

MODULE 2

Talent Acquisition and Workforce Planning

**Lesson 1: Workforce planning and
job analysis**



Introduction

Workforce planning and job analysis are integral components of strategic human resource management. While Workforce planning involves ensuring that an organization has the right number of people with the right skills in the right positions at the right time, job analysis is a process for gathering, documenting, and analyzing information about a job.

I. Workforce Planning

A. Definition and Importance

Involves;

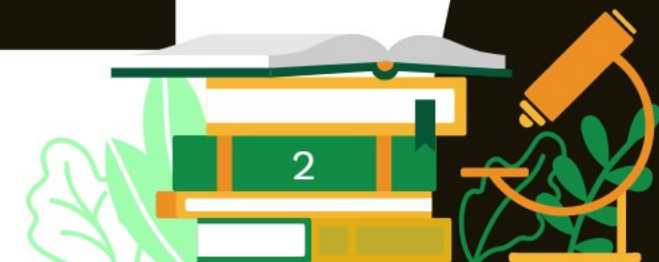
- Systematic identification
- Analysis of an organization's workforce needs
- Ensuring it has the right people, right skills, in the right roles at the right time.

B. Process of Workforce Planning

- Environmental Scanning
- Internal Analysis
- Forecasting
- Gap Analysis
- Action Planning

C. Benefits of Workforce Planning

- Strategic Alignment
- Talent Retention
- Cost Efficiency
- Flexibility



II. Job Analysis

A. Definition and Importance

- Job analysis is the systematic process of gathering, documenting, and analyzing information about a job.

B. Methods of Job Analysis

- Conducting interviews
- Questionnaire
- Observation
- Diary Method
- Critical Incident technique.

C. Components of Job Analysis

- Job Description
- Job Evaluation
- Job Specification

III. Integration of Workforce Planning and Job Analysis

A. Strategic Alignment

B. Recruitment and Selection

C. Performance Management



IV. Challenges and Considerations

A. Rapid Technological Changes

B. Changing Demographics



V. Case Studies: Successful Workforce Planning and Job Analysis

: Strategic Workforce Planning.

: Job Analysis for Skill Development



VI. Summary

Workforce planning and job analysis are essential components of effective human resource management, ensuring that organizations have the right talent in the right places at the right times.

By strategically aligning the workforce with organizational goals and understanding the intricacies of each job, HR professionals contribute significantly to organizational success.



Lesson 2

Effective recruitment strategies and techniques



Introduction

Recruitment involves attracting and selecting qualified candidates to fill organizational positions.

In today's competitive job market, organizations need effective recruitment strategies and techniques to identify, attract, and retain top talent.

This academic lesson explores the key components of successful recruitment, including strategic planning, sourcing methods, candidate evaluation, and the use of technology.



I. Strategic Planning in Recruitment

A. Aligning Recruitment with Organizational Goals

B. Developing a Comprehensive Recruitment Plan

C. Employer Branding



II. Recruitment Methods and Techniques



A. Traditional Recruitment Methods

- ❑ Job postings
- ❑ Employee Referrals
- ❑ Recruitment Agencies
- ❑ Campus Recruitment



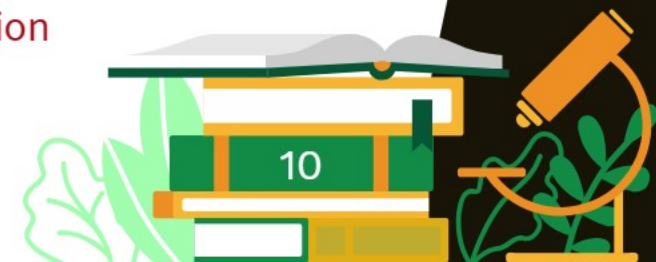
B. Online Recruitment Methods

- ❑ Social Media Recruitment
- ❑ Online Job Portals.
- ❑ Company Website



C. Advanced Recruitment Techniques.

- ❑ Talent Pipelining
- ❑ Data-Driven Recruitment
- ❑ Gamification



III. Candidate Evaluation and Selection

A. Application Screening

- ❑ Job postings
- ❑ Employee Referrals
- ❑ Recruitment Agencies
- ❑ Campus Recruitment

B. Interviewing Techniques

- ❑ Behavioral Interviews
- ❑ Competency-Based Interviews
- ❑ Panel Interviews

C. Assessment Tools

- ❑ Skill Tests
- ❑ Personality Assessments
- ❑ Situational Judgement Tests

IV. Leveraging Technology in Recruitment

- ✓ A. Applicant Tracking Systems (ATS)
- ✓ B. Video Interviewing
- ✓ C. Artificial Intelligence (AI)

V. Diversity and Inclusion in Recruitment

- ✓ A. Developing Inclusive Recruitment Practices
- ✓ B. Targeted Outreach



VI. Challenges and Considerations



A. Talent Shortages

B. Ensuring Fair and Unbiased Recruitment



VII. Case Studies: Successful Recruitment Strategies



A. Google: Employer Branding and Campus Recruitment



B. Zappos: Cultural Fit in Recruitment



Summary

By aligning recruitment with organizational goals, leveraging diverse methods, incorporating technology, and prioritizing fairness and inclusion, HR professionals play a pivotal role in building a talented and diverse workforce.



Lesson 3

Interviewing and candidate selection processes



I. The Importance of Effective Interviewing

A. Purpose of Interviews

- Evaluating candidates beyond their resumes.
- A platform for organizations to assess a candidate's communication skills, cultural fit, problem-solving abilities, and overall suitability for the position.

B. Types of Interviews.

- Structured Interviews
- Unstructured Interviews
- Behavioral Interviews
- Panel Interviews



II. Planning and Preparation

Job Analysis

**Designing
Interview
Questions**

**Establishing
Evaluation
Criteria**

III. Conducting Effective Interviews

**Building
Rapport**

**Active
Listening**

**Probing and
Clarifying**

IV. Candidate Evaluation Methods

Skills Tests

Reference Checks

Personality Assessments

Background Checks

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V. Decision-Making Processes

A. Collaborative Decision-Making

B. Consensus Building

C. Making Informed Decisions

VI. Challenges and Considerations

A. Unconscious Bias

B. Lack of Diversity

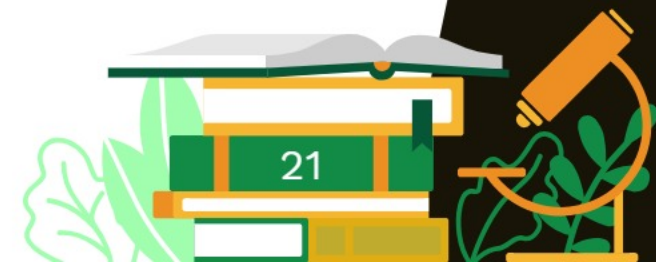
VII. Case Studies: Successful Interviewing and Candidate Selection



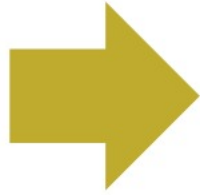
A. Apple: Behavioral Interviewing



B. Microsoft: Inclusive Hiring



Summary



Effective interviewing and candidate selection are pivotal elements in securing the right talent for organizational success.

By implementing structured processes, leveraging diverse interview techniques, and making informed decisions, organizations can build a high-performing and diverse workforce.

