



Human Resources 102

Module 2:
Workforce Planning &
Employment



Human Resources Training Series
HR Development & Training



Human Resources Series

1. HR's Strategic Role
2. Workforce Planning & Employment
3. Benefits
4. Labor & Employee Relations
5. Compensation Fundamentals
6. Health, Wellness, & Disability Management
7. HR Development



Agenda

1. Equal Employment Opportunity(EEO)/Affirmative Action
2. Recruitment
3. Selection
4. Career Development
5. Managing Transitions

EEO/Affirmative Action



- Title VII of the Civil Rights Act passed in 1964 and amended by the EEOA in 1972:
 - Prohibits discrimination based on race, color, religion, gender, or national origin.
 - Established the Equal Employment Opportunities Commission
 - Covers employers with 15 or more employees, employment agencies, labor unions, educational institutions, state and local governments and others.

EEO/Affirmative Action



- California Fair Employment and Housing Act (FEHA):
 - Prohibits discrimination and harassment in employment on the basis of race, religion, creed, color, national origin, ancestry, physical disability, mental disability, medical condition, marital status, sex and sexual orientation.

EEO/Affirmative Action



- What is an Equal Employment Opportunity Employer?
 - All employment decisions based on job and business related reasons.

EEO/Affirmative Action



- Equal Employment Opportunities Commission (EEOC) requires an annual EEO report for:
 - Employers with 100 or more employees and federal contractors with at least 50 employees and federal contracts of \$50K.
 - Annual report is due September 30.
 - Includes breakdown of the work force by race and gender for nine job categories.

EEO/Affirmative Action



- EEOC requires employers to maintain EEO records on their employees
 - Accurate reporting allows employers to prove compliance
 - Easier for employers to conduct internal investigations

EEO/Affirmative Action



- Two types of discrimination are:
 - Disparate treatment-protected groups are intentionally treated differently
 - Adverse impact-intentional or unintentional employment practices that appear neutral but have a discriminatory effect on a protected group

EEO/Affirmative Action



- Exceptions to the definition of discrimination
 - Work-related requirements if it is job related and required by business necessity.
 - Example-Firefighters must be able to lift a certain amount of weight over their shoulders.
 - Bona fide occupational qualification (BFOQ) if gender, religion or national origin is a BFOQ to perform the normal duties of the position.
 - Example-Being female for a women's bathing suit model.

EEO/Affirmative Action



- Exceptions to the definition of discrimination continued:
 - Seniority systems that are not designed to discriminate.
 - Preferential quota systems may temporarily give preference to qualified members of underrepresented protected classes.

EEO/Affirmative Action



- Affirmative Action Plan (AAP) allows employers to identify conspicuous imbalances in work force and take positive steps to correct
 - AAP are voluntary except for certain federal contractors and subcontractors with 50 or more employees and \$50K or more in government contracts

EEO/Affirmative Action



Elements of AAP

- Work-force analysis.
- Job group analysis.
- Two-factor availability analysis
- Utilization analysis.
- Goals and timetables
- In-house programs and community service
- Auditing

EEO/Affirmative Action



- Impact of changing demographics on staffing needs
 - 50% increase in population by the middle of the 21st Century
 - Population will be split evenly between nonHispanic Caucasians & members of various protected groups.
 - By middle of 21st Century senior citizens will make up more than 20% of the population.

EEO/Affirmative Action



- Special Programs-ensures all employees are treated in a manner that is respectful of their differences.
 - Diversity training for all employees.
 - Accommodating disabilities.
 - American with Disabilities Act (ADA) requires employers to make reasonable accommodation for qualified individuals with disabilities.

EEO/Affirmative Action



- Next steps:
 - Review Department Affirmative Action Progress Report, assess status, and augment ways to meet goals.

Recruitment



- Recruitment Objectives
 - Demand analysis-Where do we want to be? Are we growing or retrenching? In what areas? Does the current staff have the needed SKA's to be successful?
 - Supply Analysis-Where are we now? Do we have the right personnel mix to enable the organization to achieve its short-term and long-term business goals? Where are the gaps?
 - Strategic Analysis-Will we look internally or externally to fill vacancies? What sources should we use? What level of performance are we looking for?

Recruitment



- Identifying selection criteria
 - Job analysis is the procedure by which jobs are researched to determine what activities and responsibilities they include such as:
 - Knowledge or body of information for task performance.
 - Skills is the level of competency needed for task performance.
 - Abilities is the trait or capability necessary to perform the job.
 - Job description details the required tasks, knowledge, skills, abilities, responsibilities and reporting structure for the job.

Recruitment



- What are examples of:
 - Tasks?
 - Knowledge?
 - Skills?
 - Abilities?
 - Reporting structure?

Recruitment



- Internal and external recruitment sources
 - Consider the following factors
 - Type and level of position
 - State of the economy
 - Regional labor market

Recruitment



- Examples of recruitment sources
 - Internet
 - Newspapers
 - Professional Journals & Associations
 - Temporary Agencies
 - Executive Search firms
 - State Employment Agencies

Recruitment



- Evaluating recruitment program effectiveness:
 - Short-term considerations
 - Average time to recruit qualified applicants
 - Selection and acceptance rates
 - Cost per applicant hired
 - Quantity and quality of applicants
 - EEO implications
 - Long-term considerations
 - Performance of hires
 - Tenure/turnover of hires
 - Absenteeism per hire
 - Training costs

Recruitment



- Next steps:
 - Assess current and future staffing needs.
 - Add “best practices” such as utilizing team interviewing, court passive job seekers, and advertising flexible work schedules and benefits to applicants.

Selection



- Selection process involves a series of filters designed to narrow the field of applicants:
 - Resume referral process
 - Selection interviews
 - Prescreening-when an organization has a high volume of applicants and phone conversations are needed to judge prequalification factors.
 - Structured-interviewer asks each applicant the same questions
 - Patterned/targeted-interviewer asks each applicant questions that are from the same knowledge, skill, or ability area but not necessarily the same.
 - Stress-interviewer assumes an aggressive posture to see how applicant responds to stressful situations.

Selection



- Selection interviews cont.
 - Behavioral-interviewer focuses on how the applicant previously handled situations. (Interviewee tells a story that illustrates their past performance)
 - Directive-interviewer poses direct questions to the applicant in this highly structured type of interview.
 - Nondirective-interviewer asks open questions and provides general direction but allows the applicant to guide the process.

Selection



- Legally acceptable questions should be:
 - Job related and not involve race, creed, gender, national origin, marital status, number of children, disability, etc.

Selection



- Interviewing skills and techniques
 - Establish and maintain rapport
 - Listen carefully
 - Observe nonverbal behavior
 - Provide realistic information about the position
 - Ask questions that are planned
 - Take notes
 - Summarize at end of interview the next steps

Selection



- Job Previewing is honest & provides complete information about the job & work environment
 - Description of a typical day on the job.
 - The organization's vision, mission, and values.
 - A succinct description of the organization's products and/or services.
 - Aspects of the job that have been rewarding and difficult for other employees.
 - Opportunities for professional development and advancement.
 - Unique aspects of the job.
 - Pending organizational layoffs, reorganizations, mergers, acquisitions, etc.

Selection



- Pre-employment Testing must be:
 - Valid
 - Reliable
 - Job related predictor
- Types of checks
 - Academic
 - Work
 - Financial (must be business necessity and consistent with Fair Credit Reporting Act)
 - Personal
 - Background checks for criminal records

Selection



- Evaluating a Selection Program:
 - Reliable-must measure or predict behavior with a high degree of consistency.
 - Valid-measures the degree to which inferences made from interviewing and reference checks are correct and accurate.
 - Job related predictor

Selection



- Next steps:
 - Assess departmental selection practices for effectiveness and legal compliance.

Career Development



- Career Development:
 - The process by which individuals progress through a series of stages in their careers, characterized by a unique set of issues, themes, and tasks.

Career Development



- Three key players involved in career development process.
 - Individual
 - Manager
 - Human Resource Development professional

Career Development



- Manager role:
 - Coach
 - Appraiser
 - Adviser
 - Consultant on action plans for employee

Career Development



HR Development Manager or Leadership role:

- Identify future organizational staffing needs.
- Succession planning.
- Assess career strategies and training programs.
- Develop career planning model (career paths and ladders).
- Match organizational needs with individual abilities.
- Provide career training, on-the-job development, and counseling.

Career Development



- Development Programs
 - Self-assessment tools.
 - Tuition reimbursement.
 - Vestibule training.
 - Mentoring
 - Professional coaching.
 - Internship.
 - Job rotation/enlargement.
 - Fast-track programs.

Career Development



- Mobility within the organization
 - Promotions.
 - Lateral transfers and dual ladder programs.
 - Demotions (voluntary and involuntary).
 - Relocations.

Career Development



- Next steps:
 - Assess current career development programs in place within department.

Managing Transitions



- Transitions:
 - Downsizing the size of the workforce to increase profitability or reduce losses.
 - Attrition.
 - Early retirement buy-outs.
 - Voluntary severance programs.
 - Layoffs.
 - Mergers and acquisitions are two or more organizations attempting to integrate their staffs.

Managing transitions



- Ways to manage transitions/survivor management
 - Outplacement programs provide assistance to misplaced or displaced employees.
 - Job search strategies is an informal program to assist employees in developing and implementing search strategies.
 - Early retirement.
 - Retraining.

Questions/Comments

Thank you!

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