

Module 2: HR Planning

6 Forecasting future workforce needs, Conducting job analysis and job design, job evaluation & its process

1. Human Resource Forecasting

Human Resource Forecasting is the predictive segment of Human Resource Planning (HRP) through which an enterprise estimates its future workforce parameters in terms of both quantity (number of staff) and quality (skill segments). It balances two core fields of estimation:

- **Demand Forecasting:** Predicting the total volume and specific talent profiles required by the organization to hit its future operational targets. Methods include:
 - *Trend Analysis:* Studying historical organizational employment ratios across recent years to predict future requirements.
 - *Managerial Judgment:* Functional heads gather to synthesize their operational experience and plan adjustments based on department-level workloads.
 - *Delphi Technique:* An iterative process where independent human resource experts provide anonymous forecasts, which a facilitator compiles and refines until a consensus is reached.
- **Supply Forecasting:** Gauging the internal availability of staff profiles alongside the volume of potential talent available in the external labor market. Techniques rely on **Markov Analysis** (mathematical mapping of regular internal promotions, transfers, and resignations) and comprehensive skill inventories.

2. Job Analysis

Job Analysis is a structured process of collecting, documenting, and evaluating data regarding the operations, responsibilities, physical environments, and human requirements of a specific job role. It serves as the framework for all subsequent HR operations. Job analysis outputs two primary constitutional records:

Job Analysis = Job Description + Job Specification

3. Job Design

Job Design is the administrative practice of configuring specific work parameters, task sequences, and operational responsibilities into a single unified position to improve employee performance and maximize job satisfaction. Primary design strategies include:

- **Job Rotation:** Systematically shifting an employee across different functional roles within the company to minimize routine boredom, build cross-departmental capabilities, and understand systemic dependencies.
- **Job Enlargement (Horizontal Expansion):** Adding more tasks of a similar complexity level to a person's existing job profile to diversify daily activities and improve task variation.
- **Job Enrichment (Vertical Expansion):** Injecting higher levels of operational autonomy, planning control, accountability, and decision-making capabilities directly into the role, empowering employees to manage their own workflows.

4. Job Evaluation and Its Process

Job Evaluation is the analytical practice of determining the relative worth or value of a specific job profile relative to other positions within the organizational framework. It seeks to establish fair internal pay equity based on task complexity, required qualifications, and structural accountability, rather than measuring the performance of an individual worker.

The standard operational ****Job Evaluation Process**** follows these steps:

1. Objective Formulation

Defining the scope of the evaluation and securing institutional alignment between trade unions and leadership structures.

2. Committee Creation

Structuring an unbiased, representative panel containing HR experts, operational management, and external valuation specialists.

3. Factor Selection

Identifying key compensable factors (e.g., physical effort, mental strain, educational thresholds, environmental risks) to act as benchmarks.

4. Method Application & Grading

Applying qualitative systems (Ranking/Grading) or quantitative systems (Point Rating/Factor Comparison) to systematically score job parameters.

5. Wage Structure Alignment

Mapping final job evaluation grades to fair monetary salary scales, establishing transparent, consistent internal pay equity.

7 Role of Job descriptions and Specifications, Recruitment Methods and Sources

Job Description vs. Job Specification

Though both are products of a thorough job analysis, they address distinct operational dimensions of a position:

Core Dimension	Job Description (JD)	Job Specification (JS)
Primary Focus	Concentrates on the functional characteristics, parameters, and boundaries of the Job itself .	Concentrates on the human qualifications, skills, and traits required of the Job Holder .
Content Profile	Contains official job title, geographical workspace, clear summary of tasks, specific duties, supervisory structures, and environmental hazards.	Contains required academic credentials, specialized technical certifications, work experience years, psychological soft skills, and physical aptitudes.
Operational Utility	Utilized to write public hiring ads, evaluate performance during appraisals, and resolve internal role-boundary disputes.	Utilized by screening teams to filter resumes, format selection tests, and grade interview performance.

Recruitment: Definition and Philosophy

Recruitment is the positive process of searching for prospective employees and stimulating or encouraging them to apply for vacant positions within an enterprise. It focuses on expanding the recruitment pool to maximize the chances of securing top talent.

Methods and Sources of Recruitment

Sourcing pipelines are structurally divided into Internal and External talent pools:

- **Internal Sources (Hiring from Within):**

- *Promotions:* Moving high-performing employees to a higher vertical rank, complete with increased responsibility, status, and salary. It boosts morale across the wider organization.

- *Transfers*: Horizontal shifts across locations or departments without major changes in salary or status, ideal for resolving local talent imbalances.
- *Internal Job Postings (IJPs)*: Publishing vacancies on internal corporate portals, allowing current employees to apply for alternative roles proactively.
- **External Sources (Sourcing from the Open Market):**
 - *Campus Recruitment*: Sourcing entry-level candidates directly from universities and technical institutions, ensuring a fresh influx of new ideas.
 - *E-Recruitment & Job Portals*: Leveraging specialized digital platforms (LinkedIn, Indeed) to broadcast opportunities globally and handle applicant pipelines.
 - *Employment Exchanges*: Utilizing state-managed registries to source skilled or semi-skilled laborers for technical or operational roles.
 - *Direct Walk-ins & Gate Hiring*: Sourcing candidates on-site, a method commonly deployed for high-volume operational or casual workforce requirements.

8 Selection Processes and Techniques, Interviewing Skills and Techniques

The Selection Process: Definition

Unlike recruitment, which is a positive process designed to expand the candidate pool, **Selection** is a negative process focused on systematically evaluating applicants and rejecting unsuitable candidates to identify the individual best suited for the role.

Step-by-Step Selection Funnel

An applicant must successfully pass through a series of rigorous evaluation stages:

- **1. Initial Screening**: Reviewing submitted applications and resumes against core job specification parameters to filter out under-qualified candidates.
- **2. Preliminary Interview**: A brief initial assessment (often conducted via phone or video call) to verify baseline fit, check salary expectations, and evaluate communication skills.
- **3. Selection Testing**: Using standardized, data-driven assessments to evaluate specific capabilities:
 - *Aptitude Tests*: Measuring mental capacity, logical reasoning, analytical skills, and verbal comprehension.

- *Personality Tests*: Evaluating psychological patterns, emotional stability, interpersonal styles, and cultural fit.
 - *Trade/Work Sample Tests*: Requiring the candidate to complete a practical exercise directly related to the actual job tasks (e.g., writing code or analyzing a financial sheet).
- **4. Core Selection Interview**: A deep-dive face-to-face evaluation with senior leadership and HR experts to judge advanced competencies and cultural alignment.
 - **5. Reference & Background Verification**: Auditing past employment claims, academic credentials, and professional track records to verify integrity.
 - **6. Physical Medical Examination**: Ensuring the candidate satisfies the physiological health standards required to perform the job safely.
 - **7. Final Job Offer & Contract**: Issuing a formal offer letter detailing the compensation package, starting date, and employment conditions.

Interviewing Skills and Techniques

Interviews remain a primary tool for evaluating candidates, and their success depends heavily on the techniques deployed and the skills of the interviewer.

Core Interviewing Techniques:

- **Structured Interviews**: The interviewer follows a pre-set sequence of standardized questions with a rigid grading matrix. It ensures high consistency and reduces personal bias, making it ideal for objective comparisons.
- **Unstructured Interviews**: Operates as a flexible, conversational dialogue without fixed questions. It allows the interviewer to explore unique candidate backgrounds but is prone to personal bias.
- **Behavioral Interviews (The STAR Framework)**: Based on the principle that past behavior predicts future performance. Candidates are asked to describe specific past experiences using the STAR method: **Situation, Task, Action, and Result**.
- **Stress Interviews**: Deliberately placing the candidate in an uncomfortable, high-pressure scenario (via aggressive questioning or cold behavior) to evaluate their emotional control, patience, and problem-solving skills under stress.

Critical Skills for Interviewers: Active listening (interpreting verbal nuances and body language), behavioral probing (asking targeted follow-up questions to uncover details), objective evaluation

(mitigating common psychological biases like the *Halo Effect* or *Horn Effect*), and clear employer branding communication.

9 Placement, Employee Onboarding, Training & Development (Only the concept)

Once a candidate is selected, the HR focus shifts to integration, orientation, and continuous capacity enhancement.

1. Placement

Placement is the operational stage where a selected candidate is formally assigned to a specific job role, department, and workstation within the organization. It represents the practical application of the principle: "**The right person in the right job.**" Proper placement matches the candidate's verified skill sets and behavioral traits with the functional demands of the position to optimize early performance.

2. Employee Onboarding (Induction)

Employee Onboarding is the comprehensive process of welcoming a new hire, orienting them to their work environment, and integrating them into the organization's culture, operational workflows, and social structures.

- **The Objective:** To ease transition anxieties, share corporate values and behavioral expectations, clarify immediate performance goals, and complete mandatory regulatory documentation.
- **Strategic Value:** High-quality onboarding accelerates the time-to-productivity for new hires, fosters early organizational alignment, and significantly improves long-term talent retention rates.

3. Training and Development: The Conceptual Core

While often grouped together, Training and Development address distinct structural timelines and strategic objectives within human capital management:

The Concept of Training

Short-Term & Job-Specific

A structured, short-term educational process designed to help employees acquire specific technical skills or operational knowledge required to perform their **current job role** more efficiently. Focuses on immediate proficiency (e.g., learning a specific software module).

The Concept of Development

Long-Term & Future-Oriented

A holistic, continuous, and long-term learning process designed to enhance an employee's conceptual, leadership, and emotional capabilities. It prepares them to handle greater responsibilities, complex managerial decisions, and **future organizational roles**.

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