends on the specific job and the information required. Here are some commonly used methods:

2.1. Interviews

Interviews involve speaking with employees who perform the job or their supervisors to gather information about the tasks, skills, responsibilities, and outcomes associated with the job. This method is particularly useful for gaining insights into job-related details.

2.2. Observation

Observing the job being performed in real-time can offer valuable insights into the tasks, processes, and required skills. It allows analysts to understand how resources and time are utilized efficiently, leading to a comprehensive understanding of the job,

especially in highly structured and repetitive roles.

2.3. Questionnaires

Using standardized questionnaires, organizations can collect information from employees about their job duties, skills, and knowledge. This method is effective for gathering data from a large number of employees within a relatively short time.

2.4. Work Sampling

Work sampling involves observing employees randomly throughout the day as they perform their job tasks. This approach provides a snapshot of the variety and frequency of tasks involved in the job, offering insights into work patterns.

2.5. Critical Incident Technique

This method focuses on specific incidents critical to the job's success or failure. It helps identify the KSAOs required to handle challenging situations in the workplace, offering a more in-depth understanding of the job's demands.

The Critical Incident Technique plays a vital role in crafting Job Specifications and Job Descriptions. Job incumbents, typically the respondents, are asked to share their experiences while performing their roles. The interviewer records essential incidents, skills, mental abilities, knowledge, and other attributes demonstrated by the job incumbent during their work. This technique is invaluable for creating accurate job descriptions and job specifications, crucial for attracting suitable candidates and expediting the recruitment process.

Furthermore, the Critical Incident Technique helps identify the key skills, knowledge, mental aptitudes, and other attributes essential for a job. It can also serve as a performance appraisal method for employees. The Critical Incident Technique comprises the following steps:

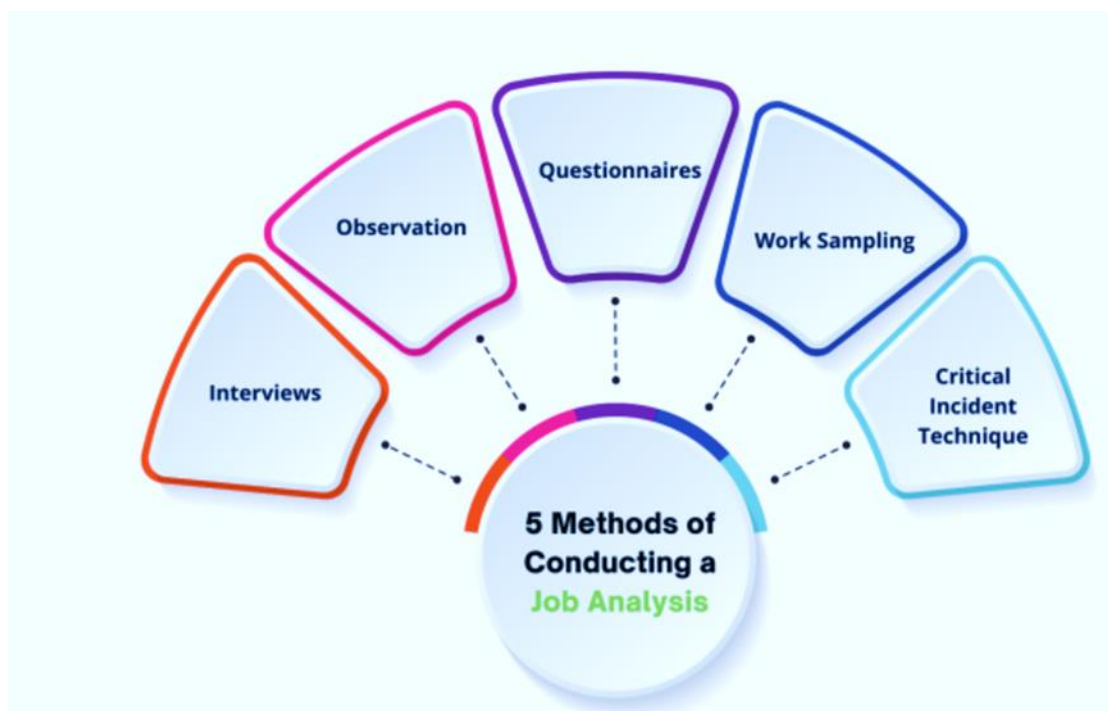
2.5.1. Identification and review of incidents that occurred during the job.

2.5.2. Fact-finding, involving gathering information about the incidents from relevant personnel.

2.5.3. Analysis of the collected data to identify issues.

2.5.4. Determination of possible solutions for the identified issues.

3.5.5. Evaluation of whether the proposed solutions can address the root causes of the identified problems.



Source: Certified Human Resource Management Professional (CHRMP)

3. Job Design

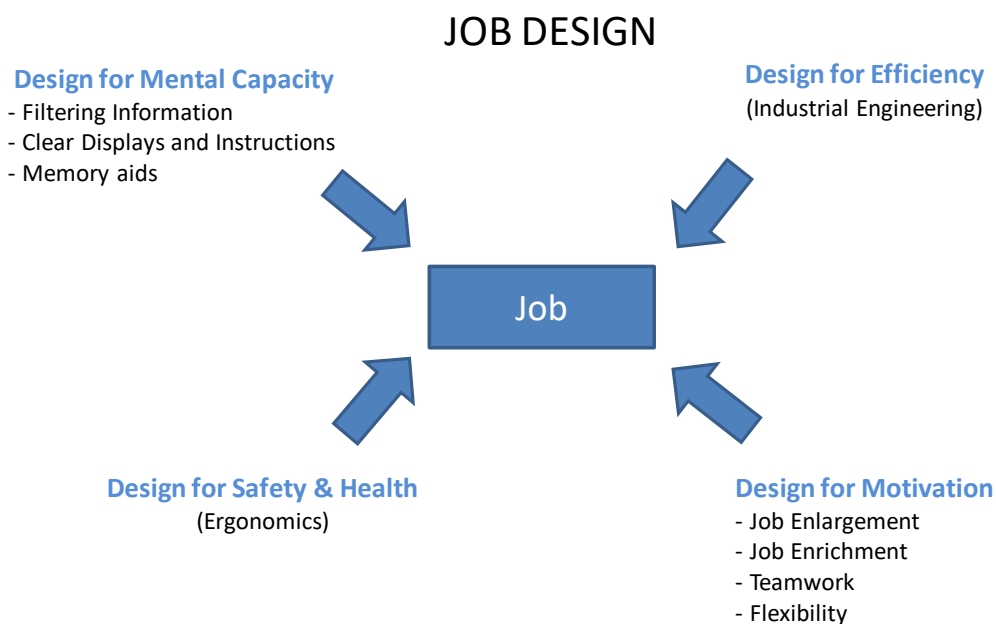
Although job analysis, as just described, is important for an understanding of existing jobs, organizations also must plan for new jobs and periodically consider whether they should revise existing jobs. When an organization is expanding, supervisors and human resource professionals must help plan for new or growing work units. When an organization is trying to improve quality or efficiency, a review of work units and processes may require a fresh look at how jobs are designed.

Job design is the process of Work arrangement (or rearrangement) aimed at reducing or overcoming job dissatisfaction and employee alienation arising from repetitive and mechanistic tasks. Through job design, organizations try to raise productivity levels by offering non-monetary rewards such as greater satisfaction from a sense of personal achievement in meeting the increased challenge and responsibility of one's work.

The main function of job design is to create alterations in the ways in which employees function in the workplace in order to enhance their enthusiasm for the work they perform and increase job satisfaction which in turn, increases productivity. There are 4 main approaches to the creation of job design, the first being, “design for efficiency” or “job engineering.” These terms simply refers to the expected standards of performance and the methods by which these standards are met. Technology is a major aspect of this approach; computers and all other forms of technology must be reliable and up to date and all workers must be proficient in their use and comfortable and confident in their abilities to

use them.

Design for motivation or “job enrichment” involves the designation of more duties to workers. These duties should allow employees to gain a sense of greater responsibility and accountability which in turn increases employee confidence, making tasks and duties more enjoyable so they are completed with interest and enthusiasm. Job enrichment also increases the effort of employees to work together as a team. “It is a vertical restructuring method in that it gives the employee additional authority, autonomy, and control over the way the job is accomplished”.



Design for safety and health or ergonomics, refers to products, applications or particular tasks which are designed to lessen fatigue which may occur due to poor lighting, improperly designed work stations, excessive fluctuations in room temperature etc. It is extremely important for business leaders and managers to be aware of any of these unfavorable conditions and to correct them immediately in order to assure his or her employees are comfortable and are not being harmed during their efforts to complete tasks.

Finally, design for mental capacity refers to the need for employers to understand the special needs of individuals who are elderly and/or those who have disabilities, either physical or mental. Special technology need to be available for individuals who may have sight or hearing problems, displays on computer monitors should be adjustable to suit the needs of those who need magnified text and special aids should be accessible to workers who have deficits in hearing. “Managers need to consider carefully each employee’s

physical capabilities, mental skills, organizational competence and capacity for learning before inviting an employee to take on an enriched job. Forcing more on employees than they are capable of handling will likely hurt the business and frustrate the employees” a researcher said.

The job design approach gives employees the tools they need and uses their competencies to provide high-quality products and efficient services to its customers—closely approaching the ideal. Although the ideal isn’t always attainable, substantial improvements in job design that can benefit the customer, employee, and organization usually are possible with the use of one or more of the commonly used job design approaches.

3.1. Comparative Framework

Five of the most common approaches to job design are based on the dimensions.

- The Impact dimension is the degree to which a job design approach is linked to factors beyond the immediate job, such as reward systems, performance appraisal methods, leadership practices of managers, customer needs, organization structure, physical working conditions, and team composition and norms—as well as its likely effect on changes in effectiveness and quality.
- The complexity dimension is the degree to which a job design approach requires (1) changes in many factors, (2) the involvement of individuals with diverse competencies at various organizational levels; and (3) a high level of decision-making competency for successful implementation.

3.1.1. Job Rotation

Job rotation refers to moving employees from job to job to add variety and reduce boredom by allowing them to perform a variety of tasks. As traditionally used, job rotation is low in both impact and complexity because it typically moves employees from one routine job to another. Maids International, a housecleaning service franchise, uses job rotation with its four-person housecleaning teams by, for example, having a maid clean the kitchen in one house and the bedroom in another. However, if all the tasks are similar and routine, job rotation may not have the desired effect of improving employee effectiveness and job satisfaction. For example, rotating automobile assembly-line workers from bolting bumpers on cars to bolting on tire rims isn’t likely to reduce their boredom. However, job rotation may be of significant benefit if it is part of a larger redesign effort and/or it is used as a training and development approach to develop various employee competencies and prepare employees for advancement. At times, it may be used to control the problem of repetitive stress

injuries by moving people among jobs that require different physical movements.

3.1.2. Job Engineering

A scholar established the foundation for modern industrial engineering late in the nineteenth century. He was concerned with product design, process design, tool design, plant layout, work measurement, and operator methods. Job engineering focuses on the tasks to be performed, methods to be used, workflows among employees, layout of the workplace, performance standards, and interdependencies between people and machines. Analysts often examine these job design factors by means of time-and-motion studies, determining the time required to do each task and the movements needed to perform it efficiently.

A cornerstone of job engineering is specialization of labor with the goal of achieving greater efficiency. High levels of specialization are intended to (1) allow employees to learn a task rapidly, (2) permit short work cycles so that performance can be almost automatic and involve little or no mental effort, (3) make hiring easier because low-skilled people can be easily trained and paid relatively low wages, and (4) reduce the need for supervision, owing to simplified jobs and standardization.

Although traditional job engineering also can create boring jobs, it remains an important job design approach because the resulting cost savings can be measured immediately and easily. In addition, this approach is concerned with appropriate levels of automation, that is, looking for ways to replace workers with machines to perform the most physically demanding and repetitive tasks. The job engineering approach often continues to be successfully used especially when it is combined with a concern for the social context in which the jobs are performed. One expert who advocates the job engineering approach while involving employees in decisions about their jobs prescribes the following “golden rules of work design.”

- Ensure that the end product/output of the work is clearly defined, unambiguous, and fully understood by the employees.
- Ensure that the steps/tasks to be performed to achieve the required end product/output are clearly defined in the appropriate sequence and are fully understood by the employees.
- Ensure that the employees know and understand where their responsibility starts and finishes in the work process.
- Ensure that the tools, facilities, and information needed to perform the work are readily available to and fully understood by the employees.

- Ensure that there is a process whereby the employees can suggest possible improvements in the work design and exercise initiative in implementing them.
- Ensure that the employees are involved in the work design process.

3.1.3. Job Enlargement

Job enlargement is expansion of the number of different tasks performed by an employee in a single job. For example, one automobile assembly-line worker's job was enlarged from installing just one taillight to installing both taillights and the trunk. An auto mechanic switched from only changing oil to changing oil, greasing, and changing transmission fluid. Job enlargement attempts to add somewhat similar tasks to the job so that it will have more variety and be more interesting. Job enlargement is also viewed as an extension of job engineering. However, it is more responsive to the higher level needs of employees by providing more variety in their jobs.

The job enlargement approach often has positive effects on employee effectiveness. However, some employees view job enlargement as just adding more routine, repetitive tasks to their already boring job. Other employees may view it as eliminating their ability to perform their jobs almost automatically. These employees may value the opportunity to daydream about a big date that night or think about the upcoming weekend. Others may simply prefer to spend their time socializing with coworkers. If an enlarged job requires greater attention and concentration than the original job, most employees typically find it more interesting or challenging, but some may view the added demands negatively. The importance of individual differences in attempting to anticipate or understand the reactions of employees to redesigned jobs should not be underestimated.

3.1.4. Job Enrichment

Job enrichment refers to the empowerment of employees to assume more responsibility and accountability for planning, organizing, performing, controlling, and evaluating their own work. The job enrichment approach originated in the 1940s at International Business Machines (IBM). In the 1950s, the number of companies interested in job enrichment grew slowly. However, successful and widely publicized experiments at AT&T, Texas Instruments (TI), and Imperial Chemicals eventually led to an increasing awareness of job enrichment and interest in this approach in the 1960s. The techniques used for enriching jobs often are specific to the job being redesigned.

3.1.5. Job Sharing

Job sharing is a type of flexible work arrangement in which two people work part-time

schedules to complete the work one person would do in a single full-time job. Job-sharing can be appealing for workers who are looking to reduce their hours to provide care for someone at home, or who are simply looking for a lighter workload without quitting altogether. Flexible work arrangements can help employers retain experienced workers who are looking for greater work-life balance. Job sharing can also decrease benefits costs for employers, depending on their benefits policies.

In a job-sharing setup, two employees work part time to fill one position. Hours can vary: They may work together part of the week, or never see each other. They will need to determine whether to each be responsible for the position at different times, or if each one will be responsible for different tasks. They'll also need to figure out how to share a workspace, computer and other equipment so they don't waste time looking for files.

There are two types of job shares: the "twins model," in which the job sharing employees work together on the same projects seamlessly; and the "island model," in which the job sharing employees work independently of one another, on different tasks.

'Island' or independent job sharers tend to exist in companies where staffing is done by head count, rather than full-time equivalency, so employers are reluctant to allow employees to work fewer hours because it reduces productivity. The benefit to employers is this model allows them to have two employees with two different specialties at little added expense.

For example, if a small department needs both a trainer and an IT person but doesn't have enough work or money to hire two such workers on a full-time basis, independent job sharers with complementary skills could provide a solution. This model doesn't provide the seamless coverage the way the "twins" model does, but employers can cross-train these employees so they can cover for each other as needed.

A key benefit is that they always have coverage and are still able to offer the job flexibility necessary to retain good workers. It is particularly helpful if one job sharing partner has to take leave or is on vacation. The position is covered at least half time, if not full time. The employer also has the benefit of two heads thinking about a problem. Greater flexibility can lead to better work-life balance and higher job satisfaction.

Job sharing can also be combined with mentoring. Older employees who aren't quite ready to retire but who want to reduce their hours are prime candidates for job sharing. Offering job sharing to older employees can help retain their expertise while

allowing them to mentor and pass on institutional knowledge to their less-experienced colleagues.

3.1.6. Sociotechnical Systems

The sociotechnical systems model focuses on organizations as made up of people with various competencies (the social system) who use tools, machines, and techniques (the technical system) to create goods or services valued by customers and other stakeholders. Thus the social and technical systems need to be designed with respect to one another—and to the demands of customers, suppliers, and other stakeholders in the external environment. Because of its scope, sociotechnical systems are complex and have an impact on the way work is performed throughout the organization. Recall the relationship of this model to the other job design approaches. All organizations are sociotechnical systems, but all don't necessarily reflect the principles underlying this approach.

The goal of sociotechnical systems analysis is to find the best possible match between the technology available, the people involved, and the organization's needs. A crucial aspect of this approach is the recognition of task interdependence, which becomes the basis for forming teams. After teams have been formed, the specific tasks to be performed by team members are considered, along with the relationships among all these tasks. This approach has been applied most successfully—as has the job enrichment approach—to industrial organizations.

The sociotechnical systems approach emphasizes the diagnosis of demands by external stakeholders (customers, suppliers, shareholders, regulatory agencies, creditors, and others) and the internal adaptations needed to respond to those demands. From a job design perspective, passage of the Americans with Disabilities Act (ADA) in 1990 created one such demand for many U.S.-based organizations.

3.1.7. Ergonomics

Other than those five approaches described above, another one, Ergonomics focuses on minimizing the physical demands and risks of work. This approach helps ensure that job demands are consistent with people's physical capabilities to perform them without undue risk. It involves the design of aids (ranging from hand tools to computer software to instruments) used to perform jobs.

Consider the initiative by Dolby Laboratories at its Brisbane, California, manufacturing facility, which employs approximately 50 assembly workers. The plant produces digital cinema processors and sound equipment used in theaters. Although about 90 percent of the electronic assembly is automated, repetitive handwork is still essential for some

operations. “There’s some hand insertion of components and some mechanical assembly,” its production manager explained. In addition, technicians do test work and some repairs by hand. Even though Dolby Laboratories historically has had a low rate of reported carpal tunnel disabilities, she looked at ergonomic tools and ergonomic training as part of an overall safety and health plan. She assembled a tool team of assemblers who understood the requirement of using the right tool for the right job to look at tools in the workplace. She also set up ergonomic training and instituted tool audits.

3.2. Job Design and Technology

Technology refers to the techniques, tools, methods, procedures, and machines that are used to transform objects (materials, information, and people). Employees use technology to acquire inputs, transform inputs into outputs, and provide goods or services to clients and customers. Here, our discussion focuses on the concepts of workflow uncertainty, task uncertainty, and task interdependence as they relate to job design. We also present some examples of how various information technologies are being used to implement these concepts. Recall the various ways that the work of individuals and teams is being changed by information technologies, especially through groupware, the Internet, intranets, e-mail, mobile phones, and the like.

3.2.1. Role of Workflow Uncertainty

Workflow uncertainty is the degree of knowledge that an employee has about when inputs will be received and require processing. When there is little workflow uncertainty, an employee may have little discretion (autonomy) to decide which, when, or where tasks will be performed. For the most part, the production workers at an automobile assembly plant experience a low degree of workflow uncertainty. In fact, the application of the job engineering approach in automobile assembly plants is intended to minimize workflow uncertainty.

3.2.2. Role of Task Uncertainty

Task uncertainty is the degree of knowledge that an employee has about how to perform the job and when it needs to be done. When there is little task uncertainty, an employee knows how to produce the desired results. Through extensive training and the standardization of jobs, management typically attempts to minimize task uncertainty in assembly plants. Production workers in a plant experience somewhat more task uncertainty if they work as teams to study problems and refine procedures. At such a plant, teams often are asked to participate in proposing continuous improvements, one of the elements in total quality management.

With high task uncertainty, few (if any) prespecified ways exist for dealing with the job's tasks. This condition means that experience, judgment, intuition, and problem-solving ability usually are required of the employee. Recall the Preview Case about the Texas Nameplate Company. Virtually all its employees are engaged in some tasks that involve moderate to high levels of task and workflow uncertainty. For example, all employees are encouraged to submit proposals for new initiatives, and they review progress on initiatives and goals monthly. Employees are given the flexibility to respond quickly to unique customer requirements or complaints and changing business needs. Teams of employees visit customer facilities to identify opportunities for improving products and services.

3.2.3. Role of Task Interdependence

Task interdependence is the degree to which decision making and cooperation between two or more employees is necessary for them to perform their jobs. The construction of the structural steel framework of a high-rise building involves a high degree of task interdependence between the crane operator, ground crew, and assembly crew in moving and joining the steel girders and beams.

The three basic types of interdependent task relations are pooled, sequential, and reciprocal. **Pooled interdependence** is the ability of an employee (or team) to act independently of others in completing a task or tasks. Most real estate agents, who often act as independent contractors within a real estate firm, use pooled interdependence to coordinate their activities.

Sequential interdependence is the need for an employee (or team) to complete certain tasks before other employees (or teams) can perform their tasks. In other words, the outputs from some employees (teams) become the inputs for other employees (teams). The sequence of interdependencies can be a long chain in some mass-production activities.

Reciprocal interdependence means that the outputs from an individual (or team) become the inputs for others and vice versa. Reciprocal interdependencies are common in everyday life. Examples include (1) a family, (2) a basketball team, (3) a surgical team, (4) a decision-making team, and (5) a class project assigned to a small team of students. Reciprocal interdependence usually requires a high degree of collaboration, communication, and team decision making.

3.3. Job Characteristics Enrichment

The job characteristics enrichment model involves increasing the amounts of skill variety, task identity, task significance, autonomy, and feedback in a job. The model

proposes that the levels of these job characteristics affect three critical psychological states: (1) experienced meaningfulness of the tasks performed; (2) experienced personal responsibility for task outcomes; and (3) knowledge of the results of task performance. If all three psychological states are positive, a reinforcing cycle of strong work motivation based on self-generated rewards is activated. A job without meaningfulness, responsibility, and feedback is incomplete and doesn't strongly motivate an employee. Because of our previous coverage of motivation, we focus here on the job characteristics and individual differences components of the model.

3.3.1. Job Characteristics

Five job characteristics hold the key to job enrichment efforts in this model. They are defined as follows.

- Skill variety—the extent to which a job requires a variety of employee competencies to carry out the work.
- Task identity—the extent to which a job requires an employee to complete a whole and identifiable piece of work, that is, doing a task from beginning to end with a visible outcome.
- Task significance—the extent to which an employee perceives the job as having a substantial impact on the lives of other people, whether those people are within or outside the organization.
- Autonomy—the extent to which the job provides empowerment and discretion to an employee in scheduling tasks and in determining procedures to be used in carrying out those tasks.
- Job feedback—the extent to which carrying out job-related tasks provides direct and clear information about the effectiveness of an employee's performance.

Skill variety, task identity, and task significance strongly influence the experienced meaningfulness of work. Autonomy usually increases feelings and attitudes of personal responsibility and empowerment for work outcomes. Job feedback gives an employee knowledge about task results. This type of feedback comes from the work itself, not from a manager's performance appraisal.

The job of surgeon can be used to further illustrate these points. This job seems to rate high on all the key job characteristics. It provides a constant opportunity for using highly varied skills, abilities, and talents in diagnosing and treating illnesses. Task identity is high because the surgeon normally diagnoses a problem, performs an operation, and monitors the patient's recovery. Task significance also is high because

the surgeon's work can mean life or death to the patient. Autonomy is high because the surgeon often is the final authority on the procedures and techniques used. However, the growing prevalence and threat of malpractice suits may have lowered the surgeon's sense of autonomy in recent years. Finally, the surgeon receives direct feedback from the job, knowing in many cases almost immediately whether an operation is successful.

3.3.2. Individual Differences

The individual differences variable identified in this model influence how employees respond to enriched jobs. They include competencies, strength of growth needs, and satisfaction with contextual factors. These individual differences have an impact on the relationship between job characteristics and personal or work outcomes in several important ways. Managers therefore should consider them when designing or redesigning jobs.

Competencies. Employees with the competencies needed to perform an enriched job effectively are likely to have positive feelings about the tasks they perform. Employees unable to perform an enriched job may experience frustration, stress, and job dissatisfaction. These feelings and attitudes may be especially intense for employees who desire to do a good job but realize that they are performing poorly because they lack the necessary skills and knowledge. Accordingly, assessing carefully the competencies of employees whose jobs are to be enriched is essential. A training and development program may be needed along with an enrichment program to help such employees attain the needed competencies.

Growth-Need Strength. The extent to which an individual desires the opportunity for self-direction, learning, and personal accomplishment at work is called growth-need strength. This concept is essentially the same as Alderfer's growth needs and Maslow's esteem needs and self-actualization needs concepts. Individuals with high growth needs tend to respond favorably to job enrichment programs. They experience greater satisfaction from work and are more highly motivated than people who have low growth needs. High growth-need individuals are generally absent less and produce better quality work when their jobs are enriched. Employee responses to enriched jobs usually range from indifferent to highly positive.

Satisfaction with Contextual Factors. The extent to which employees are satisfied with contextual factors at work often influence their willingness or ability to respond positively to enriched jobs. Contextual factors include organizational policies and administration, technical supervision, salary and benefit programs, interpersonal relations, travel requirements, and work conditions (lighting, heat, safety hazards, and

the like). Employees who are extremely dissatisfied with their superiors, salary levels, and safety measures are less likely to respond favorably to enriched jobs than are employees who are satisfied with these conditions. Other contextual factors (e.g., employee satisfaction with the organizational culture, power and the political process, travel requirements, and team norms) also can affect employee responses to their jobs.

One controversial contextual factor is the growing use of electronic monitoring of work through the use of computers, video cameras, and telephone technologies to “listen in on” or “observe” employees as they perform their tasks. More than 15 million employees in the United States are electronically monitored each day. Such monitoring often occurs without employees being aware that it is taking place. Information technologies are being used to monitor attendance, tardiness, work speed (e.g., recording the number of computer keystrokes an employee performs per minute or hour), break length and frequency, types of messages being transmitted on computer networks, and the nature and quality of conversations with customers or others, among other activities. Such intrusiveness raises serious ethical concerns, which focus on the excessive invasion of privacy of employees while working, at or away from the normal place of business, and a growing concern that “Big Brother is watching.”

3.3.3. Job Diagnosis

Various methods are used to diagnose jobs, determine whether job design problems exist, and estimate the potential for job enrichment success. We limit our discussion to two of these methods: structural clues and surveys.

Structural Clues Method. The structural clues method is the process of examining contextual factors often associated with deficiencies in job design. The presence of five specific structural factors often suggests job design problems.

- Inspectors or checkers. Autonomy usually is reduced when inspectors or checkers, rather than employees or teams, examine outputs. Feedback is less direct because it doesn’t come from the job itself.
- Troubleshooters. The existence of troubleshooters usually means that the exciting and challenging parts of a job have been taken away from employees or teams. Thus they have less sense of responsibility for work results. Task identity, autonomy, and feedback usually are lessened.
- Communications and customer relations departments. These departments usually cut the link between employees who do the job and customers or clients. They often dilute direct feedback and task identity for those creating the products or services.

- Labor pools. On the surface, pools of word processors, computer programmers, and other employees are appealing because they seem to increase efficiency and the ability to meet workload fluctuations. However, such pools often destroy feelings of task ownership and identity.
- Narrow span of control. A manager with only a few subordinates (say, five to seven) is more likely to become involved in the details of their day-to-day tasks than a manager with a wider span of control. Centralization of decision making and overcontrol may result from too narrow a span of control and seriously reduce autonomy and a sense of empowerment.

Survey Method. Several types of questionnaires, one of which is the job diagnostic survey (JDS), make diagnosing jobs relatively easy and systematic. You can calculate an overall measure of job enrichment, called the motivating potential score (MPS). The MPS formula sums the scores for skill variety, task identity, and task significance and divides the total by 3. Thus the combination of these three job characteristics has the same weight as autonomy and job feedback. The reason is that the job characteristics enrichment model requires that both experienced responsibility and knowledge of results be present for high internal job motivation. This outcome can be achieved only if reasonable degrees of autonomy and job feedback are present.

3.3.4. Implementation Approaches

Any one of five approaches, or a combination of them, may be used to implement a job enrichment program. All need not be used in every job enrichment effort, nor are they mutually exclusive. The two main approaches are vertical loading and the formation of natural work teams. The other three—establishment of customer relationships, employee ownership of the product, and employee receipt of direct feedback—often are used within one of the two principal approaches.

Vertical Loading. Vertical loading is the delegation to employees of responsibilities and tasks that were formerly reserved for management or staff specialists. Vertical loading includes the empowerment of employees to

- set schedules, determine work methods, and decide when and how to check on the quality of the work produced;
- make their own decisions about when to start and stop work, when to take breaks, and how to assign priorities; and
- seek solutions to problems on their own, consulting with others only as necessary, rather than calling immediately for the manager when problems arise.

Employees often schedule their own work after vertical loading, although a manager may set deadlines or goals. Within these guidelines, employees are allowed some freedom in setting their own schedules and pace. Flextime allows employees, within certain limits, to vary their arrival and departure times to suit their individual needs and desires and helps in self-scheduling of work. With the new information technology capabilities (e.g., computer-based networks), an increasing number of jobs can be Skill Variety Task Identity Task Significance performed, at least part of the time, at the employee's residence, in hotels while traveling, and at customer locations.

Natural Teams. The formation of natural teams combines individual jobs into a formally recognized unit (e.g., a section, team, or department). The criteria for the groupings are logical and meaningful to the employee and include the following.

- **Geographic:** Salespeople or information technology consultants might be given a particular region of the state or country as their territory.
- **Types of business:** Insurance claims adjusters might be assigned to teams that serve specific types of businesses, such as utilities, manufacturers, or retailers.
- **Organizational:** Word-processing operators might be given work that originates in a particular department.
- **Alphabetic or numeric:** File clerks could be made responsible for materials in specified alphabetical groups (A to D, E to H, and so on); library-shelf readers might check books in a certain range of the library's cataloging system.
- **Customer groups:** Employees of a public utility or consulting firm might be assigned to particular industrial or commercial accounts.

Customer Relationships. One of the most important concepts of job enrichment is putting employees in touch with the users of their output. The establishment of customer relationships often is a logical outcome if natural teams are formed. Employees too often end up working directly for their superiors rather than for customers or clients. Consider the approach used by Home Depot, a large retailer primarily for residential fixer-uppers. Home Depot encourages employees to build long-term relationships with customers. Employees are trained in home repair techniques and can spend as much time as necessary to help customers. There are no high-pressure sales tactics, and employees are on straight salary. In order to satisfy customers consistently, the leadership of Home Depot believes that employees must be committed. Instead of receiving discounts on merchandise, employees get shares in the company's stock. Salespeople are trained not to let customers overspend.

Ownership of Product. Employees who assemble entire television sets or prepare entire reports identify more with the finished products than do employees who perform only parts of the job. Allowing employees to build or service entire products or complete entire tasks is likely to generate a sense of pride and achievement. The assignment of as much responsibility as possible in serving a certain geographic area also may create the feeling of ownership.

Direct Feedback. The job-enrichment approach stresses information to the employee directly from performance of the task. Reports or computer output may go directly to employees, instead of just to their managers. A common technique is to let people check their own work so that they can catch most of their own errors before others do. This technique also increases employee autonomy. Direct communication with customers or clients also may improve the timeliness and accuracy of feedback, thereby eliminating distortions and delays.

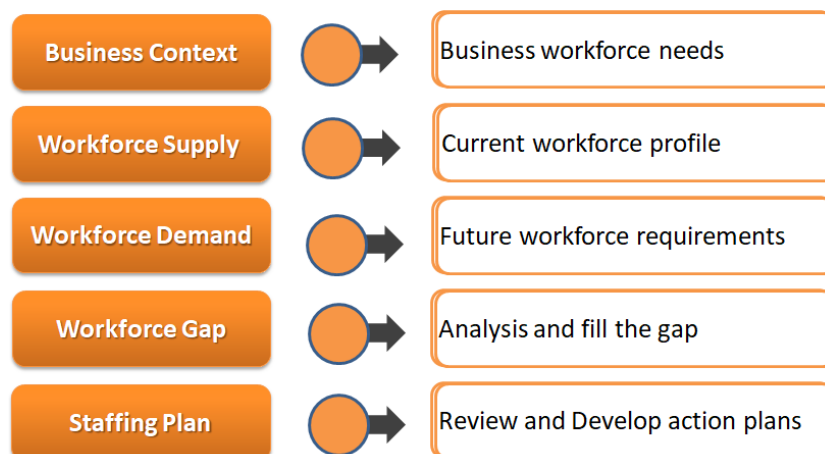
Part Two: Workforce Planning

1. Human Resource Planning

Workforce planning (also called Human Resource Planning, HRP) has traditionally been used by organizations to ensure that the right person is in the right job at the right time. Under past conditions of relative environmental certainty and stability, human resource planning focused on the short term and was dictated largely by line management concerns. Increasing environmental instability, demographic shifts, changes in technology, and heightened international competition are changing the need for and the nature of human resource planning in leading organizations. Planning is increasingly the product of the interaction between line management and planners. In addition, organizations are realizing that in order to adequately address human resource concerns, they must develop long-term as well as short term solutions. As human resource planners involve themselves in more programs to serve the needs of the business, and even influence the direction of the business, they face new and increased responsibilities and challenges.

In addition, Human Resource Planning focuses on analyzing an organization's HR needs as the organization's conditions change, and then supplying strategies to help respond proactively to those changes over time. HRP helps ensure that the right numbers of the right kinds of people are available at the right times and in the right places to translate organizational plans into reality. This process becomes strategic when some attempt is made to anticipate long-term HR "supplies and demands" relative to changing conditions facing the organization, and then to use HR department programs in an effort to meet these identified HR needs.

Workforce planning can help you attract, recruit, train, motivate, manage and retain your employees, so that you have the "right people, with the right skills, in the right place, at the right time". Developing a workforce action plan is a key component of your business planning.



1.1. Business Context

Workforce planning needs to be directly linked to your business goals, and so the first step is to think about your own business context. Ask yourself the following questions:

- What are my business goals and vision?
- Where is my business heading? Is it growing, downsizing, transitioning, shifting skills, introducing new technology or is it in a maintenance mode?
- What are the economic conditions that impact on my industry sector and markets and does this impact on my business?
- Who are my customers/clients?
- What is going on internally in my business and how will this impact on my workforce requirements?
- What are the short, medium and long term goals for my business and what workforce skills and capability will I need to achieve these business goals?

Having a good understanding of the current environment and context of the industry your business is operating in, as well as your goals for the future of your business, will help you to plan your workforce needs and develop strategies to turn your goals into business success.

1.2. Workforce Supply

What do you know about your current workforce? For example, do you know the age, qualifications, skills, knowledge, experience, strengths, weaknesses, or any workforce issues of your staff? Perhaps your current staff have hidden potential that your

business could use, or perhaps some staff may be underemployed and have the potential for training to up-skill them and transition them into new roles. Do you know what your employees' plans are for the future, and know their expectations? Who do you expect may leave in the near and distant future?

You can gain a clear picture of your workforce's strengths and development needs by doing a skills stock take, analyzing the patterns in your workforce data and discussing with your employees what their views are on issues, concerns or areas for improvement.

1.3. Workforce Demand

Based upon your business goals and vision, think about where your business is likely to be in 2–3 years time. Think about what is likely to shift and change? Think about your future products and services, markets, partnerships, stage of your business cycle and what your workforce needs may be. Consider all the possible scenarios that may emerge in the future.

Now estimate what may happen to your workforce over the next few years. During this step it is also helpful to consider the following factors:

- the age of your employees and their retirement plans;
- the increasing diversity of the population;
- skill shortages;
- the different workplace expectations across the generations;
- personal circumstance; and
- that an employee's development needs may change as a job role changes.

Once you have an idea about where your business will be in the next 2–3 years, and possibly in the longer term, think about what your ideal or desired workforce should look like and what skills they will need for your business in the future.

1.4. Workforce Gap

Now you can take what you know about your current workforce and what you want your desired future workforce to look like and compare the difference. This process is referred to as a gap analysis.

Man jumping from one platform to another. This will give you a clear idea about the gap between what the skills, staff numbers, job roles and experience are between your

current workforce and the workforce you will require to achieve your future workforce goals. Once you have this information you can start to build a workforce action plan to manage this gap and achieve your goals.

1.5. Staffing Plan

Staffing is the process of acquiring, deploying, and retaining a workforce of sufficient quantity and quality to create positive impacts on the organization's effectiveness.

Once you've completed a gap analysis, you can use the information you've gathered so far in Steps 1–4 to help you develop your own workforce action plan. When developing your workforce action plan think about the areas that need to be changed, managed and developed. Then prioritize these into actions, responsibilities and timeframes (short, medium and long term) across the following key focus areas:

1.5.1. Recruitment and Selection

Think about different ways to attract the right people, from the widest possible sources. This may involve redefining your job structures and recruitment and selection methods. It may also mean looking at a more diverse pool of potential employees.

1.5.2. Training and Development

Think about ways to get people working most productively for you. For example, do you have an induction program and training processes to develop your own talented people? Think about how you can plan for succession. Regularly review how you train and develop your staff.

1.5.3. Employee value proposition

Think about ways to build a positive culture and workplace where people will want to work.

1.5.4. Employee retention

Think about different things you could put into place to keep your talented, valued employees working for you, even during a downturn.

1.5.5. Leadership and communication

Think about how you can lead and communicate with your employees more effectively. Good leadership and communication skills are at the core of building a positive workplace.

Once you have developed and started to implement your workforce action plan it is important to think about how you will know if your plan is working. By reviewing and evaluating your workforce action plan you can begin to build a roadmap for any future action that may be required.

2. Equating Workforce Demand to Supply

Staffing the upper echelons of organizations presents a number of unique challenges, particularly when a company practices a promotion-from-within policy. Because the planning horizon is so long, greater uncertainty exists when predicting both future demand and future supply. The uncertainty in predicting supply is compounded by the small numbers of people and jobs involved, which changes the prediction task from one of estimating the percentage of a pool of employees who are likely to be with the company x years into the future to one of estimating the probability that a few particular individuals will still be with the company x years into the future. Providing developmental experiences to a greater number of employees helps reduce the uncertainty of forecasted supply, but orchestrating developmental experiences for large numbers of employees can be very difficult logistically because development is best accomplished by rotating employees through many key jobs throughout their careers. Predicting who will be available and with what capabilities is only half of the problem, of course. Equally challenging is predicting the needs of the organization.

Because the purpose of human resource planning is to ensure that the right people are in the right place at the right time, it must be linked with the plans of the total organization. Traditionally, there has been a weak one way linkage between business planning and human resource planning. Business plans, where they exist, have defined human resource needs, thereby making human resource planning a reactive exercise. Many organizations now recognize that they can benefit from a two-way linkage between business and human resource planning. With a two-way linkage, business plans are considered somewhat malleable in that they are influenced by human resource considerations, such as the cost and availability of labor. Such organizations realize that profitability requires that business objectives be linked to people-planning activities. If the right people are unavailable, performance goals cannot be met. A two-way linkage is evident when astute managers no longer assume that every plan is doable.

2.1. Demand Equals Supply

Should labor demand equal labor supply—a situation that could occur in very small firms operating in a stable environment but is not likely to happen in large organizations facing dynamic conditions—no action need be taken. The company can

simply continue doing what it is doing; nothing else is required, at least in the short run.

2.2. Demand Is Less Than Supply

As more and more large organizations down-size, restructure, right-size, and streamline to cut costs, increase efficiency, improve productivity, and remain competitive, the potential for the demand for employees to be less than the available supply is a distinct possibility. Several methods are available for equating demand and supply, such as restricted hiring, reduced working hours, job sharing, early retirement, retraining, and layoffs.

2.3. Demand Is Greater Than Supply

Faced with a shortage of personnel, an organization must intensify its efforts to obtain the necessary supply of people to meet the needs of the firm. Several actions may be taken, such as creative recruiting (seeking different sourcing), compensation incentive (premium pay, four-day workweeks, flexible working hours, telecommuting, part-time, employment, and child care centers), training programs (special training programs to prepare previously unemployable individuals for positions with a firm), and different selection standards (lowering of employment standards and coupled with training programs).

3. Staffing Plan

In line with HR planning, staffing plans help employers analyze and respond to staffing gaps. Many factors drive the loss of staff, including changing labor markets, wage inflation due to competition for key skills, lack of employee engagement, and retirement. The model below outlines how employers can evaluate and respond to such losses.

3.1. Demand Forecast

Identify how many staff are needed to meet deliverables, outputs, and performance measures. The most accurate forecasts are one to three years into the future.

Consider:

Staffing Level: How many positions will be needed in 'core' job areas?

Regular Turnover: What is the projected turnover rate due to competition?

Retirement Turnover: What is the projected turnover rate due to anticipated retirements?

Knowledge and Skill Loss: What percentage of staff's knowledge and skills will become

outdated without any training or development?

3.2. Supply Forecast

Identify what and how many staff will be available to meet staffing needs. Consider:

Internal Availability: How many employees will be promotable within the target timeframe?

External Availability: How many people are doing similar work in the target recruitment area? How many people are regularly hired away from other employers?.

Future Labor Supply: How many people will be entering the qualified labor pool from schools and training programs in the target recruitment area?

Current Training and Development: What percentage of core knowledge and skill loss is presently being mitigated by training and development efforts?

3.3. Gap Analysis

Subtract the projected supply from the projected demand. A negative result indicates the need for a new strategy.

3.4. Strategy Identification

There are Demand-side and Supply-side staffing strategies. Consider a combination of strategies when addressing staffing gaps.

3.4.1. Demand-side Strategies

Demand-side strategies reduce the number of positions that need to be filled. They include:

Retention: Reduce turnover through retention incentives and employee engagement strategies.

Reorganization: Reduce the number of management positions by expanding supervisory span of control.

Work Process Redesign: Reduce staffing needs by streamlining workflows and methods.

Employee Performance Management: Reduce staffing needs by improving individual productivity.

3.4.2. Supply-side Strategies

Supply-side strategies help fill the remaining staffing gap once demand-side strategies have reduced the number of positions that must be filled. They include:

Recruitment: Expand applicant pools through enhanced marketing (e.g., broadening the target recruitment area, increasing advertising venues, and improved branding strategy).

Modified Qualifications: Expand applicant pools by considering a broader range of experience and education.

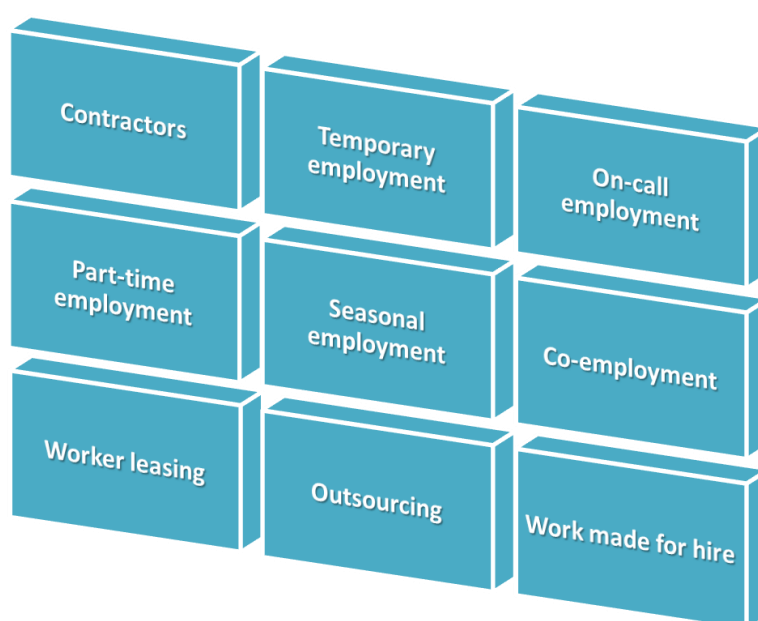
Workforce Development: Grow future applicant pools by supporting schools and apprenticeship programs.

Training and Development: Keep current staff up-to-date in their knowledge and skills through on-the-job and other training and development programs.

Succession Planning: Grow new internal applicant pools through training and development programs.

4. Contingent Staffing

In today's labor market, there is a shortage of workers with critical skill sets. This has resulted in a steady, year-over-year growth in the size and cost of the contingent workforce. As the baby boomer generation is starting to retire, companies are bridging the critical skills gap with more contingent workforce. Many organizations regularly report that the contingent workforce is increasingly being used for strategic reasons, such as supplementing internal talent capabilities as well as for operational reasons such as increasing the flexibility and responsiveness of the workforce.



Contingent staffing also referred to as alternative staffing, also called flexible staffing, it uses alternative recruiting sources and workers who are not regular employees. Many staffing approaches are possible other than conventional full-time arrangements where the organization directly hires, supervises, and provides compensation and benefits to regular employees.

4.1. Contractors

Contractors are individuals or organizations hired to perform specific tasks or projects for a fixed period. They are not considered regular employees of the hiring organization. A software development company may hire a freelance web designer to create a website for a client on a contract basis. The web designer works independently and is paid upon project completion.

4.2. Temporary Employment

Temporary employment involves hiring workers for a short-term basis to cover temporary staffing needs, often for a fixed duration or to address seasonal demands. Retail stores hiring extra sales associates during the holiday season to manage increased customer traffic.

4.3. On-call Employment

On-call employees are individuals who are available to work when needed but are not guaranteed regular hours. They are typically called in to work based on the employer's requirements. Hospitals employing on-call nurses who are called to work when there is a sudden influx of patients or staffing shortages.

4.4. Part-time Employment

Part-time employees work fewer hours than full-time employees, typically less than 40 hours per week. They often receive fewer benefits than full-time staff. A coffee shop hiring part-time baristas to work evenings and weekends to accommodate peak customer hours.

4.5. Seasonal Employment

Seasonal employment involves hiring workers for specific seasons or times of the year when there is an increased demand for labor, such as during holidays or harvest seasons. A farm hiring seasonal agricultural workers to help with planting and harvesting crops during the summer months.

4.6. Co-employment

Co-employment occurs when two or more organizations share the responsibilities and legal obligations of employing an individual. This often happens in the context of a Professional Employer Organization (PEO) or staffing agency. A small business partnering with a PEO to handle HR functions like payroll and benefits administration for its employees. Co-employment can involve various scenarios where two entities jointly assume employer responsibilities for a shared workforce, potentially encompassing a wider range of employment-related functions.

4.7. Worker leasing

worker leasing is a specific type of co-employment arrangement where a client company contracts with a PEO to handle certain administrative tasks while retaining control over its employees' work. The PEO takes on tasks like payroll, taxes, and workers' compensation for some or all of the company's employees, allowing the company to focus on its core operations. A small tech startup partners with a PEO to handle HR and payroll functions for its growing workforce, allowing the startup's leadership to concentrate on product development and business expansion. Worker leasing is like hiring a company to take care of certain administrative tasks for your employees, while co-employment is more like sharing employer responsibilities and rights with another company for the same employees.

4.8. Outsourcing:

Outsourcing involves contracting out specific business functions or processes to external organizations or service providers rather than handling them in-house. A company outsourcing its customer support services to a third-party call center to reduce operational costs and improve efficiency.

4.9. Work-Made-for-Hire

Work-made-for-hire is a legal concept in which an employer or hiring entity owns the intellectual property rights to work created by an employee or contractor during the course of their employment or engagement. The creator relinquishes copyright or ownership rights to the employer or client. A software development company hires a programmer to develop a new software application. As part of the employment contract, the programmer agrees that any code or software created during their employment becomes the property of the company, and they do not retain copyright or ownership of the work.

5. Diversity, Equity, and Inclusion (DEI) in Staffing

Multiple studies indicate that embracing diversity, equity, and inclusion (DEI) leads to enhanced innovation, creative problem-solving, and a more engaged workforce, especially when diverse racial, gender, and identity perspectives are integrated. Organizations investing in DEI initiatives are 2.6 times more likely to boost employee engagement and retention, fostering a stronger sense of belonging and connection among staff. Apart from the business benefits, DEI efforts ultimately result in positive outcomes for a broader range of individuals. Failing to effectively implement DEI practices can lead to high turnover, hinder innovation, and potentially result in legal repercussions for discriminatory practices.

5.1. Benefits of DEI in Staffing

5.1.1. Enhanced Creativity and Innovation

A diverse workforce, encompassing varied perspectives and experiences, cultivates an environment conducive to creativity and innovation. Prioritizing DEI during recruitment encourages teams to harness a wide array of insights and approaches, leading to more innovative solutions.

5.1.2. Improved Decision-Making

Inclusive recruitment practices that embrace diverse perspectives contribute to sound decision-making. Teams comprised of individuals from diverse backgrounds bring a rich tapestry of viewpoints to the forefront, enabling the identification of blind spots, the questioning of assumptions, and ultimately, more informed choices.

5.1.3. Expanded Talent Pool

Integrating DEI into the recruitment process broadens the talent pool available to organizations. Traditional recruitment methods may inadvertently exclude qualified candidates from underrepresented groups. However, a DEI-focused approach attracts diverse applicants, allowing organizations to access previously untapped talent.

5.1.4. Enhanced Employee Engagement and Retention

Inclusive recruitment practices create an environment where employees feel their unique contributions are valued and respected. This fosters higher levels of engagement, commitment, and authenticity among staff members. Ultimately, it leads to increased employee satisfaction and improved retention rates.

5.1.5. Improved Reputation and Brand Image

Organizations that prioritize DEI in recruitment send a compelling message to current and potential employees, customers, and stakeholders. By championing diversity, equity, and inclusion, these organizations demonstrate their dedication to fostering a fair and inclusive workplace. Consequently, their reputation and brand image are enhanced, making them more appealing to top-tier talent.

5.2. Challenges in Implementing DEI in Staffing

Despite the significant benefits of DEI in recruitment, organizations often encounter several challenges during its implementation. Some common obstacles include:

5.2.1. Unconscious Bias

Recruitment decisions can be influenced by unconscious biases, leading to the unintentional exclusion of underrepresented groups.

5.2.2. Lack of Diversity Awareness

Recognizing the significance of diversity and its contributions to the workforce can be a struggle for some organizations.

5.2.3. Limited Resources

Allocating sufficient time and resources to DEI initiatives can pose challenges, especially for smaller organizations with limited budgets.

5.2.4. Resistance to Change

Resistance to change and reluctance to embrace DEI initiatives may be observed among some individuals within an organization.

5.2.5. Inconsistent Measurement and Evaluation

Measuring the effectiveness of DEI efforts can be intricate, necessitating clear metrics and evaluation methods for accurate assessment.

5.3. Overcome the challenges for DEI in Staffing

To effectively address the challenges and seamlessly incorporate DEI into recruitment processes, organizations can adopt the following best practices:

5.3.1. Review and Update Job Descriptions

Ensure that job descriptions are crafted to be inclusive and employ gender-neutral language to attract a diverse range of candidates.

5.3.2. Diverse Interview Panels

Include individuals from diverse backgrounds in the interview panel to minimize bias and enhance the likelihood of selecting candidates from various backgrounds.

5.3.3. Training and Education

Offer diversity and inclusion training to recruiters and hiring managers to enhance awareness of unconscious biases and promote inclusive recruitment practices.

5.3.4. Partnerships and Outreach

Collaborate with organizations that specialize in supporting underrepresented groups to broaden the reach of recruitment initiatives.

5.3.5. Measure and Monitor Progress

Establish transparent metrics and regularly assess the effectiveness of DEI efforts in recruitment, making necessary adjustments as required.

6. Remote/Hybrid works

Remote or hybrid work provides flexibility, enhancing the work-life balance for both employees and companies. Studies have shown that remote work boosts job satisfaction and productivity, offering flexible schedules that particularly benefit working parents. This approach allows employees to efficiently manage their workloads, striking a harmonious balance between their professional and personal lives. Furthermore, hybrid work facilitates global recruitment, cost savings, reduced carbon footprint, and higher employee retention due to increased job satisfaction.

6.1. Combining Remote and On-Site Work

Hybrid work is incredibly adaptable and can be customized to meet your company's specific needs during implementation. The choice of the most suitable hybrid work schedule is pivotal, as it lays the foundation for new workplace policies. In the following section, we offer a succinct overview of the four types of hybrid work arrangements, each presenting unique advantages, challenges, and policies.

6.1.1. At-Will Hybrid Work:

This model allows employees to adapt their work schedule and location on a daily basis, combining remote work with in-office attendance as needed while adhering to social distancing protocols. The effectiveness of this arrangement relies heavily on individual employee productivity, as they are not physically present in the office regularly. To excel in this setup, employees must establish a workflow that meets their

needs and manage their time effectively, particularly when juggling personal responsibilities outside of work.

6.1.2. Split-Week Hybrid Work:

In the split-week model, employees divide their workweek between remote work for two to three days and in-office work for the remaining days, fostering regular face-to-face team interactions. Organizations implementing this system often segment the week based on different departments, enabling supervisors to stay connected with their teams and conduct routine group meetings. It facilitates effective communication, progress tracking, idea sharing, and issue resolution within the company.

7.1.3. Shift Work Hybrid Model:

This type of hybrid work is time-based, allowing employees to alternate between remote work and in-office shifts during either morning or evening hours. Shift work can be challenging for individuals who prefer traditional working hours and may disrupt their well-being due to irregular schedules. While it may not be suitable for everyone, it can provide flexibility for employees who can adapt to unconventional working hours.

6.1.4. Week-by-Week Hybrid Work:

In the week-by-week model, team members take turns working in the office and from home on a weekly basis, enabling face-to-face collaboration, progress reviews, and information exchange. This hybrid work type fosters extended face-to-face interactions, benefiting team communication and collaboration. Organizations can leverage both remote flexibility and an efficient workspace environment to enhance overall work efficiency.

6.2. Challenges of Hybrid Work

Remote Staff Connection: Hybrid work can make it challenging for employees to connect, solve problems, and exchange ideas in person throughout the week. Investing in effective communication technology is crucial for success, allowing employees to schedule meetings and events efficiently.

6.2.1. Monitoring Difficulties: Monitoring employees becomes more challenging with hybrid work, as face-to-face interactions are limited. Striking the right balance between freedom and supervision is essential to empower employees while ensuring compliance.

6.2.2. Isolation: Some individuals may find the hybrid setup isolating and mentally challenging, potentially affecting work quality by limiting the benefits of social interactions.

6.2.3. Suitability by Industry: Hybrid work may not be suitable for certain industries like nursing, teaching, and manufacturing, where physical presence is essential for job functionality.

6.3. Preparing for Successful Hybrid Work

To ensure the success of hybrid work arrangements, it's crucial to focus on design and inclusion. Here are key strategies to implement:

6.3.1 Design for Inclusion:

Create a seamless work environment for both on-site and remote employees. Establish clear workplace norms and ensure all employees are aware of and can adhere to them. Avoid introducing biases or favoritism toward on-site work.

6.3.2. Establish Meeting Norms

Adjust meeting durations to allow for transitions between meetings. Empower facilitators to end meetings promptly and hold participants accountable for staying within the allocated time. Send meeting materials in advance and clarify expectations for camera usage.

6.3.3. Make Work Locations and Schedules Transparent:

Clarify which meetings require in-person attendance and under what circumstances remote participation is acceptable. Encourage employees to update their calendars to reflect teleworking days and work schedules. Ensure telework days are not misunderstood as days off.

6.3.4. Optimize Meeting Rooms:

Improve audio and visual capabilities to engage remote participants effectively. Leverage technology for inclusivity, such as Zoom's smart gallery and closed captioning. Consider the type of meeting and use appropriate engagement tools.

6.3.5. Provide Support:

Offer training and tools for running effective hybrid meetings. Set expectations for response times to enhance communication and collaboration

Part Three: Workforce Recruitment

1. Recruiting

Recruitment includes those practices and activities carried on by the organization with the primary purpose of identifying and attracting potential employees. Recruiting is the process of (a) generating applicants, (b) maintaining applicant status, and (c) influencing job choice decisions. That is, (a) certain recruitment activities (e.g., advertising on a Spanish-speaking radio station) may influence the number and type of individuals who apply for a position, (b) certain activities (e.g., professional treatment during a site visit) may affect whether job applicants withdraw during the recruitment process, and (c) certain recruitment actions (e.g., the timeliness of a job offer) may influence whether a job offer is accepted.

In other word, recruitment involves searching for and obtaining qualified job candidates in such numbers that the organization can select the most appropriate person to fill its job needs. In addition to filling job needs, the recruitment activity should be concerned with satisfying the needs of the job applicants. Consequently, recruitment does not only attract individuals to an organization, but also increases the chance of retaining them once they are hired. This can be affected by recruiting people that can 'fit' within the culture of the firm.

1.1. The Purpose of Recruitment

As stated above, the general purpose of recruitment is that of providing a pool of potential qualified job candidates. Attracting the appropriate quantity of applicants is necessary but not sufficient. The quality of applicants is the critical factor in meeting recruitment goals. More specifically, the purposes of recruitment include the following:

- Determine the present and future recruitment needs of the organization in conjunction with HR planning and job analysis activities.
- Increase the pool of qualified job candidates with minimum cost.
- Enhance the success rate of the selection process by reducing the number of obviously under-qualified job applicants.
- Reduce the probability that job applicants, once recruited and selected, will leave the organization after only a short period of time.
- Increase organizational and individual effectiveness in the short and long term.

- Evaluate the effectiveness of various recruiting techniques and sources for all types of job applicants.

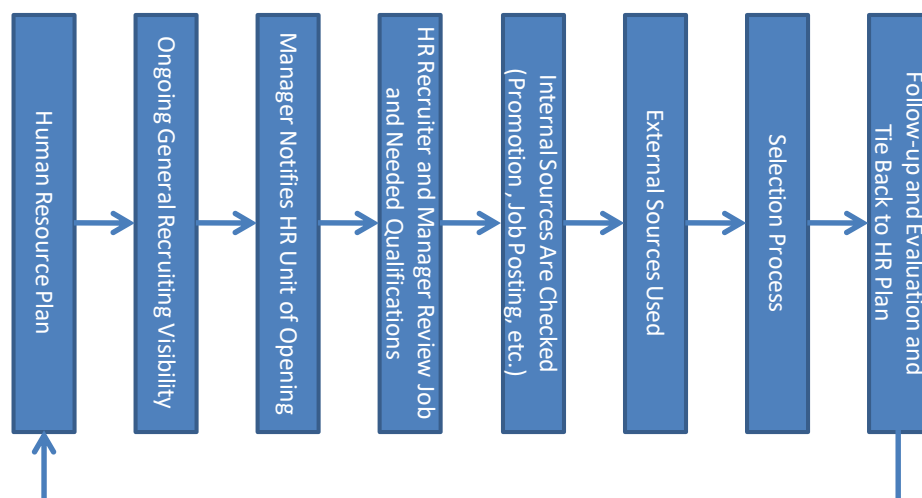
Apart from the traditional functions of recruitment mentioned above, quality organizations -via recruitment - can attract individuals that: have a potential to add value to the firm; be able to work in teams; and possess the new leadership skills demanded of managers in a TQM environment. Another major decision that organizations following a quality improvement program face is who should recruit employees? Should recruitment be the preserve of management and the personnel function, or should team members be free to 'choose' their own colleagues? Traditionally, of course, managers and professional staff have performed this function. Yet, there are an increasing number of instances where teams also play an important part in the recruitment process.

1.2. The Recruitment Process

Recruiting efforts aim to translate HR plans into action. Regardless of organization size, the following decisions about recruiting must be made:

- How many people does an organization need?
- Where will the organization get these people?
- What special skills and experience are really necessary?
- How will the organization spread its message of openings?
- How effective are the recruiting efforts?

The basic steps in a typical recruiting process are identified in the below figure:



Source: Dessler (2019).

In fairly large organizations, a manager notifies someone in the HR unit that an opening exists and needs to be filled. A requisition is forwarded to the human resources department for handling by the recruiter. The recruiter then places job postings based on the requisition and discussions with the hiring manager or department supervisor. Job requisitions, for the most part, are part of the checks-and-balances procedures that many organizations follow for workforce planning and staffing actions. At the next step, the HR representative and the manager must review the job description and job specifications so that both have clear and up-to-date information on the job duties and the specific qualifications desired of an applicant. Following this review, the actual recruiting effort begins. Internal sources of available recruits through transfers, promotions, and job posting usually are checked first. Then, external sources are contacted as required, and all applicants are screened through the selection process. Lastly, follow-up is necessary to evaluate the effectiveness of the recruiting efforts and to tie those efforts back into the human resource plan and ongoing recruiting activities.

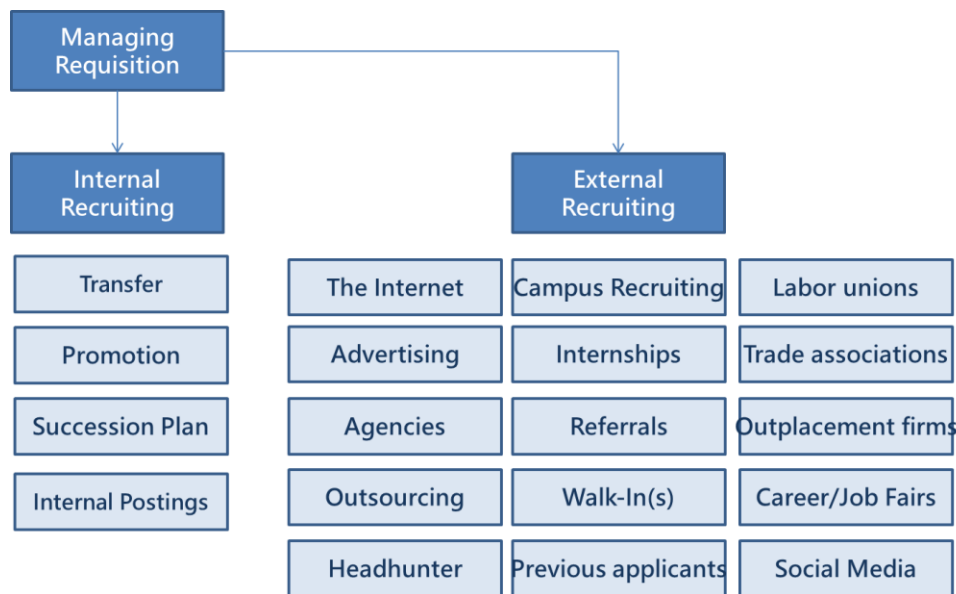
1.3. Recruitment Planning

Recruitment planning begins with a clear specification of: (1) the number of people needed and (2) when they are needed. Implicit in the later specification is a time frame - the duration between the receipt of a curriculum vitae (CV) and the time a new hire starts work. This time frame is sometimes referred to as 'the recruitment pipeline'.

2. Sources of Recruitment

Most employers combine the use of internal and external recruiting sources. Both promoting from within the organization (internal recruitment) and hiring from outside the organization (external recruitment) come with advantages and disadvantages.

Organizations that face rapidly changing competitive environments and conditions may need to place a heavier emphasis on external sources in addition to developing internal sources. A possible strategy might be to promote from within if a qualified applicant exists and to go to external sources if not. However, for organizations existing in environments that change slowly, emphasis on promotion from within may be more suitable. Once the various recruiting policy decisions have been addressed, the actual recruiting methods can be identified and used for both internal and external recruiting.



Valentine, Meglich, Mathis, & Jackson (2019)

2.1. Internal Recruiting

Filling openings internally may add motivation for employees to stay and grow in the organization rather than pursuing career opportunities elsewhere. The most common internal recruiting methods include: organizational databases, job postings, promotions and transfers, current-employee referrals, and re-recruiting of former employees and applicants.

2.1.1. Transfer

Transfer is the movement of an employee from one position or department to another within the same organization, often with similar job responsibilities and at a similar pay grade. Transfers are usually initiated to match the skills and abilities of employees with the needs of the organization. This can involve adjusting staff levels, balancing workloads, or addressing issues like employee dissatisfaction or workplace conflicts. Transfers can be a useful tool for retaining employees by providing them with new challenges and opportunities without the need to leave the organization. It can also address specific organizational needs without the time and cost associated with external recruitment.

2.1.2. Promotion

Promotion is the advancement of an employee to a higher-level position within the organization. This typically comes with increased responsibilities, higher pay, and often a change in job title. Promotions are used to recognize and reward employees for their performance and contributions. They also motivate employees to excel and provide a

clear path for career advancement within the organization. Promotions can boost employee morale, job satisfaction, and loyalty. They encourage employees to develop their skills and take on more significant roles within the organization, contributing to its long-term success.

2.1.3. Succession Plan

Succession planning is a strategic process that identifies and develops employees with the potential to fill key leadership positions within the organization when they become vacant, either due to retirement, promotion, or other reasons. The primary goal of succession planning is to ensure a smooth transition of leadership and maintain organizational continuity. It involves identifying high-potential employees, assessing their skills, providing them with training and development opportunities, and preparing them for future leadership roles. Effective succession planning minimizes disruptions caused by leadership changes, reduces the risk of talent shortages, and helps in retaining and motivating top talent. It also aligns the organization's long-term goals with its talent development strategies.

2.1.4. Internal Postings

Internal postings are a method of internal recruitment within organizations. When a job opening arises, the company advertises it exclusively to current employees. This is typically done through internal job boards, email, and the company's intranet. Employees meeting the eligibility criteria can apply, and the HR department or hiring manager evaluates their qualifications. Shortlisted candidates undergo interviews and assessments, with the most suitable candidate selected. Internal postings encourage career growth for existing employees and foster a sense of loyalty, but they may not always fulfill specialized skill needs, leading to external hiring.

2.2. External Recruiting

Even when the overall unemployment rate increases, numerous jobs and/or employers still face recruiting challenges. External recruiting is part of effective HR staffing. Regardless of the methods used, external recruiting involves some common advantages and disadvantages. Some of the prominent traditional and evolving recruiting methods are highlighted next.

2.2.1. The Internet

The Internet has become the primary means for many employers to search for job candidates and for applicants to look for jobs. The growth in Internet use is a key reason that the following employer actions occur:

- Adjusting general employer recruiting systems to use new approaches
- Identifying new types of recruiting for specific jobs
- Training managers and HR professionals on technical recruiting sources, skills, and responsibilities

The growth in the Internet has led both employers and employees to use Internet recruiting tools. Internet links, Web 2.0 sites, blogs, twitters, and other types of Internet/Web-based usages have become viable parts of recruiting. One survey of e-recruiting software providers identified numerous firms as e-recruiting clients, and some of them serve more than 1,000 employers. Of the many recruiting sites using special software, the most common ones are Internet job boards, professional/career websites, and employer websites.

Internet Job Boards Numerous Internet job boards, such as Monster and Yahoo! Hot Jobs, provide places for employers to post jobs or search for candidates. Job boards offer access to numerous candidates. Some Internet locations allow recruiters to search one website, such as MyJobHunter.com, to obtain search links to many other major job sites. Applicants can also use these websites to do one match and then send résumés to all jobs in which they are interested. However, a number of the individuals accessing these sites are “job lookers” who are not serious about changing jobs, but are checking out compensation levels and job availability in their areas of interest. Despite such concerns, HR recruiters find general job boards useful for generating applicant responses.

Professional/Career Websites Many professional associations have employment sections at their websites. As illustration, for HR jobs, see the Society for Human Resource Management site, www.shrm.org, or WorldatWork, www.worldatwork.org. The SHRM organization has established a Job Posting Center that numerous recruiters and employers can use to post a wide range of industry openings. A number of private corporations maintain specialized career or industry websites to focus on IT, telecommunications, engineering, medicine, and other areas. Use of these targeted websites may limit somewhat recruiters’ search time and efforts. Also, posting jobs on such websites is likely to target applicants specifically interested in the job field and may reduce the number of applications from less-qualified applicants.

Employer Websites Despite the popularity of job boards and association job sites, many employers have learned that their own websites can be most effective and efficient when recruiting candidates. The most successful of these websites are created by highly prominent firms and take extensive actions to guide job seekers to their firm.

Employers include employment and career information on their websites under headings such as “Employment” or “Careers.” This is the place where recruiting (both internal and external) is often conducted. On many of these sites, job seekers are encouraged to e-mail résumés or complete online applications.

It is important for the recruiting and employment portions of an employer website to be seen as part of the marketing efforts of the firm. The formatting of the employment section of an organizational website must be shaped to market jobs and organizational careers effectively. A company website should market the employer by outlining information on the organization, including its products and services, organizational and industry growth potential, and organizational operations. The attractiveness, usability, and formatting of an employer’s website can affect job seekers’ view of that organization positively or negatively. See HR On-the-Job for company website recruiting ideas.

Social Networking The Internet has led to social networking of individuals on blogs, twitters, and a range of websites. Many people initially use the social media more than job board sites. Internet connections often include people who work together as well as past personal contacts and friends.

The informal use of the Web presents some interesting recruiting advantages and disadvantages for both employers and employees. Social networking sites allow job seekers to connect with employees of potential hirers. For instance, some sites include posts on what it is like to work for a boss, and job hunters can contact the posters and ask questions. An example is LinkedIn, which has a job-search engine that allows people to search for contacts who work for employers with posted job openings.

Firms and employers are now engaging in social collaboration by joining and accessing social technology networks such as LinkedIn, Facebook, and many others. Posting job openings on these sites means that millions of website users can see the openings and can make contact online. Often those doing recruiting can send individuals to the company website and then process candidates using electronic résumés or completed online applications.

Social Network Sites (SNSs) Many individuals see social media and networking websites as a key part of online recruiting. Almost half of surveyed employers indicated that instead of using general job boards, they were changing to social networking and niche job sites for recruiting workers with specific skills. However, employers who use social networking sites for recruiting must have plans and well-defined recruiting tools to take full advantage of these sites.

A majority of LinkedIn members explicitly state that they may be contacted for reasons concerning new career opportunities. Several of these individuals, in their LinkedIn profiles, also include detailed descriptions of present and past work experience, summaries of their areas of expertise, and links to references made available by former supervisors and co-workers. Their stated contact interests, and the detailed résumé-like profiles that often accompany these interests, indicate that the majority of individuals registered with LinkedIn are concerned to locate opportunities that may advance their careers. Moreover, LinkedIn's users can include a photograph, write a short blurb attesting to their expertise, and add media links that share presentations, digital portfolios, or a list of books they are reading. Personal interests and the LinkedIn groups and associations to which a person belongs are part of the profile, as are the reasons someone may be contacted, such as career opportunities, new ventures, or "getting back in touch." Individuals may enhance their profiles to achieve a desired goal in the same way that a resume can be bolstered to improve the chances of getting an interview.

For a number of years, the Internet has been used by people globally. Several special Internet tools that can be used as part of recruiting efforts are blogs, e-videos, and twitters.

Blogs and Recruiting Both employers and individuals have used blogs as part of recruiting to fill jobs. Firms such as Best Buy, Microsoft, Honeywell, and Manpower have used blogs on which individuals could read and provide content. For instance, describing job openings and recruiting needs on the Best Buy blog has resulted in individuals responding to job areas such as finance, marketing, HR, and other specialties. Numerous other employers have used blogs to generate recruiting results as well.

E-Video and Recruiting With video capabilities of all types available, employers are using videos in several ways. Some firms use videos to describe their company characteristics, job opportunities, and recruiting means. Suppliers such as Monstor.com, CareerTV, and others have worked with employer clients to produce online recruitment videos.

Some of the online videos contain "employment games" for both current and potential employees that focus on creating positive employment images. People who are interested in working for the company can then follow up by using online job application documentation and information. For example, MITRE, a systems engineering firm, developed a "Job of Honor" video game that drew more than 5,000 hits in one year; more than 600 people in the United States and from 25 other

countries became registered players in the game. Participation levels like this have led employers to increase job-related recruiting and follow-up activities using Web-based linkages.

Twitter (Sina Weibo is China's version of Twitter) can be used for many different purposes, including personal, social, legal, and employment-related messages. The Twitter system limits messages to 140 specific characters, but even so tweeting has rapidly become a social network recruiting method. Recruiters send tweet messages to both active and passive job candidates, and then follow up with longer e-mails to computers, personal contacts, and other actions to facilitate recruiting. Since Twitter is such a relatively new service, how exactly it will be best used for recruiting is still evolving.

Legal Issues in Internet Recruiting

With Internet recruiting expanding, new and different concerns have arisen. Several of these issues have ethical and moral as well as legal implications. The following examples illustrate some of these concerns:

- When companies use screening software to avoid looking at the thousands of résumés they receive, are rejections really based on the qualifications needed for the job?
- How can a person's protected-category and other information be collected and analyzed for reports?
- Are too many individuals in protected categories being excluded from the later phases of the Internet recruiting process?
- Which applicants really want jobs? If someone has accessed a job board and sent an e-mail asking an employer about a job opening, does the person actually want to be an applicant?
- What are the implications of Internet recruiting in terms of confidentiality and privacy?

Loss of privacy is a potential disadvantage with Internet recruiting. Sharing information gleaned from people who apply to job boards or even company websites has become common. As a company receives résumés from applicants, it is required to track those applicants and report to the federal government. But the personal information that can be seen by employers on websites such as MySpace, Facebook, LinkedIn, and others may be inappropriate and can possibly violate legal provisions.

Employment lawyers are issuing warnings to employers about remarks and other characteristics posted on LinkedIn, Facebook, and Twitter. According to one survey of employers, about three-fourths of hiring managers in various-sized companies checked persons' credentials on LinkedIn, about half used Facebook, and approximately one-fourth used Twitter. Some of the concerns raised have included postings of confidential details about an employee's termination, racial/ethnic background, or gender and the making of discriminatory comments. All of these actions could lead to wrongful termination or discrimination lawsuits. Thus, because Internet usage has both advantages and disadvantages for recruiting, legal advice should be obtained, and HR employment-related policies, training, and enforcement should include such advice.

Advantages of Internet Recruiting

Employers have found a number of advantages to using Internet recruiting. A primary one is that many employers have saved money using Internet recruiting versus other recruiting methods such as newspaper advertising, employment agencies, and search firms, all of which can cost substantially more.

Another major advantage is that a very large pool of applicants can be generated using Internet recruiting. Individuals may view an employer more positively and obtain more useful information, which can result in more individual applications. In fact, a large number of candidates may see any given job listing, although exposure depends on which Internet sources are used. One side benefit of Internet recruiting is that jobs literally are posted globally, so potential applicants in other geographic areas and countries can view job openings posted on the Internet. It also improves the ability to target specific audiences, including more diverse persons, through the use of categories, information, and other variables.

Internet recruiting also can save time. Applicants can respond quickly to job postings by sending electronic responses, rather than using "snail mail." Recruiters can respond more rapidly to qualified candidates in order to obtain more necessary applicant information, request additional candidate details, and establish times for further communication, including interviews.

A good website and useful Internet resources also can help recruiters reach "passive" job seekers—those who have a good job and are not really looking to change jobs but who might consider it if a better opportunity were presented. These individuals often do not list themselves on job boards, but they might visit a company website for other reasons and check out the careers or employment section. A well-designed corporate website can help stimulate interest in some passive job seekers, as well as other potential candidates.

Disadvantages of Internet Recruiting

The positive things associated with Internet recruiting come with a number of disadvantages. Because of broader exposure, Internet recruiting often creates additional work for HR staff members and others internally. More online job postings must be sent; many more résumés must be reviewed; more e-mails, blogs, and twitters need to be dealt with; and expensive specialized software may be needed to track the increased number of applicants resulting from Internet recruiting efforts.

Another issue with Internet recruiting is that some applicants may have limited Internet access, especially individuals from lower socioeconomic groups and from certain racial/ethnic groups. In addition, many individuals who access Internet recruiting sources are browsers who may submit résumés just to see what happens, but they are not actively looking for new jobs.

Internet recruiting is only one approach to recruiting, but its use has been expanding. Information about how Internet recruiting methods compare with other, more traditional approaches is relevant. Also, how well the Internet recruiting resources perform must be compared to the effectiveness and integration of other external and internal recruiting sources.

2.2.2. Traditional Media

Media sources such as newspapers, magazines, television, radio, and billboards typically have been widely used in external recruiting. Some firms have sent direct mail using purchased lists of individuals in certain fields or industries. Internet usage has led to media sources being available online, including postings, ads, videos, webinars, and many other expanding media services. In some cities and towns, newspaper ads are still very prominent, though they may trigger job searchers to go to an Internet source for more details.

Recruiting differs depending on company and location; for instance, filling jobs at community banks in rural areas might involve different types of recruiting from filling jobs in larger banks in urban areas. Whatever medium is used, it should be tied to the relevant labor market and should provide sufficient information on the company and the job. Thus, one major key is to make the wording of job ads readable and understandable, rather than using extensive abbreviations and omitting appealing details.

Evaluating Media Ads HR recruiters should measure the responses that different media generate in order to evaluate the effectiveness of various sources. The easiest way to track responses to ads is to use different contact names, e-mail addresses, or

phone number codes in each ad, so the employer can identify which advertisement has prompted each applicant response that is received.

Although the total number of responses to each ad should be tracked, judging the success of an ad only by this number is a mistake. For example, it is better to have 10 responses with two qualified applicants than 30 responses with only one qualified applicant. Therefore, after individuals are hired, follow-up should be done to see which sources produced the employees who stay longer and perform better.

2.2.3. Trade Associations

Other sources for recruiting include professional and trade associations, trade publications, and competitors. Many professional societies and trade associations publish newsletters or magazines and have websites containing job ads. Such sources may be useful for recruiting the specialized professionals needed in an industry.

Some employers have extended recruiting to customers. Retailers such as Wal-Mart and Best Buy have aggressive programs to recruit customers to become employees in stores. While in the store, customers at these firms can pick up applications, apply online using kiosks, and even schedule interviews with managers or HR staff members. Other firms have included employment announcements when sending out customer bills or newsletters.

2.2.4. Employment Agencies

Employment agencies, both public and private, are a recruiting source. Every state in the United States has its own state-sponsored employment agency. These agencies operate branch offices in cities throughout the states and do not charge fees to applicants or employers. They also have websites that potential applicants can use without having to go to the offices.

Private employment agencies operate in most cities. For a fee collected from either the employee or the employer, these agencies do some preliminary screening and put employers in touch with applicants. Private employment agencies differ considerably in the levels of service, costs, policies, and types of applicants they provide. One specific type of private agency, the outplacement firm, is highlighted in the HR Perspective.

“Headhunters” The size of the fees and the aggressiveness with which some firms pursue candidates for executive and other openings have led to such firms being called headhunters. These employment agencies focus their efforts on executive, managerial, and professional positions. The executive search firms are split into two groups: (1) contingency firms that charge a fee only after a candidate has been hired by a client

company, and (2) retainer firms that charge a client a set fee whether or not the contracted search is successful. Most of the larger firms work on a retainer basis. However, search firms are generally ethically bound not to approach employees of client companies in their search for job candidates for another employer.

2.2.5. Labor Unions

Labor unions may be a useful source of certain types of workers. For example, in electrical and construction industries, unions traditionally have supplied workers to employers. A labor pool is generally available through a union, and workers can be dispatched from the hiring hall to particular jobs to meet the needs of employers.

In some instances, labor unions can control or influence recruiting and staffing activity. An organization with a strong union may have less flexibility than a nonunion company in deciding who will be hired and where those people will be placed. Unions can benefit employers through apprenticeship and cooperative staffing programs, as they do in the building and printing industries.

2.2.6. Job Fairs

Employers in various labor markets needing to fill a large number of jobs quickly have used job fairs and special recruiting events. Job fairs or career fairs have been held by economic development entities, employer and HR associations, and other community groups to help bring employers and potential job candidates together. For instance, the SHRM chapter in a Midwestern metropolitan area annually sponsors a job fair at which 75 to 100 employers can meet applicants. Publicity in the city draws several hundred potential recruits for different types of jobs. However, two cautionary notes are in order: (1) Some employers at job fairs may see attendees who are currently their employees “shopping” for jobs with other employers; and (2) “general” job fairs are likely to attract many people, including attendees who are not only unemployed but also unemployable. Industry- or skill-specific events usually offer more satisfactory candidates. Such job fairs also can attract employed candidates who are casually looking around but may not put their résumés on the Internet.

“Virtual” job fairs with Web-based links have been used by the federal government and others. “Drive-through” job fairs at shopping malls have been used by employers in a number of communities. At one such event, interested persons could drive up to a tent outside the mall, pick up applications from a “menu board” of employers, and then park and interview in the tent with recruiters if time allowed. Such creative recruiting methods sometimes can be used to generate a pool of qualified applicants so that jobs can be filled in a timely manner.

2.2.7. Campus Recruiting

College and university students are a significant source of entry-level professional and technical employees. Most universities maintain career placement offices in which employers and applicants can meet. A number of considerations affect an employer's selection of colleges and universities at which to conduct interviews.

Because college/university recruiting can be expensive and require significant time and effort, employers need to determine whether both current and future jobs require persons with college degrees in specific fields. Despite the economic changes in industries and among employers, a majority of employers who were surveyed still plan to have more than half of their hires be college graduates.

A number of factors determine success in college recruiting. Some employers actively build continuing relationships with individual faculty members and career staff at designated colleges and universities. Maintaining a presence on campus by providing guest speakers to classes and student groups increases the contacts for an employer. Employers with a continuing presence and support on a campus are more likely to see positive college recruiting results.

For many employers, a moderately high grade point average (GPA) is a criterion for considering candidates for jobs during on-campus interviews. Recruiters may use GPA benchmarks to initially screen applicants in college recruiting decisions. Considerations beyond grades include the graduates' leadership potential, interpersonal communication skills, and professional motivation factors. Employers also are more likely to hire college candidates with related experience. That is one reason why internships are very important to employers, candidates, and college/university efforts, as the HR On-the-Job indicates.

High schools and vocational/technical schools may be valuable sources of new employees for some organizations. Many schools have a centralized guidance or placement office. Participating in career days and giving company tours to school groups are ways of maintaining good contact with school sources. Cooperative programs in which students work part-time and receive some school credits, also may be useful in generating qualified future applicants for full-time positions.

Employers recognize that they may need to begin attracting students with capabilities while those students are in high school. For example, GE, IBM, and other corporations fund programs to encourage students with science and math skills to participate in engineering internships during summers. Some employers specifically target talented members of racial/ethnic groups in high schools and provide them with career

encouragement, summer internships, and mentoring programs as part of aiding workforce diversity efforts.

2.2.8. Employee Referrals

One reliable source of potential recruits is suggestions from current or former employees. Because current and former employees are familiar with the employer, most of them will not refer individuals who are likely to be unqualified or who will make them look bad for giving the referral. Also, follow-up with former employers is likely to be done only with persons who were solid employees previously.

A reliable source of people to fill vacancies is composed of acquaintances, friends, and family members of current employees. The current employees can acquaint potential applicants with the advantages of a job with the company, furnish e-mails and other means of introduction, and encourage candidates to apply. Word-of-mouth referrals and discussions can positively aid organizational attractiveness and lead to more application decisions by those referred. However, using only word-of-mouth or current-employee referrals can violate equal employment regulations if protected-class individuals are underrepresented in the current organizational workforce. Therefore, some external recruiting might be necessary to avoid legal problems in this area.

Utilizing this source is usually one of the most effective methods of recruiting because many qualified people can be reached at a relatively low cost. Some firms indicate that more than 60% of new hires are due to employee referrals. In an organization with numerous employees, this approach can develop quite a large pool of potential employees. As an example, a Health Institute in Oklahoma used a referral program to hire more than 500 medical technicians and nurses in relatively difficult-to-fill jobs. One key component of this program was a referral incentive, whereby the individuals giving the referrals received up to \$1,000 per difficult-to-fill job.

Employers in many geographic areas and occupational fields have established employee referral incentive programs. Mid-sized and larger employers are more likely to use employee referral bonuses. Some referral programs provide different bonus amounts for hard-to-fill jobs compared with common openings; in these situations, appropriate legal concerns should be met.

3. Recruiting Metrics

3.1. Quantity of Applicants

Because the goal of a good recruiting program is to generate a large pool of applicants from which to choose, quantity is a natural place to begin evaluation. The basic

measure here considers whether the quantity of recruits is sufficient to fill job vacancies. A related question is: Does recruiting at this source provide enough qualified applicants with an appropriate mix of protected-class individuals?

3.2. Quality of Applicants

In addition to quantity, a key issue is whether or not the qualifications of the applicant pool are sufficient to fill the job openings. Do the applicants meet job specifications, and do they perform the jobs well after hire? What is the failure rate for new hires for each recruiter? Measures that can be used include items such as performance appraisal scores, months until promotion, production quantity, and sales volume for each hire.

3.3. Stakeholders Satisfaction

The satisfaction of two groups is useful in evaluating recruiting. Certainly the views of managers with openings to fill are important, because they are “customers” in a very real sense. But the applicants (those hired and those not hired) also are an important part of the process and can provide useful input. Managers can respond to questions about the quality of the applicant pool, the recruiter’s service, the timeliness of the process, and any problems that they see. Applicants might provide input on how they were treated, their perceptions of the company, and the length of the recruiting process and other aspects.

3.4. Time to Fill

Time to fill (also known as days to fill) is the average number of days required to hire a person for an open job position or vacancy. The vacancy rate measures the percentage of positions being actively recruited for at the end of the reporting period. Looking at the length of time it takes to fill openings is a common means of evaluating recruiting efforts. If openings are not filled quickly with qualified candidates, the work and productivity of the organization are likely to suffer. If it takes 45 days to fill empty positions, managers who need those employees will be unhappy. Also, as noted earlier, unfilled positions cost money. Generally, it is useful to calculate the average amount of time it takes from contact to hire for each source of applicants, because some sources may produce recruits faster than others.

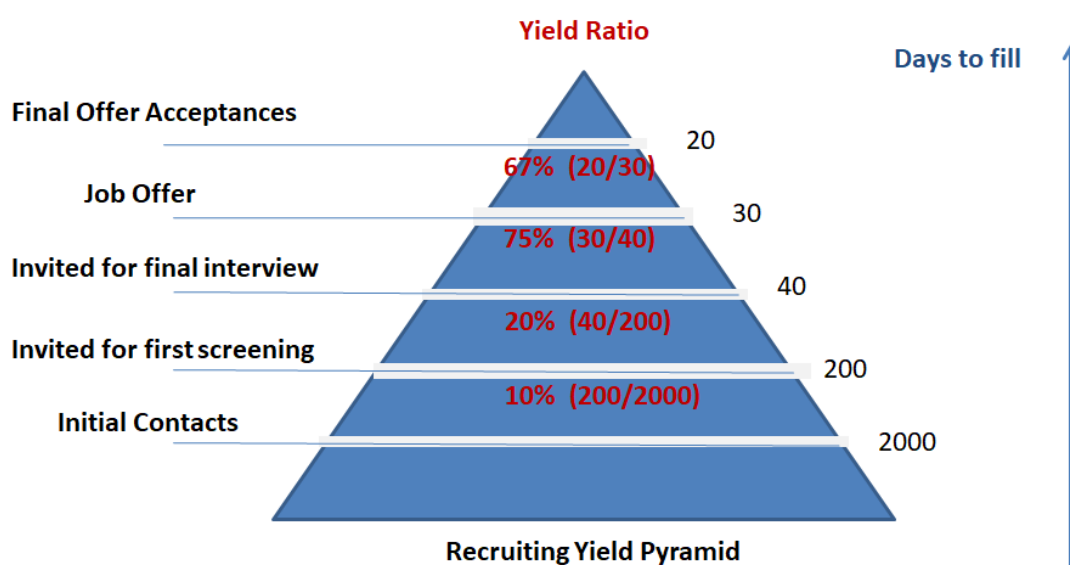
3.5. Cost per Hire

Cost per hire is one of the most commonly used HR metrics, this can tell you just how much it really costs your company when you hire a new worker. Add up the total cost of your recruitment operation, and divide this figure by the number of individuals you

successfully recruit to find out how much you are spending for each individual you obtain through recruitment. The total cost of bringing on board a new staff member, including recruitment, purchase of equipment, onboarding, administrative costs and benefits. The cost-per-hire varies widely depending on the size of the company, the number of recruitment channels they use, the seniority of the position being filled and the strength and efficiency of in-house. Reducing the cost-per-hire is an on-going process for HR departments and involves a range of options, including switching to a cheaper recruitment agency, incentivizing existing employees to find suitable candidates and making use of the company's existing channels such as websites and social media. HR software can also help reduce costs by allowing companies to organize candidate data, sift through applicants and manage the whole recruitment process cost-effectively.

3.6. Yield ratios

One means for evaluating recruiting efforts is yield ratios, which compare the number of applicants at one stage of the recruiting process with the number at another stage. The result is a tool for approximating the necessary size of the initial applicant pool. It is useful to visualize yield ratios as a pyramid in which the employer starts with a broad base of applicants that progressively narrows. Utilize yield ratios that can be calculated at various stages in the recruiting process as well as at the end. The ratios can determine which recruitment source or method or type of recruiter produces the greatest yield and identify areas that may need improvement. The source yield is calculated as (Number of hires from a source / Number of candidates generated from a source).



Cost per Hire: $\text{Recruiting Costs} / \text{Total Number of Hires in a Time Period}$

A different approach to using yield ratios suggests that over the length of time, organizations can develop ranges for crucial ratios. When a given indicator ratio falls outside that range, it may indicate problems in the recruiting process.

3.7. Selection Rate

Another useful calculation is the selection rate, which is the percentage hired from a given group of candidates. It equals the number hired divided by the number of applicants; for example, a rate of 30% indicates that 3 out of 10 applicants were hired. The selection rate is also affected by the validity of the selection process. A relatively unsophisticated selection program might pick 8 out of 10 applicants for the job. Four of those might turn out to be good employees. A more valid selection process might pick 5 out of 10 applicants but all perform well. Selection rate measures not just recruiting but selection issues as well. So do acceptance rate and success base rate.

3.8. Acceptance Rate

Calculating the acceptance rate helps identify how successful the organization is at hiring candidates. The acceptance rate is the percent of applicants hired divided by the total number of applicants offered jobs. After the company goes through all the effort to screen, interview, and make job offers, hopefully most candidates accept job offers. If they do not, then HR might want to look at reasons why managers and HR staff cannot 'close the deal.' It is common for HR staff members to track the reasons candidates turn down job offers. That analysis helps explain the rejection rate in order to learn how competitive the employer is compared with other employers and what factors are causing candidates to choose employment elsewhere.

3.9. Success Base Rate

A longer-term measure of recruiting effectiveness is the success rate of applicants. The success base rate can be determined by comparing the number of past applicants who have become successful employees against the number of applicants they competed against for their jobs, using historical data within the organization. Also, the success base rate can be compared with the success rates of other employers in the area or industry using benchmarking data. This rate indicates whether the quality of the employees hired results in employees who perform well and have low turnover. For example, assume that if 10 people were hired at random, it might be expected that 4 of them would be satisfactorily performing employees. Thus, a successful recruiting program should be aimed at attracting the 4 in 10 who are capable of doing well on this particular job. Realistically, no recruiting program will attract only the people who

will succeed in a particular job. However, efforts to make the recruiting program attract the largest proportion possible of those in the base rate group can make recruiting efforts more productive in both the short and long term.

4. Increasing Recruiting Efficient and Effective

Evaluation of recruiting should be used to make recruiting activities more efficient. Some common activities that are reviewed during evaluation are:

4.1. Résumé Mining

Résumés mining, also called resume crawler, is a software approach to getting the best résumés for a fit from a big database. This technique can save recruiters countless hours searching for resumes and will deliver results within just a few short seconds. With a customizable resume crawler, HR professionals can simply input what they are looking for, and it will crawl the web, searching for the talent that matches.

4.2. Applicant Tracking System (ATS)

An applicant tracking system (ATS), also called a candidate management system, is a software application designed to help an enterprise recruit employees more efficiently. An ATS can be used to post job openings on a corporate Web site or job board, screen resumes, and generate interview requests to potential candidates by e-mail. Other features may include individual applicant tracking, requisition tracking, automated resume ranking, customized input forms, pre-screening questions and response tracking, and multilingual capabilities. It is estimated that roughly 50 percent of all mid-sized companies and almost all large corporations use some type of applicant tracking system.

4.3. Employer Career Website

An employer's career website is the perfect place for companies to engage with the type of individuals they want to hire. It is also the first opportunity they have to set themselves apart from competition and leave a powerful impression. The website is a convenient recruiting place where applicants can see what jobs are available and apply. In short, the career site is a shop window for talent

4.4. Internal Mobility

Internal mobility is a dynamic internal process for moving talent from role to role – at the leadership, professional and operational levels. To achieve internal mobility, companies must adopt the principles of succession management at all ranks; provide transparent discussion of skills and potential, as well as organizational needs; and,

focus on development across critical talent pools, based on business needs. HR professional can use a system that tracks prospects in the company and matches them with jobs as they come open.

4.5 Realistic Job Previews (RJPs)

A Realistic Job Preview (RJP) is a recruiting approach that is designed to communicate both the desirable and undesirable aspects of a job before an applicant has accepted a job offer. Evidence shows that for certain kinds of jobs, well-designed RJPs that are provided to the applicant at the right time in the application process can have a significant impact on reducing early turnover and enhancing job satisfaction. RJPs can be found in a variety of formats, including videos, verbal presentations, job tours, and written brochures. Certain formats may be more successful with particular kinds of jobs or with a particular audience, but use of real or multiple formats is likely to be most effective.

4.6. Candidate Management

Candidate management or Recruitment CRM (Customer Relationship Management) is a critical aspect of recruiting that cannot be taken lightly, be it 5 or 500 applicants. It's how you continue to attract the right employees and how you build a strong image and reputation that builds your business in the long-run as an attractive place to work for potential employees. It may not be necessary to call every applicant to inform them of their application status. However, there are simpler and more effective ways to keep applicants informed via better candidate management and ongoing communication, without your ear turning red. Here's how:

4.6.1. Give Them Feedback

The reason why so many candidates follow-up with their applications is because they haven't heard anything from the other side of the hiring table. After all, if you were looking for a job, wouldn't you expect the same? In this case, silence is not a good practice from a candidate management perspective. Instead of ignoring those who took the time to apply to a job listing, give applicants feedback. For instance, a simple email that says an application has been received can take a lot of worry away from the candidate. A direct message informing candidates to keep their eyes peeled on the company career website for job posting updates is also a good candidate management tactic. This type of candidate management not only gives eager applicants some peace of mind, but also makes employers look good in the process, two things that are hard to do, but extremely important, in the current job market. Hiring managers and recruiters may often pass on candidates because of a lack of fit, even though the

candidate may be a well-qualified person and potentially interested in or suitable for another opening now or in the future. In such scenarios, sending the candidate to an appropriate job opening or setting a reminder to reach out to that individual in the future is excellent candidate management. It will help you keep the right talent in your pipeline. Redirecting candidates may seem to be extra work for the hiring manager, but the extra time to connect them to where they may be a better fit benefits both the organization as well as the candidate.

4.6.2. Use Automatic Email Notifications

Don't have time to tell an applicant they have or haven't made it to round two? Use automatic email notifications to help move things along. These candidate management notifications allow recruiters to manage the workflow of the recruitment process without tearing their hair out.

4.6.3. Communicate via Social Media

The beauty of social networking is that recruiters can get their message out to their target audience faster, whenever, wherever. For example, if the job opening has been filled, recruiters can take to the company Facebook page to inform applicants of the status. They can also write a quick blog post, send out an automated thank you tweet to everyone who applied, or even point applicants to the careers page for future opportunities.

4.7. Post-Hire Assessment

More and more HR professionals are recognizing that post-hire assessments are critical to a functioning workplace. Without measuring the quality of the employees the company hires, there is no data to let management know how they can improve productivity in the workplace. Post-hire assessments in particular can help HR gauge a new employee's learning curve, their level of development within the company, and determine where their skill gaps lie.

Post-hire assessments are not only designed to determine the skill and effectiveness of a new employee. Companies can also use post-hire assessments to gather data about the effectiveness of their recruitment process. Post-hire assessments help find the "leaks" in a company's recruitment process. How well or poorly a new employee performs on a post-hire test can indicate to managers and HR what skill areas should be highlighted in the next pre-hire assessment. Also, post-hired assessment can be a useful tool in helping to direct the training or development of new hired employees as they prepare for current and future assignments.

Recruiting effectiveness can be increased by using the evaluation data to target different applicant pools, tap broader labor markets, change recruiting methods, improve internal handling and interviewing of applicants, and train recruiters and managers. Another key way to increase recruiting effectiveness rests with the recruiters themselves. Those involved in the recruiting process can either turn off recruits or create excitement. For instance, recruiters who emphasize positive aspects about the jobs and their employers can enhance recruiting effectiveness. Thus, it is important that recruiters communicate well with applicants and treat them fairly and professionally. Effective recruiting is a crucial factor for HR management, as it leads to selecting individuals for employment who will enhance organizational success.

Part Four: Workforce Selection

1. Selection Process

Selecting is the process of choosing from a group of applicants that individual deemed to be best qualified for a particular job opening. An organization's success in its recruiting activities significantly affects the efficiency and effectiveness of selection. An adequate pool of applicants provides organization greater latitude in choosing employees; an inadequate pool reduces latitude and may result in the employment of marginally qualified candidates.

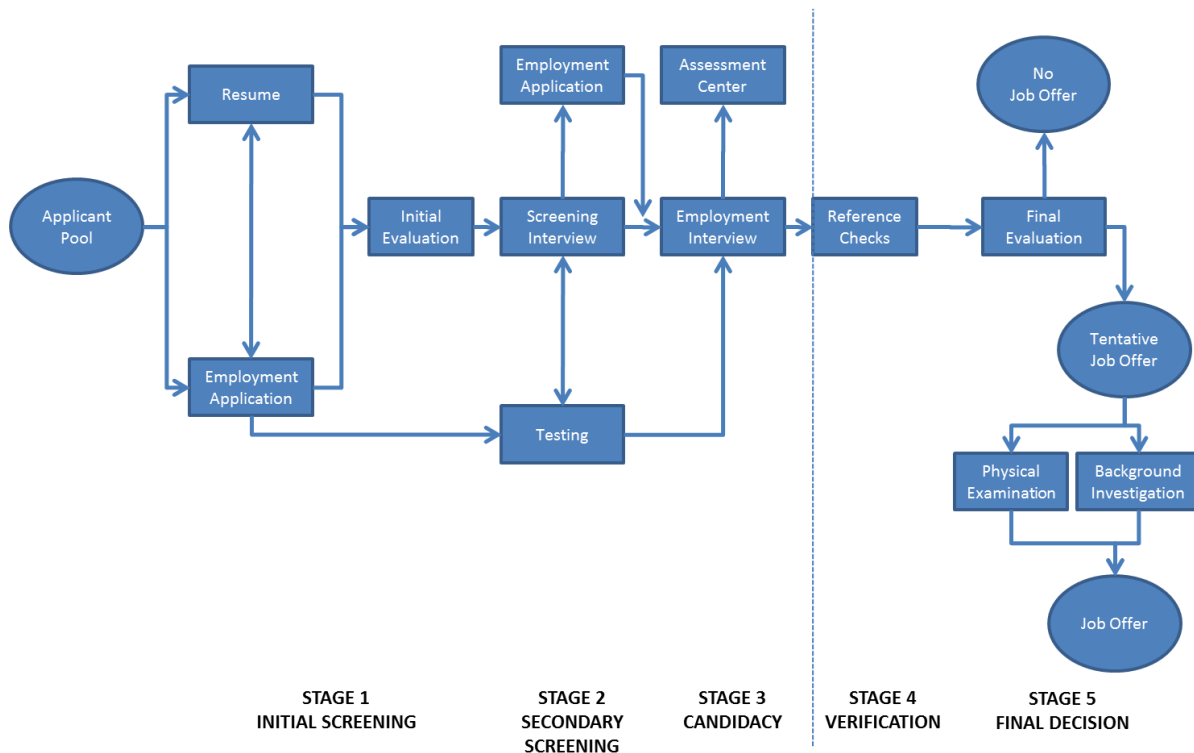
Selecting is, at best, a difficult process because it requires making judgments about people. Three essential questions must be answered if the most qualified person is to be selected: "What is the applicants can do ability?"; "What is the applicant's will do ability?"; "How well will the applicant fit into the organization?" Can do ability refers to the experience and education required to perform a specific job; will do ability refers to the level of motivation the person will actually exhibit in performing the job; fit refers to how well the individual will conform to the socio psychological environment or culture of the organization. Making these determinations requires skill, effort, and time. Moreover, in an effective selecting process, such decisions are carefully made.

Mistakes in selecting can be costly. Hiring individuals who cannot, or will not, do their jobs leads to output and quality problems, and ultimately to employee turnover. Hiring individuals who do not fit into the organization well leads to the same problems and may also adversely affect the morale of other employees. Consequently, selecting must be done carefully in order to minimize potential negative impacts, financial and otherwise, on the organization.

As emphasized throughout this workbook, the entire human resource management function operates in an increasingly legalistic environment. Nowhere is it more open to potential discrimination charges and lawsuits than in selection. The challenge to an organization in selecting employees thus is twofold: one, to select the best qualified individual and two, to make the selection decision in accordance with the letter and spirit of the law.

A generalized model of the selecting process is depicted in the Figure. Selection begins where recruitment ends—with the applicant pool—and proceeds through five stages: initial screening, secondary screening, candidacy, verification, and final decision. Selection procedures vary from organization to organization; consequently, the steps outlined may not be followed in the described sequence by every firm. Moreover, an applicant may be

rejected at any point during the first four stages. The purpose of the model is to illustrate the basic steps, in a logical sequence that are typically followed in evaluating and ultimately hiring a job applicant.



Gatewood, Field, & Barrick (2018)

1.1. Stage One: Initial Screening

Once individuals are interested in applying for employment, they may do so by submitting a resume (a common procedure for technical, professional, or managerial positions) or by completing an employment application (standard procedure for entry-level, operative, clerical, or other non-exempt positions). The majority of applicants will be screened out at this point based on an individual evaluation of the resume' or the employment application. Applicants who submitted a resume may be asked to complete an employment application if their credentials survive the initial review.

1.2. Stage Two: Secondary Screening

The two components of Stage two are the screening interview and testing. The purpose of the screening interview is to eliminate from further consideration those individuals whose qualifications, although passing preliminary inspection, do not

measure up to the standards of the position. Based on the screening interview, applicants for certain types of positions may be asked to take employment tests. Applicants passing the screening interview who have not yet completed an employment application will be asked to do so at this stage. On occasion, applicants may move from completion of the employment application in Stage I directly into employment testing before the screening interview takes place—a common procedure for keyboardists or machine operators. If the test results are favorable, the screening interview then takes place.

1.3. Stage Three: Candidacy

Since the vast majority of applicants are eliminated in Stages one and two, if selection procedures are working effectively, only genuinely qualified candidates enter Stage III. The basic component of this stage is the employment interview or series of employment interviews, which focus on an in-depth evaluation of the applicant's qualifications. In some organizations, individuals successfully completing their employment interviews are sent to an assessment center where they may complete batteries of tests and engage in various simulations to further assess their capabilities. Applicants completing Stage III are potential employees.

1.4. Stage Four: Verification

Stage four is concerned with verifying the reference information furnished by the applicant. Due to the increasing number of negligent hiring cases, organizations must be careful to exercise due diligence in verifying and documenting references.

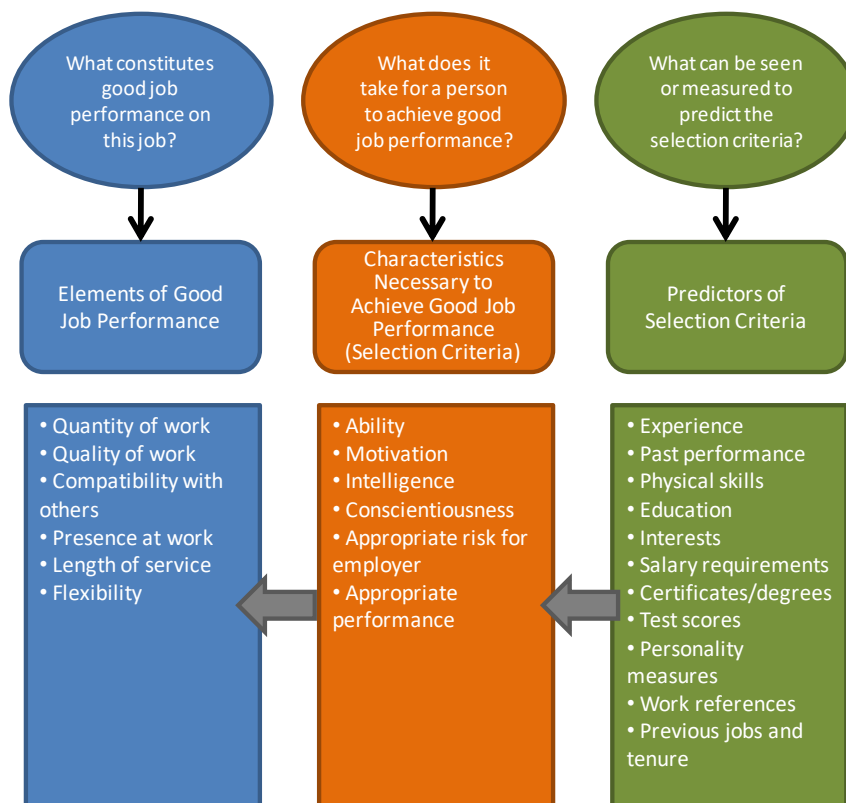
1.5. Stage Five: Final Decision

Stage five is the decision-making stage. The information furnished by the applicant and gathered by the organization is evaluated. If the information is favorable, a job offer is made; if the information is unfavorable, no job offer is extended. The tentative job offer is subject to a physical examination (typically including a drug screen) and a background investigation. If the candidate successfully completes these two final hurdles, a final job offer is made. The physical examination is delayed until this stage so as to avoid any possible discrimination based upon disability. The background investigation is delayed for similar reasons—to avoid any potential charge of discrimination based on non-job-related factors.

In reviewing the generalized selecting model, the least time consuming, least expensive selection activities are performed first. The most time-consuming, most expensive activities are performed later in the process. This sequencing helps assure the cost-effectiveness of selection.

2. Criteria, Predictors, and Performance

Regardless of whether an employer uses specific KSAs or a more general approach, effective selection of employees involves using selection criteria and predictors of these criteria. At the heart of an effective selection system must be the knowledge of what constitutes good job performance. When one knows what good performance looks like on a particular job, the next step is to identify what it takes for the employee to achieve successful performance. These are called selection criteria. A selection criterion is a characteristic that a person must possess to successfully perform work. Below figure shows that ability, motivation, intelligence, conscientiousness, appropriate risk, and permanence might be selection criteria for many jobs. Selection criteria that might be more specific to managerial jobs include “leading and deciding,” “supporting and cooperating,” “organizing and executing,” and “enterprising and performing.”



Valentine, Meglich, Mathis, & Jackson (2019)

To determine whether candidates might possess certain selection criteria (such as ability and motivation), employers try to identify predictors of selection criteria that are measurable or visible indicators of those positive characteristics (or criteria). For example, as the figure indicates, three good predictors of “permanence” might be individual interests, salary requirements, and tenure on previous jobs. If a candidate possesses appropriate amounts of any or all of these predictors, it might be assumed that the person

would stay on the job longer than someone without those predictors.

The information gathered about an applicant through predictors should focus on the likelihood that the individual will execute the job competently once hired. Predictors can be identified through many formats such as application forms, tests, interviews, education requirements, and years of experience, but such factors should be used only if they are found to be valid predictors of specific job performance. Using invalid predictors can result in selecting the “wrong” candidate and rejecting the “right” one.

2.1. Validity

In selection, validity is the correlation between a predictor and job performance. In other words, validity occurs to the extent that the predictor actually predicts what it is supposed to predict. Several different types of validity are used in selection. Most validity decisions use a correlation coefficient, an index number that gives the relationship between a predictor variable and a criterion (or dependent) variable. Correlations always range from -1.0 to $+1.0$, with higher absolute scores suggesting stronger relationships.

Concurrent validity is one method for establishing the validity associated with a predictor. Concurrent validity uses current employees to validate a predictor or “test.” Concurrent validity is measured when an employer tests current employees and correlates the scores with their performance ratings on such measures as their scores on performance appraisals.

A disadvantage of the concurrent validity approach is that employees who have not performed satisfactorily at work are probably no longer with the firm and therefore cannot be tested. Also, extremely good employees may have been promoted or may have left the company for better work situations. Any learning on the job also might confound test scores.

Predictive validity, another method for establishing criterion-related validity is predictive validity. To calculate predictive validity, test results of applicants are compared with their subsequent job performance. Job success is measured by assessing factors such as absenteeism, accidents, errors, and performance appraisal ratings. If the employees who had one year of experience at the time of hire demonstrate better performance than those without such experience, then the experience requirement can be considered a valid predictor of job performance. In addition, individual experience may be utilized as an important “selection criterion” when making future staffing decisions.

The Equal Employment Opportunity Commission (EEOC) has favored predictive validity

because it includes the full range of performance and test scores. However, establishing predictive validity can be challenging for managers because a large sample of individuals is needed (usually at least 30) and a significant amount of time must transpire (perhaps one year) to facilitate the analysis. Because of these limitations, other types of validity calculations tend to be more popular.

2.2. Reliability

Reliability of a predictor or “test” is the extent to which it repeatedly produces the same results over time. For example, if a person took a test in December and scored 75, and then took the same test again in March and scored 76, the exam is probably a reliable instrument. Consequently, reliability involves the consistency of predictors used in selection procedures. A predictor that is not reliable is of no value in selection.

2.3. Combining Predictors

If an employer chooses to use only one predictor, such as a pencil-and-paper test, to select the individuals to be hired, the decision becomes straightforward. If the test is valid and encompasses a major dimension of a job, and an applicant does well on the test, then that person should be given a job offer. When an employer uses predictors such as “three years of experience,” “possesses a college degree,” and “acceptable aptitude test score,” job applicants are evaluated on all of these requirements and the multiple predictors must be combined in some way. Two approaches for combining predictors are:

2.3.1. Multiple hurdles

A minimum cutoff is set on each predictor, and each minimum level must be “passed.” For example, in order to be hired, a candidate for a sales representative job must achieve a minimum education level, a certain score on a sales aptitude test, and a minimum score on a structured interview.

2.3.2. Compensatory approach

Scores from individual predictors are added and combined into an overall score, thereby allowing a higher score on one predictor to offset, or compensate for, a lower score on another. The combined index takes into consideration performance on all predictors. For example, when admitting students into graduate business programs, a higher overall score on an admissions test might offset a lower undergraduate grade point average.

2.4. Person-Environment Fit

The aim in the employee selection is to select the best possible applicant who has the capacities that are needed in the job and who will fit with the organization. The most used theory in the employee selection context is perhaps the theory of Person-Environment fit. Person-environment (PE) fit refers to the degree of match between individuals and some aspect of their work environment. On the person side, characteristics may include interests; preferences; knowledge, skills, and abilities (KSAs); personality traits; values; or goals. On the environment side, characteristics may include vocational norms, job demands, job characteristics, organizational cultures and climates, and company or group goals. Various synonyms have been used to describe fit, including congruence, match, similarity, interaction, correspondence, and need fulfillment.

The basic premise of PE fit is that for each individual there are particular environments that are most compatible with that person's personal characteristics. If a person works in those environments, positive consequences including improved work attitudes and performance, as well as reduced stress and withdrawal behaviors, will result. Although the premise is straightforward, research on PE fit is one of the most eclectic domains in organizational psychology. In part this is because of the wide variety of conceptualizations, content dimensions, and measurement strategies used to assess fit.

2.4.1. Person-Job (P-J) Fit

This relates to the match between an individual's knowledge, skills, abilities, and personal characteristics and the specific demands of a job. P-J Fit includes factors such as demands-abilities fit and needs-supplies fit.

2.4.2. Person-Organization (P-O) Fit

P-O Fit centers on the compatibility between an individual's values and those that an organization represents. The idea is that individuals are attracted to organizations with similar values, and organizations tend to hire individuals whose values align with the organization's culture.

2.4.3. Person-Group (P-G) Fit

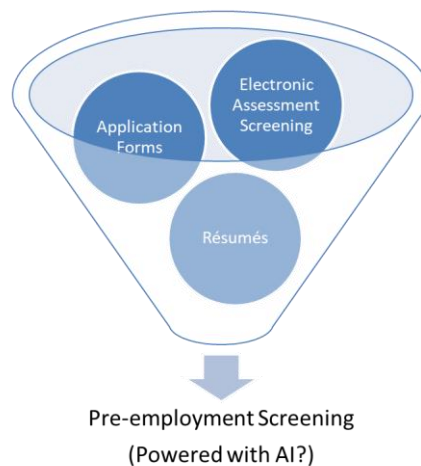
P-G Fit focuses on the match between individuals and the members of their immediate work groups. It includes both demographic and personality-based compatibility.

2.4.4. Person-Supervisor (P-S) Fit

Person-Supervisor Fit relates to the compatibility between an individual and their immediate supervisor or manager. It encompasses the quality of the working relationship between an employee and their supervisor. Factors that contribute to P-S Fit include communication styles, leadership approaches, and interpersonal dynamics.

3. Initial Screening

Many employers conduct pre-employment screening to determine if applicants meet the minimum qualifications for open jobs before they have the applicants fill out an application.



Will, Krpan, & Lordan (2022).

3.1. Electronic Assessment Screening

The use of electronic pre-employment screening or assessment has grown. Much of this screening utilizes computer software to review the many résumés and application forms received during the recruiting and selection process. Large companies often use different types of software to receive, evaluate, and track the applications of many potential employees.

When a job posting generates 1,000 or more applications, which is not unusual with large companies or in difficult economic times, responding to each would be a full-time job. Electronic screening can speed up the process, commonly known as **Applicant Tracking Systems (ATS)**.

Applicant tracking systems provide a software interface for companies to manage their hiring process. At a base level, this consists of opening new positions and advertising them online — either on a corporate home page or job boards. Once recruiters open the position and advertise it, the ATS provides an interface for candidates to apply online and for managers and recruiters to view and search through those candidate

submissions before moving them through the hiring processing — typically from screening to interview to offer and, of course, hire.

This may take several forms: disqualification questions; screening questions to get at KSAs and experience; valid assessment tests; and background, drug, and financial screening. Some of the assessments might include auditions for the job that are based on simulations of specific job-related tasks. For example, in a call center, candidates are given virtual customers with service problems, and branch manager candidates demonstrate their ability to foster relationships with virtual clients and to make quick personnel decisions with virtual employees.

A good strategy is to use simple electronic assessment early to cut down the number of applicants before requiring applications or interviews. That leaves a much more qualified list of remaining applicants with which to work.

However, such assessments have a down side as well. Applicant Tracking Systems may screen out many well-qualified candidates. Most candidates submit resumes that are not optimized for ATS, with incorrect headings, formatting, characters, and wording. If a resume is not formatted correctly, solid skills and achievements in the resume may be ignored. In addition, a resume that is good for one ATS may not be good for another.

3.2. Application Forms

Some employers do not use pre-employment screening prior to having applicants fill out an application form. Instead, they have every interested individual complete an application first. These completed application forms then become the basis for prescreening information. But collecting, storing, and tracking these forms can create significant work for HR staff members.

Application forms, which are used universally, can take on different formats. Properly prepared, the application form serves four purposes:

- It is a record of the applicant's desire to obtain a position.
- It provides the interviewer with a profile of the applicant that can be used during the interview.
- It is a basic employee record for applicants who are hired.
- It can be used for research on the effectiveness of the selection process.

Many employers use only one application form for all jobs, but others use several different forms depending on the position. For example, a hotel might use one form for management and supervisory staff and another for line employees.

Application forms should contain disclaimers and notices so that appropriate legal protections are clearly stated. These recommended disclosures include:

- **Employment-at-will:** Indicates the right of the employer or the applicant to terminate employment at any time with or without notice or cause (where applicable by local law)
- **Reference contacts:** Requests permission to contact previous employers listed by the applicant on the application form or résumé
- **Employment testing:** Notifies applicants of required drug tests, pencil-and-paper tests, physical exams, or electronic or other tests that will be used in the employment decision
- **Application time limit:** Indicates how long application forms are active (typically 6 months), and that persons must reapply or reactivate their applications after that period
- **Information falsification:** Conveys to an applicant that falsification of application information can be grounds for serious reprimand or termination used in hiring decisions.

3.3. Résumés as Applications

Applicants commonly provide background information through résumés. When the situation arises, some labor law standards require that an employer treats a résumé as an application form. As such, if an applicant's résumé voluntarily furnishes some information that cannot be legally obtained; the employer should not use that information during the selection process. Some employers require those who submit résumés to complete an application form as well.

Regardless of how the background information is collected, companies should be dutiful about checking the truthfulness of the information presented on résumés and application forms. Various accounts suggest that a noteworthy percentage of applicants knowingly distort their past work experiences.

3.4. AI-powered assessment

Traditionally, humans have been the main agents in these critical decisions. Recently, however, there has been a shift towards the use of technology—in particular, Artificial Intelligence (AI)—to assist in workplace decision making processes, including recruitment. The growth of AI provides promising solutions for recruiters to optimize talent acquisition by taking over time-consuming repetitive tasks such as sourcing and

screening applicants, to improve the quality of the hiring process, and eliminate biased - human decisions. AI is helping to improve the selection of a diversified pool of candidates through an algorithmic assessment platform, which can be set up to reduce biases and maximize objectivity. Researchers found that that these advantages come from AI's ability to process information and make decisions at volumes and speeds that far exceed human capacity and the availability of AI-enabled recruiting tools and systems that overcome common cognitive biases that hurt the reliability and validity of human judgment in recruiting activities.

Moreover, AI assessment can help to identify candidates' skills, competency, and traits that match the job applied for. So, it results in hiring a talented candidate. Resume screening is a foundational stone of HR automation. Using a wide range of machine learning algorithms and tools, AI detects all the patterns and non-obvious relationships and provides a list of the most relevant information based on keywords, grammar and statistics. AI is constantly self-learning and optimizing solutions, given many different criteria. Therefore, the recruiter receives a list of candidates who are exactly the right company for all characteristics.

In addition, AI chatbots developed to make messages to provide assistants to the consumers for 24/7, to answer all queries and acting like FB messenger, webchat, but the competitive environment enthusiastically looking for newly added features in AI chatbots to handle all the raised complex problems, therefore AI chatbots are much demanded in chatbot market. AI video interviews can be put into practice for successful candidate screening job application and selection according to their facial expressions, acoustic features, and spoken words as features to infer qualify candidates or provide information for hiring decision. .

In the past, screening the staggering increase in applications, a company would have to hire an army of recruiters, which would be prohibitively expensive. Consequently, companies have no choice but to use AI-enabled tools to screen the ever-growing number of job applicants. AI tools decrease the burden of heavy and time-consuming repetitive tasks such as sourcing, screening applicants, and other administrative tasks. Such benefits will contribute significantly to reducing the hiring cost and improving the quality of recruitment as well.

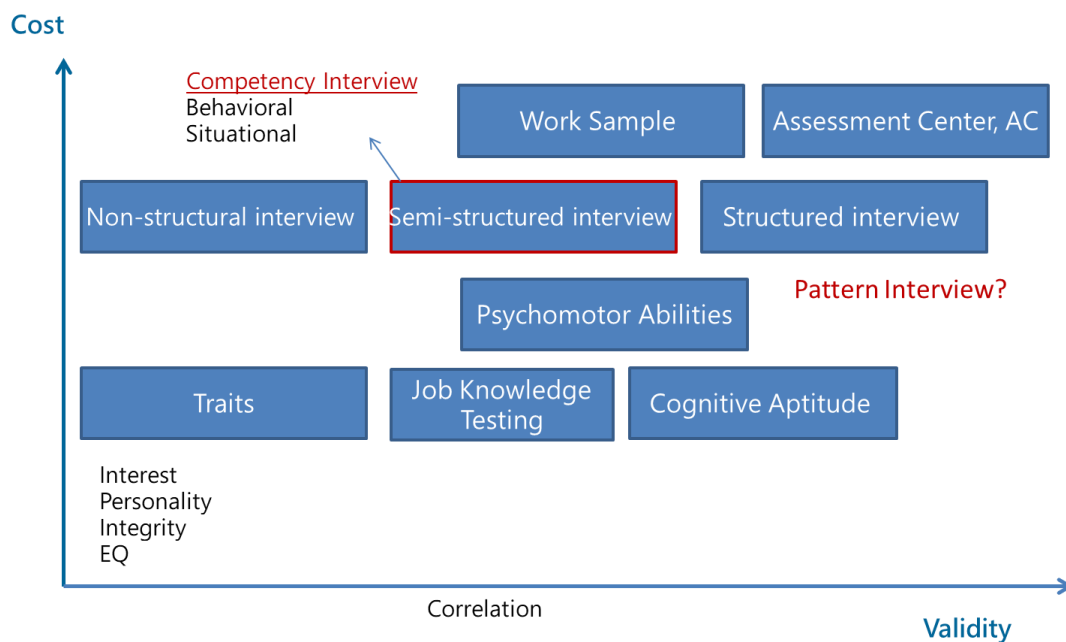
Therefore, a large part of the screening process is going disappear as the task and responsibility of the HR professional, where it is no longer necessary to assess resumes in the future, and AI tools will do this.

However, poor data quality and restriction over data could be another challenge of using AI in recruitment. As mentioned earlier the algorithm depends mostly on the

data which would be used as input for producing the result. So, the data that will be used as an input must be clean, bias less, quality full, relatable to achieve expected and accurate results. So, if the wrong data is fed in the algorithm, the algorithm will not learn what is expected or make the wrong decisions. Also, because of data restriction due to legal privacy law or people in general concern start to restrict their social media profiles, which could limit access to data, which needs to train the AI tools.

4. Secondary Screening

In this process, many different kinds of tests can be used to help select qualified employees. They are used to assess various individual factors that are important for the work to be performed. These useful employment tests allow companies to predict which applicants will be the most successful before being hired.



Source: Gatewood, Field, & Barrick (2018)

However, selection tests must be evaluated extensively before being utilized as a recruiting tool. The development of the test items should be linked to a thorough job analysis. Also, initial testing of the items should include an evaluation by knowledge experts, and statistical and validity assessments of the items should be conducted. Furthermore, adequate security of the testing instruments should be coordinated, and the monetary value of these tests to the firm should be determined.

4.1. Cognitive Aptitude Tests

Cognitive aptitude or ability is a person's capacity to learn or to perform a job that has been previously learned. Tests that measure this characteristic are most often used in the selection of employees who have had little or no job experience. Aptitudes or abilities may be broken down into many factors, but the ones that are most often job-related.

- Verbal aptitude refers to an individual's ability to use words in thinking and communication. Managerial, technical, and sales positions are jobs for which verbal ability is crucial. Measurement of a person's ability in this area is usually accomplished by a vocabulary test.
- Numerical aptitude is the ability to perform the basic arithmetic functions of adding, subtracting, multiplying, and dividing. These abilities are essential in engineering, accounting, and similar jobs.
- Perceptual Speed is the ability to identify similarities and differences rapidly, accurately, and in detail. Perceptual speed is most likely to be used to ascertain clerical aptitude.
- Spatial Ability is concerned with visualizing objects in space and determining their relationship to each other. Jobs that may require this aptitude include design engineer, tool and die maker, aviation mechanic, and assembler.
- Reasoning is the ability to analyze items or facts and make correct judgments based on their logical implications. This aptitude is critical for executive, managerial, or sales jobs.
- General Intelligence refers to an individual's overall mental abilities. Tests used in this area attempt to arrive at some global estimate of a person's intellectual performance or aptitude. Normally, they provide a single score such as an IQ. However, intelligence tests with great disfavor since they tend to adversely impact certain protected classes. This testing contains items that are unrelated to successful job performance. Consequently, it should proceed with great caution, making absolutely certain that the test has been validated in terms of job-relatedness and performance.

4.2. Psychomotor / Physical Abilities

Psychomotor abilities refer to strength, dexterity, coordination, and other aspects of physical performance. There are a number of abilities that may be measured in the psychomotor area. Finger dexterity is the ability to make precise, skillful, coordinated

manipulations of small objects with one's fingers. Manual dexterity refers to the ability to make skillful, coordinated, well-directed movements of the hands and arms. Wrist-finger speed is the ability to make rapid movements such as those involved in tapping. Aiming is the ability to move the hands and fingers rapidly, accurately, and successfully from one location to another. Arm-hand steadiness is the ability to make precise positioning movements with minimal strength and speed. Reaction time is the speed with which an individual responds to a stimulus.

Physical ability tests measure an individual's abilities such as strength, endurance, and muscular movement. At an electric utility, line workers regularly must lift and carry equipment, climb ladders, and perform other physical tasks; therefore, testing of applicants' mobility, strength, and other physical attributes is job related. Some physical ability tests measure such areas as range of motion, strength and posture, and cardiovascular fitness.

4.3. Job Knowledge Tests

Job knowledge tests measure an applicant's understanding of the duties and responsibilities of the position for which he or she is applying. These tests may require written responses, or they may be administered orally. Normally, these tests are short, consisting of a few key questions that readily distinguish experienced from inexperienced applicants. A primary advantage of the job knowledge test is that it is by definition job-related.

4.4. Work Sample Tests

A work sample test is one in which the applicant completes a task or series of tasks that are representative of, or actually a part of, the job for which the person is applying. A typing test is probably the most common work sample test. Evidence suggests that work sample tests can produce high predictive validities and reduce adverse impact. Adverse impact is defined as a substantially different rate of selection in hiring, promotion or other employment decision which works to the disadvantage of members of a race, sex or ethnic group.

Many organizations use situational tests, or work sample tests, which require an applicant to perform a simulated task that is a specified part of the target job. Requiring an applicant for an administrative assistant's job to type a business letter as quickly as possible would be one such test. An "in-basket" test is a work sample test in which a job candidate is asked to respond to memos in a hypothetical in-basket that are typical of the problems experienced in that job. Once again, these tests should assess criteria that are embedded in the job that is to be staffed.

Situational judgment tests are designed to measure a person's judgment in work settings. The candidate is given a situation and a list of possible solutions to the problem. The candidate then has to make judgments about how to deal with the situation. Situational judgment tests are a form of job simulation.

4.5. Vocational Interest Tests

Interest tests, called career interest tests, are designed to measure the degree of interest a person has in various occupations. When individuals' interests match those of their occupation, they are happier with their jobs and are more likely to remain in their chosen occupation, but the interest inventories are not valid predictors of job performance. Consequently, interest measures should always be used in conjunction with aptitude and ability tests. John L. Holland developed a useful interest test with six dimensions, called RIASEC or Strong Vocational Interest Blank (SVIB), stand for:

- Realistic - practical, physical, hands-on, tool-oriented
- Investigative - analytical, intellectual, scientific, explorative
- Artistic - creative, original, independent, chaotic
- Social - cooperative, supporting, helping, healing/nurturing
- Enterprising - competitive environments, leadership, persuading
- Conventional - detail-oriented, organizing, clerical

Another most widely used interest inventory is the Myers-Briggs Type Inventory (MBTI). The 16 types are typically referred to by an abbreviation of four letters:

- ESTJ: extraversion (E), sensing (S), thinking (T), judgment (J)
- INFP: introversion (I), intuition (N), feeling (F), perception (P)

However, the 16 types constructs have been found to be related to the Big five personality characteristics discussed as following.

4.6. Personality Tests

Personality tests attempt to measure a person's social interaction skills and patterns of behavior. They report what might be described as traits, temperaments, or dispositions. Personality tests were not perceived as valid selection method; however, recent advances suggested much more positive conclusions about the role of personality test in predicting job performance (especially organizational citizenship behaviors, OCBs). Mainly, this is due to the widespread acceptance of a major

taxonomy of personality, often called the Big Five as follow:

- Emotional Stability: disposition to be calm, optimistic, and well adjusted.
- Extraversion: tendency to be sociable, assertive, active, upbeat, and talkative
- Openness to experience: tendency to be imaginative, attentive to inner feelings, have intellectual curiosity and independence of judgment
- Agreeableness: tendency to altruistic, trusting, sympathetic, and cooperative
- Conscientiousness: tendency to purposeful, determined, dependable, and attentive to detail

*Organizational citizenship behaviors (OCBs) are discretionary workplace behaviors that exceed one's basic job requirements. They are often described as behaviors that "go above and beyond the call of duty".

**The Big five (emotional stability is the strongest) are highly correlate with trait of "Emotional Intelligent, EQ"-ability to cope with environmental pressures and demand.

"Faking" is a major concern for employers using personality tests. Many test publishers admit that test profiles can be falsified, and they try to reduce faking by including questions that can be used to compute a social desirability or "lie" score. Researchers also favor the use of "corrections" based on components of the test to account for faking—a preference that also constitutes a strong argument for professional scoring of personality tests. Another possibility is use of a "fake warning," which instructs applicants that faking can be detected and can result in a negative hiring impression.

4.7. Integrity Test

Integrity tests attempts to assess an applicant's honesty and moral character. There are two major types of integrity test: clear purpose (sometimes called overt) and general purpose (sometimes called veiled purpose). Some evidences indicate that applicants who score high on integrity tests also tend to score high on conscientiousness, emotional stability, and agreeableness base on Big Five personality model.

The **polygraph**, more generally and incorrectly referred to as the "lie detector," is a mechanical device that measures a person's galvanic skin response, heart rate, and breathing rate. The theory behind the polygraph is that if a person answers a question incorrectly, the body's physiological responses will "reveal" the falsification through the recording mechanisms of the polygraph. Many governments in the world prohibit the use of polygraphs for employment screening purposes by most employers. Some

agencies allow employers to use polygraphs as part of internal investigations of thefts or losses. However, in those situations, the polygraph test should be taken voluntarily, and the employee should be allowed to end the test at any time.

4.8. Substance Abuse Tests

Substance abuse tests are measures intended to ensure a drug-free workplace. Concern about workplace safety issues and alcohol and/or chemical use in the workplace has prompted many employers to require employees/applicants to submit to drug tests.

4.9. Assessment Center (AC)

An assessment center is not a place but an assessment composed of a series of evaluative exercises and tests used for selection and development. Most often used in the selection process when filling managerial openings, assessment centers consist of multiple exercises and are evaluated by multiple raters. In one assessment center, candidates go through a comprehensive interview, a pencil-and-paper test, individual and group simulations, and work exercises. Individual performance is then evaluated by a panel of trained raters.

Again, AC is not necessarily a place but rather a method of evaluating candidates. They are content-valid work samples of a managerial job and are typically used to select internal employees with potential for promotion to managerial positions. Assessment centers can range from one day to one week in duration, but they generally have three characteristics: multiple means of assessment, multiple assesses, and multiple assessors.

In one example of an assessment center, candidates go through a battery of standardized tests conducted by trained assessors. Exercises may include pencil-and-paper tests, comprehensive interviews, individual and/or group simulation activities, in-basket exercises, and work-related performance tests. The results are evaluated by a panel of trained assessors.

It is crucial that the tests and exercises in an assessment center reflect the content of the job for which individuals are being screened, and the types of problems faced on that job. For example, a technology communications organization used a series of assessment centers to hire employees who would interact with clients. The company found that these centers improved the selection process and also provided new employees with a good road map for individual development.

5. Job Interview

Job interviews are the most frequently used selection device, most organizations depend on them for making critical hiring decisions. Given their wide use, one might think that they are extremely valuable. The truth of the matter is that they are a high cost, damaging and ineffective selection device (low reliability and low validity). This is true even when they are in the hands of someone who has been trained to ask the right questions.

Selection interviewing of job applicants is done both to obtain additional information and to clarify information gathered throughout the selection process. Interviews are commonly conducted at two levels: first, as an initial screening interview to determine if the person has met minimum qualifications, and then later, as an in-depth interview with HR staff members and/or operating managers to determine if the person will fit into the designated work area. Before the in-depth interview, information from all available sources is pooled so that the interviewers can reconcile conflicting information that may have emerged from tests, application forms, and references.

Interviewing for selection is imperfect and should be focused on gathering valid information that has not been gained in other ways. Because selection interviewing is imperfect, the focus must be on techniques that minimize errors and provide the best information.

Interviews must be reliable and allow interviewers, despite their limitations, to pick the same applicant capabilities again and again. High intra-rater reliability (within the same interviewer) can be demonstrated, but only moderate to-low inter-rater reliability (across different interviewers) is generally shown. Inter-rater reliability becomes important when each of several interviewers is selecting employees from a pool of applicants, or if the employer uses team or panel interviews with multiple interviewers.

Employers prefer to use interviews over other selection activities because they have high “face validity” (i.e., interviews make sense to employers). It is often assumed that if someone interviews well and the information obtained in the interview is useful, then the individual will be a good hire. However, an unstructured interview does not always provide much actual validity, causing a growth in the popularity of structured interviews. There are various types of selection interviews are used. They range from structured to unstructured, and they vary in terms of appropriateness for selection.

5.1. Structured vs. Unstructured Interviews

Unstructured or nondirective interviews generally have no set format. Structured or directive interviews generally identify questions and all applicants are asked the same questions. Sometimes acceptable responses are specified in advance and the

responses are rated for appropriateness of content. While structured interviews may reduce spontaneity, they ensure that similar information will be gathered from all candidates. This makes it possible to compare qualifications and reduce equity concerns.

Semi-structured interviewing is more flexible than standardized methods such as the structured interview. Structured interviews keep the order and phrasing of the questions consistent across interviews to ensure consistency in the data being collected. In contrast, semi-structured interviews may prescribe a combination of questions and more general topics to cover. Questions in semi-structured interviews are more open-ended to allow interviewers to follow issues that diverge from the guide.

Competency interview (also referred to as situational, behavioral or competency based interview) questions are a style of semi-structured interviewing often used to evaluate a candidate's key competencies. In the following, we would discuss two frequently used types of semi-structured interview.



Source: Eder & Harris (1999)

5.2. Situational Interview

The situational interview contains questions about how applicants might handle specific job situations. Interview questions and possible responses are based on job analysis and checked by job experts to ensure content validity. The interviewer typically codes the suitability of the answer, assigns point values, and adds up the total number

of points each interviewee has received. A variation is termed the case study interview, which requires a job candidate to diagnose and correct organizational challenges during the interview. Situational interviews assess what the interviewee would consider to be the best option, not necessarily what they did in a similar situation.

5.3. Behavioral Interview

In the behavioral interview technique, applicants are asked to describe how they have performed a certain task or handled a problem in the past, which may predict future actions and show how applicants are best suited for current jobs. A recent study showed that “past behavior” interviews are better at identifying achievement at work than are situational interviews, because they focus on what applicants have actually done in real situations rather than on what they think they might do in hypothetical situations. An example of a behavioral interview line of questioning might be: “Tell me about a time when you initiated a project. What was the situation? What did you do? What were the results?”

5.4. STAR technique

The STAR (Situation, Task, Action, Results) format is a job interview technique used by interviewers to gather all the relevant information about a specific capability that the job requires. This interview format is said [by whom?] to have a higher degree of predictability of future on-the-job performance than the traditional interview. This technique is a behavioral interview technique.

5.4.1. Situation

The interviewer wants you to present a recent challenge and situation in which you found yourself.

5.4.2. Task

What did you have to achieve? The interviewer will be looking to see what you were trying to achieve from the situation.

5.4.3. Action

What did you do? The interviewer will be looking for information on what you did, why you did it and what the alternatives were.

5.4.4. Results

What was the outcome of your actions? What did you achieve through your actions and did you meet your objectives? What did you learn from this experience and have

you used this learning since?

5.5. Other Types of Interviews

- 5.5.1. Prescreening interviews: are useful when an organization has a high volume of applicants for a job and face-to-face interviews are needed to judge prequalification factors.
- 5.5.2. Patterned interview is also called a targeted interview. The interviewer asks each applicant questions that are from the same knowledge, skill, or ability area; the questions, however, are not necessarily the same. Patterned interview a kind of structured interview, frequently utilized in personnel choosing, which is modeled to cover specified particular regions, but at the same time to give the interviewer the option to steer the conversation into side channels and pose queries on points which need to be cleared up. Commonly referred to as semi structured interview.
- 5.5.3. Stress interview: the interviewer assumes an aggressive posture to see how the candidate responds to stressful situations. This style is used extensively in law enforcement, air traffic control, and similar high-stress industries.
- 5.5.4. Directive interviews: the interviewer poses specific questions to the candidate and keeps control. This type of interview is highly structured.
- 5.5.5. Nondirective interviews, the interviewer asks open questions and provides general direction but allows the applicant to guide the process.
- 5.5.6. Group interviews: One type is where there are multiple job candidates that are interviewed by one or more interviewers at the same time. This type of group interview is usually done only where the job duties are clearly defined and where numerous candidates can be informed and/or asked about job requirements.

The more common type of group interviews is where there are multiple people in an organization that serve as interviewers for a single job candidate. Each interviewer serves a different purpose and screens the candidate for specific qualities.

- 5.5.7. Panel Interview: Group interviews can be further described as team interviews and panel interviews. A team interview is used in situations where the position relies heavily on team cooperation. It is akin to a 360-degree process. Supervisors, subordinates, and peers are usually part of a team interview process. In a panel interview, structured questions are spread across the group. The individual who is most competent in the relevant area usually asks the

question.

5.5.8. Phone and Video Interviews – are often conducted entirely by phone.

Technology has also made interviewing by videoconferencing possible, saving time and travel costs.

5.5.9. Computerized Interviews: involve computers administering the interview.

Typically the questions are presented in a multiple-choice format, one at a time, and the applicant is expected to respond to the questions on the screen by pressing a key.

5.5.10. Web-Assisted Interviews: utilize PC video cameras to conduct interviews online via Webcasts.

5.6. Interview Procedure

5.6.1. Structure Your Interview – a) base questions on job duties; b) use specific job-knowledge, situational, or behaviorally-oriented questions and objective criteria to evaluate the interviewee's responses; c) train interviewers; d) use the same questions with all candidates; e) use rating scales to rate answers; f) use multiple interviewers or panel interviews; g) design questions that reduce subjectivity, inaccurate conclusions, and bias; h) use a structured interview form; i) control the interview; and j) take brief notes.

5.6.2. Prepare for the Interview – The interview should take place in a private room where interruptions can be minimized. Prior to the interview, the interviewer should review the candidate's application and resume, as well as the job duties and required skills and traits.

5.6.3. Establish Rapport – The interviewer should put the interviewee at ease so he/she can find out the necessary information about the interviewee. Studies show that people who feel more self-confident about their interviewing skills perform better in interviews.

5.6.4. Ask Questions – The interviewer should follow the interview guide.

5.6.5. Close the Interview – Leave time to answer any questions the candidate may have and, if appropriate, advocate your firm to the candidate. Try to end the interview on a positive note.

5.6.6. Review the Interview – Once the candidate leaves, and while the interview is fresh on the interviewer's mind, he/she should review his/her notes and fill in the structured interview guide.

6. Final Evaluation

Job applicants sometimes record inaccurate information on employment applications and resume's to present a more positive image. The purpose of reference checks is to verify the accuracy of the data furnished. Typically, applicants are required to furnish names of previous supervisors or names of several business references. Checks on these references are then made by letter or telephone. Because of possible legal ramifications, reference information provided by one organization to another organization is usually limited to neutral information such as job title, dates of employment, and possibly pay. When conducted by telephone, other information may be furnished: for example, absentee record, promotions and demotions, compensation, and stated reasons for termination. Even though limited information may be obtained through reference checking, it is essential that an organization make a good faith effort and exercise due diligence in checking all employee references to protect itself against possible lawsuits from employees alleging negligent hiring and negligent referencing.

Employers are very concerned about the legal ramifications of providing information about the performance of former employees, fearing that release of sensitive information could lead (as it often has) to charges of defamation or self-compelled defamation by previous employees who receive a less than satisfactory recommendation. Several countries or states have recognized this employer dilemma and have passed legislation to exempt employers from liability in providing information as long as they are acting in good faith. Some local governments have passed legislation protecting employers from civil liability in releasing reference information when they act in good faith. Some also have a reference checking law, but will be only limited to hospitals, health care institutions, schools, public health facilities, day care programs, and child care centers.

Because of the possible extension of the law to the private sector, many firms and individuals are now reluctant to provide negative reference information about former employees or business associates. Another problem with references is that the applicant normally provides them. Applicants may selectively choose their references to ensure that only positive information is furnished. It is unlikely, except where the names of previous supervisors are requested, that an applicant would list anyone who might give an unfavorable report. Thus, **references tend to be biased in a positive manner.**

Because some individuals are reluctant to state their opinions about former employees or colleagues in writing, many organizations prefer to use the telephone when checking references. Since there is no written record of the conversation, more information may be collected. However, there is still a potential problem with bias—the individual providing the reference is just as likely to offer a negatively biased as a positively biased opinion.

6.1. Reference Check

Reference checks are a critical part of the hiring process that help organizations assess a candidate's past performance, skills, and character. These checks provide valuable insights beyond interviews and resumes. However, they have limitations, such as candidates selecting references likely to give positive reviews. Despite this, reference checks offer a deeper understanding of a candidate's abilities and work approach. Conducting reference checks consistently, using open-ended questions, contacting multiple references, and considering reference check services are best practices. Questions during reference checks can focus on job performance, strengths, weaknesses, work ethic, and collaboration style. It's essential to be aware of background check and reference check laws to ensure compliance. To maximize the effectiveness of reference checks, adhere to best practices:

6.1.1. Consistency: Maintain a consistent reference check process for all candidates to ensure fairness and compliance with non-discriminatory hiring guidelines.

6.1.2. Open-Ended Questions: Use open-ended questions to encourage in-depth conversations with references and gather more information.

6.1.3. Multiple References: Contact multiple references to gain diverse insights about the candidate.

6.1.4. Reference Check Services: Consider partnering with specialized services, like GoodHire, to streamline the reference check process, save time, and reduce costs.

6.1.5. Types of Reference Check Questions: The questions you ask during a reference check can provide valuable insights into your potential hires. Four categories of reference check questions include:

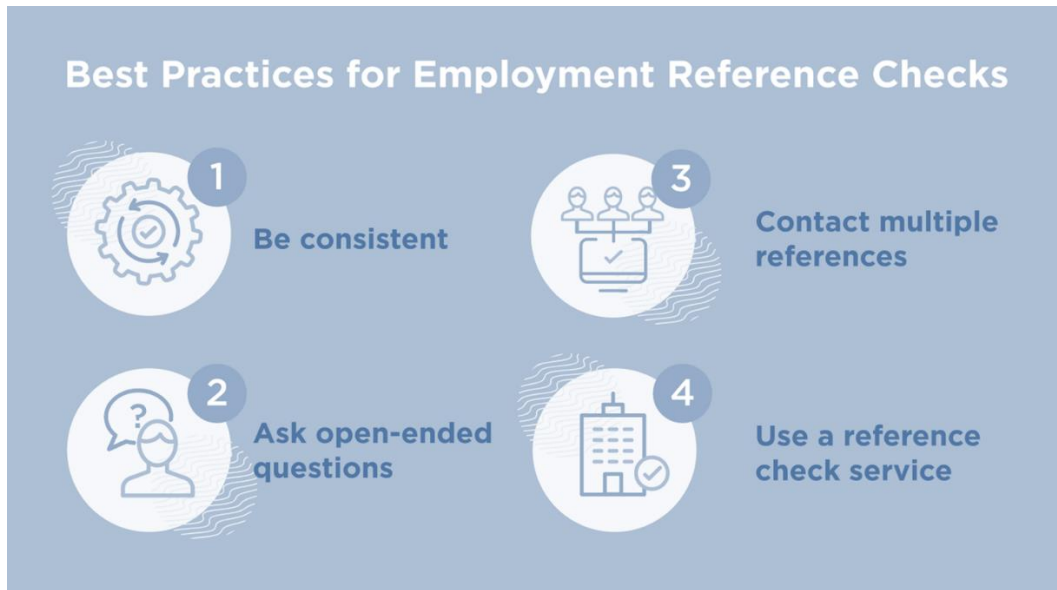
Job Performance: These questions focus on a candidate's past tasks, assignments, and exceptional achievements.

Professional Strengths & Weaknesses: Identify a candidate's strengths and areas for improvement.

Work Ethic: Understand a candidate's commitment, integrity, and quality of work.

Style of Working: Evaluate how a candidate collaborates with a team and handles feedback.

Remember that these categories serve as guidelines, and you can tailor questions to obtain specific insights. The more information you gather, the more confident you'll be in your hiring decisions.



Source: Korolevich (2023).

References provided by the candidate are of very limited predictive value. Would someone knowingly pick a reference who would speak poorly of them? Of course not.

Previous supervisors and employers may provide a better prediction. Good questions to ask previous supervisors or employers include:

- Dates of employment
- Position held
- What were the job duties?
- What strengths/weaknesses did you observe?
- Were there any problems?
- **Would you rehire?**

6.2. Background Check

Failure to check the backgrounds of people who are hired can lead to embarrassment and legal liability. Hiring workers who commit violent acts on the job is one example. While laws vary from state to state, for jobs in certain industries, such as those that provide services to children, vulnerable adults, security, in-home services, and financial services, background checks are mandated in some states. Nationally background checks are required for people with commercial drivers' licenses who drive tractor-trailer rigs and buses interstate.

The American Lawyers may say that an employer's liability hinges on how well it investigates an applicant's background. Consequently, details provided on the application form should be investigated extensively, and these efforts should be documented.

Negligent hiring occurs when an employer fails to check an employee's background and the employee later injures someone on the job. There is a potential negligent hiring problem when an employer hires an unfit employee, a background check is insufficient, or an employer does not research potential risk factors that would prevent the positive hire decision. Similarly, **negligent retention** occurs when an employer becomes aware that an employee may be unfit for employment but continues to employ the person, and the person injures someone.

Many organizations use outside vendors that specialize in conducting background checks because such outside firms can provide these services much more efficiently and effectively. Background checks have some concern that the information reported might be inaccurate or outdated. For instance, a woman was denied employment by a company because a background report provided by an outside firm contained adverse information. However, after getting the report corrected, she was hired by the company. Consequently, the information provided in criminal record checks should be used judiciously and with caution.

A number of companies are using personal Web pages and the Internet to perform background checks on employees. Many believe that websites provide a more "in-depth" snapshot of a job candidate's individual characteristics, regardless of the information that has been submitted to the company through traditional means with the application form or résumé. Online network sites such as Facebook are used to obtain personal information, some of which involves sexual activity, drug use, and other questionable behavior.

Unfortunately, much of the information on personal Web pages appears to be difficult to erase or alter, so some candidates and employees just have to live with less-than-flattering content once it is posted. Also, damaging information can be posted about individuals by anyone on the Internet, further complicating the process of performing fair and legitimate background checks if this information is utilized in job selection.

Background information can be obtained from a number of sources. Some of these sources include past job records, credit history, testing records, educational and certification records, drug tests, Social Security numbers, sex offender lists, motor vehicle records, and military records. Running background checks on every applicant is very expensive. Employers sometimes check only the two or three finalists or the

candidate who has received a contingent offer.

The need for background checking can be found in a wide range of positions: pharmacy students, school teachers, janitors, bank tellers, and so on. Consider a car salesman who sexually assaults a young woman while on a test drive. If the salesman failed to tell his employer he was a convicted sex offender, does the employer have the responsibility to do a background check to find out? Probably. Nothing will guarantee that an employee will not commit a violent act at work. But employers can reduce the risk by following a lawful process to screen applicants for signs that a person is not appropriate.

Various country laws protect the rights of individuals whose backgrounds may be investigated during pre-employment screening. An employer's most important action when conducting a background investigation is to obtain from the applicant a signed release giving the employer permission to conduct the investigation.

Safeguards are appropriate in background checks because although employee screening has become a big business, it is not always an accurate one. When a candidate is an internal candidate, blemishes are likely known. But when candidates come from outside the company, problems are more likely to be hidden, at least at first.

6.3. Medical Examinations and Inquiries

Requiring candidates to undergo medical examinations and inquiries, either before or after a job offer, is done to ensure their physical fitness and suitability for specific job roles. This is done to ensure that candidates can perform the job duties and to provide the employer with essential information about the candidate's health condition. Such examinations and inquiries typically involve assessing the candidate's health status, medical history, and potential disabilities. This helps the employer understand if the candidate can safely and effectively perform the job and ensures workplace safety and suitability. When conducting these examinations and inquiries, it's essential to comply with legal regulations, including respecting the candidate's privacy and legal rights.

7. Making the Job Offer

The final step of the selection process is offering someone employment. Job offers are often extended over the telephone. Many companies then formalize the offer in a letter that is sent to the applicant. It is important that the offer document be reviewed by legal counsel and that the terms and conditions of employment be clearly identified. Care should be taken to avoid vague, general statements and promises about bonuses, work schedules, or other matters that might change later. These documents should also provide

for the individual to sign an acceptance of the offer and return it to the employer, who should place it in the individual's personnel files.

7.1. Offer Letter

Employment offer letters are typically reserved for lower-level employees. Generally speaking, offer letters are less detailed employment agreements, and their purpose is to spell out basic terms of employment. Offer letters inform prospective employees that they're being offered the position for which they applied; they also inform a prospective employee of general expectations, should the prospective employee accept the offer.

Offer letters typically contain basic employment terms. For example, they typically explain that employment will be at-will, meaning the employer reserves the right to terminate the employee at any time and without cause. Offer letters may also include a description of work duties and state that the offer of employment is contingent upon a satisfactory criminal background check. Generally, a job offer letter should include:

Salary: State the starting salary, frequency of payment and method of payment, such as by cheque or direct deposit. If your company offers performance bonuses or stock options, state these clearly and in full

Benefits: Briefly describe the benefits coverage provided by your company such as dental, health and/or other types of insurance. Note that benefits information will be communicated in further detail upon orientation of the new employee

Dates and Times: Be explicit. For instance, state when you want the signed offer returned, the length of the probationary period (if appropriate), expectations concerning hours of work per week, and the job start date and time

Name Relevant Documents: If your company requires new employees to sign other documents, such as non-confidentiality or non-compete agreements, attach them to the offer. Remember to note when you want these returned by too

7.2. Employment Contract

Although offer letters and employment contracts share some similar characteristics, they are not the same. Offer letters are less formal than employment contracts.

Employee contract also referred to as all employment agreement is an agreement between an employer and an employee that explains the employment relationship. Offer, acceptance, and consideration (exchange of promises) are three basic elements required for a contract to be legally binding and enforceable.

Individuals are acquired by the organization as either employees or independent contractors. Often, someone other than the employer or offer receiver speaks on their behalf in the establishment or modification of employment contract. These people, called third parties, serve as agents for the employer and offer receiver.

Employment contracts may be written, oral, or even a combination of the two. A written contract helps to clarify employment terms that call otherwise be subject to misunderstanding and misinterpretation. While oral employment agreements are generally just as enforceable as written ones, some terms can become hard to prove if one side disagrees with specific terms or outright denies having agreed to them.

When a collective bargaining agreement is in place, employers cannot enter into a separate agreement with employees covered by the terms of the bargaining agreement.

A disclaimer is a statement (oral or written) that explicitly limits an employee right and reserves that right for the employer, such as confidential agreement. Disclaimers are often used in letters of appointment, job application forms or blanks, and employee handbooks.

Employment guarantees is a definition of the employment level to be maintained by the investor in the privatized enterprise and the duration period of that guarantee, definition of the group of persons covered by the guarantee, acceptable exceptions from its application, the amount of compensation for guarantee breaches, the amount of compensation for voluntary termination of a labor relation prior to the guarantee expiration date.

Implied terms in an employment contract are those which are not specifically agreed between the employer and employee.

7.3. Non-compete, Non-solicitation, and Confidentiality Clauses

A job offer may include restrictive covenants such as noncompete, non-solicitation, or confidentiality clauses.

A **non-compete clause** (or covenant not to compete) is a term used in contract drafting, and it refers to an agreement under which one party, usually an employee, agrees to not pursue a similar profession or trade in competition against another party, usually the employer. Employers require employees to sign non-compete agreements in order to maintain a competitive edge in the market. These agreements seek to prevent the employee's abuse of confidential information and trade secrets obtained from his earlier employment. In order to be enforceable, must be reasonable in both the

duration and scope. Duration refers to the length of time for which a non-compete agreement remains valid and enforceable. Scope, on the other hand, refers to the geographic scope – the area in which the non-compete agreement will be enforced.

There are two types of ***non-solicitation clauses***: customer non-solicitation clauses and employee non-solicitation clause. A non-solicitation clause typically prohibits the party to be bound from directly or indirectly asking company employees (or customers in some cases) to leave the company and join the departing employee in his new business.

A ***confidentiality clause*** (typically contained in a non-disclosure agreement or NDA) is typically used to protect trade secrets and other proprietary information, such as research and development; designs, ideas, techniques, methods, and processes; customer lists, and other non-public information. A confidentiality clause generally requires the party to be bound to treat certain information (as specifically set forth in the agreement) as confidential, and when properly drafted prohibits the party to be bound from using or disclosing the information to third parties.

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