MBA – HRM
Staffing & Recruitment
(Human Resources Planning)
Local and Global

Key Concept / Challenges about Staffing and Recruitment

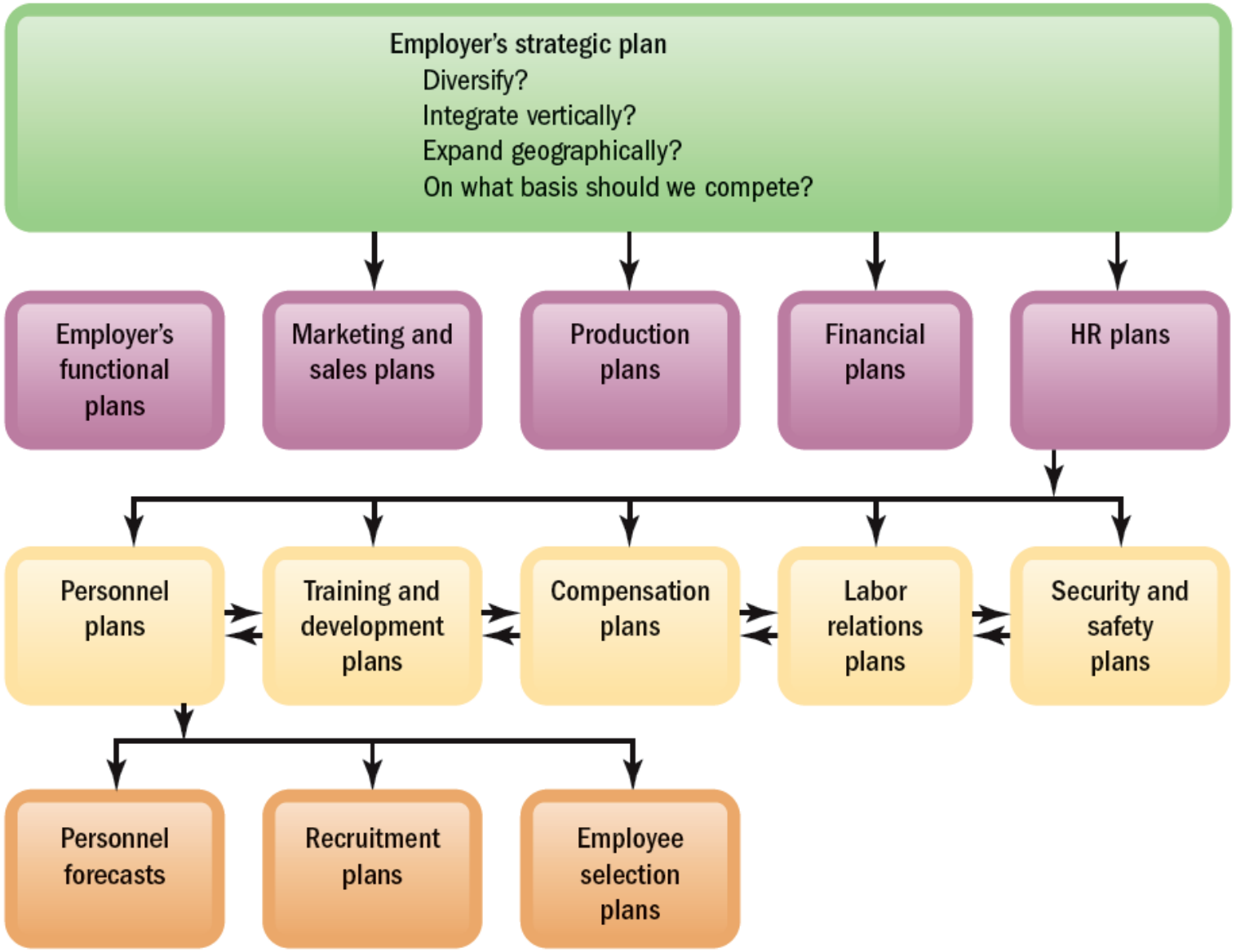
- Staffing – Planning – forward – future..
- Recruitment – Immediate – Replacement

Challenges : Poor Fundamentals !

Discussion - Key Challenges about Staffing and Recruitment (Fundamentals)

- Job Roles / Responsibilities – OLD, not update
- R & R – Not specific, not adjust to changes..
- Critical competencies – not available, agreed..
- Job supervisor / manager – not involve. Wrong concept – thought this work is solely HR's responsibility

FIGURE 5–2 Alignment to Corporate Strategic Plan



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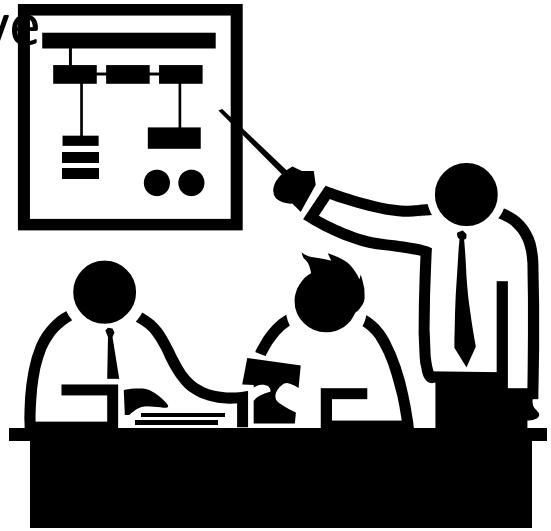
Planning and Forecasting

- Employment or Personnel Planning
  - The process of deciding what positions the firm will have to fill, and how to fill them.
- Succession Planning
  - The process of deciding how to fill the company's most important executive jobs.
- What to Forecast?
  - Overall personnel needs
  - The supply of inside candidates
  - The supply of outside candidates



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Simple Personnel Forecast Plan Exercise

1. Make a 2016 forecast of the no. of staff at each level.
2. How many staff are required to recruit externally?

	2015	2016
Manager	10	
Supervisor	20	
Staff	100	

2014 staff turnover rate: 10%

Expected promotion rate: 5%

2016 sales forecast: 10% growth

Group Discussion:

- What are the factors affecting the accuracy of Human Resources Forecast?
- Any ways to avoid the issues?

Drawbacks to Traditional Forecasting Techniques

- They focus on projections and historical relationships.
- They do not consider the impact of strategic initiatives on future staffing levels.
- They do not consider the impact of the change of personnel and competencies.

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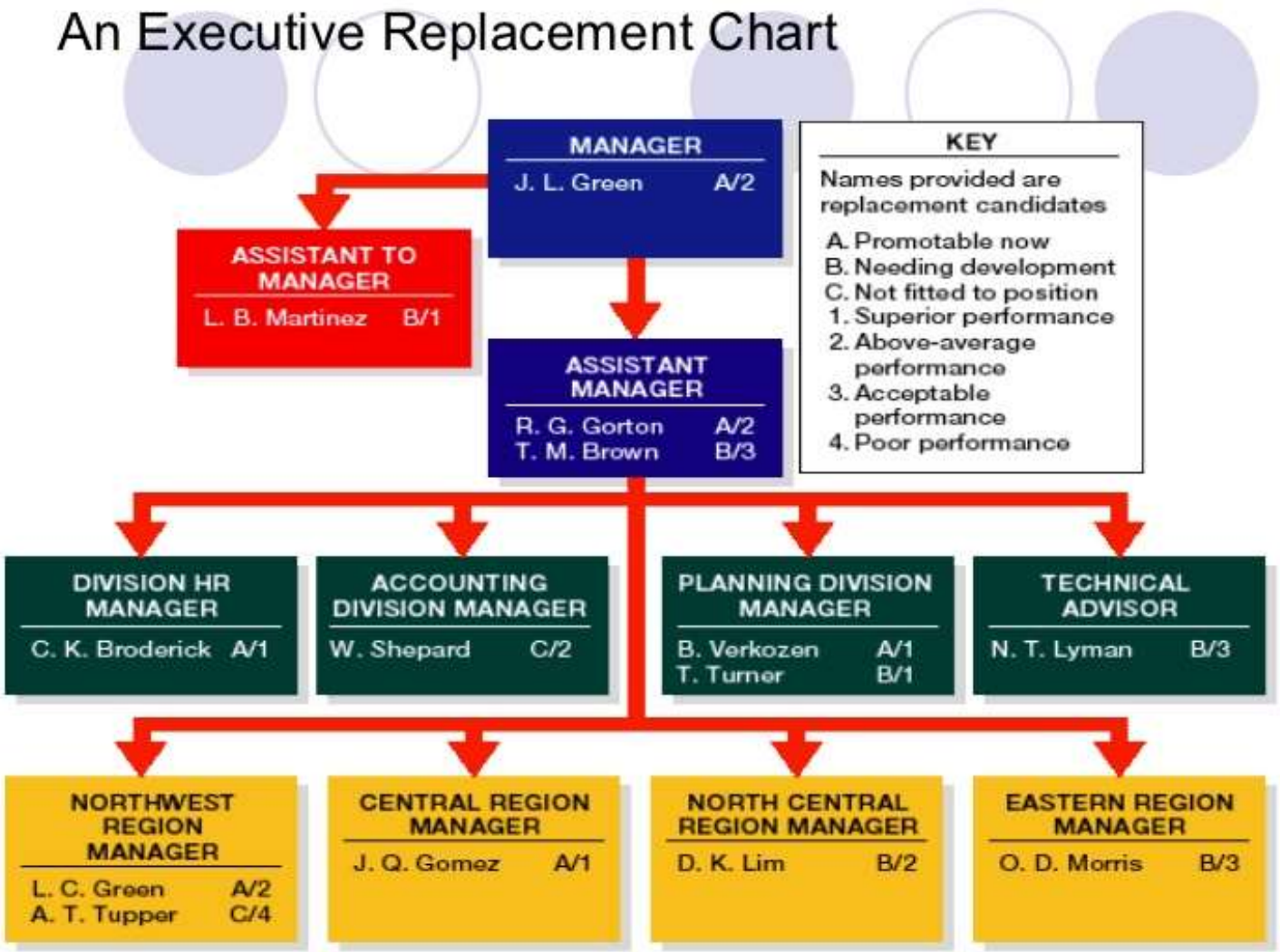
Staffing – internal – Replacement



What is the issue with this replacement / succession model ?

Forecasting Outside Candidate Supply

- Factors In Supply of Outside Candidates
  - General economic conditions
  - Expected unemployment rate

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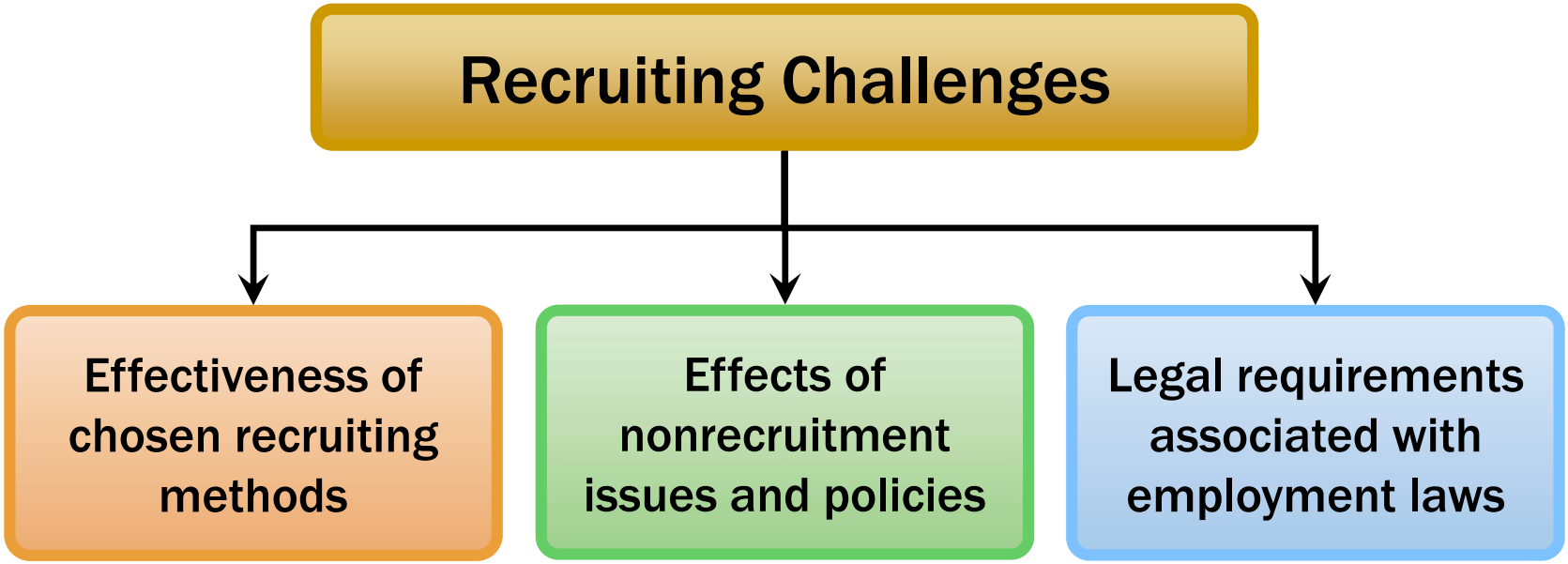
The Need for Effective Recruiting



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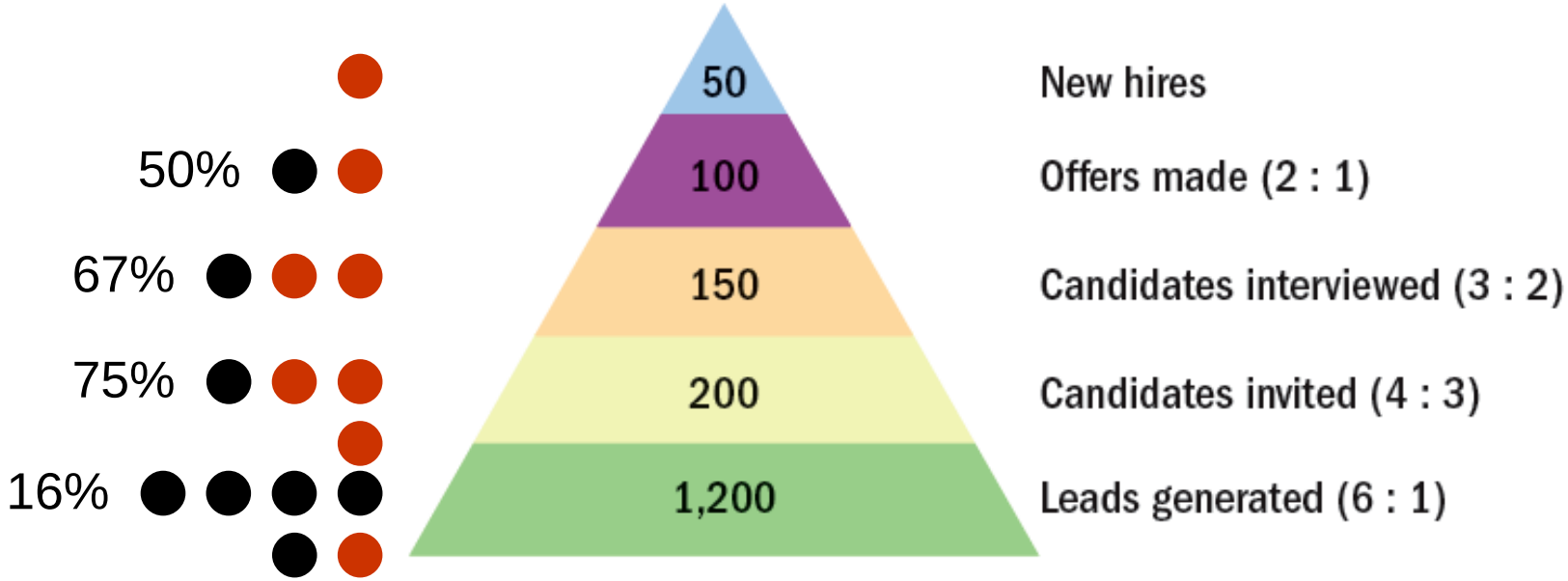
Other Recruitment Challenges

1. Too many or too few applicants
2. Organization image – company branding
3. Job attractiveness
4. Internal organizational policies
5. Recruiting costs
6. Inadequate technology

Workplace Flexibility Options

- Status
  - Contract, Temporary, Part-time, Job Sharing
- Time –
  - Flex Time
  - Reduced Time
  - Time-off
- Place – Telecommuting, work at home

FIGURE 5–6 Recruiting Yield Pyramid招聘篩選金字塔



新錄用人員
收到錄用通知者
實際參加面試者
收到面試通知者
被吸引來的求職者

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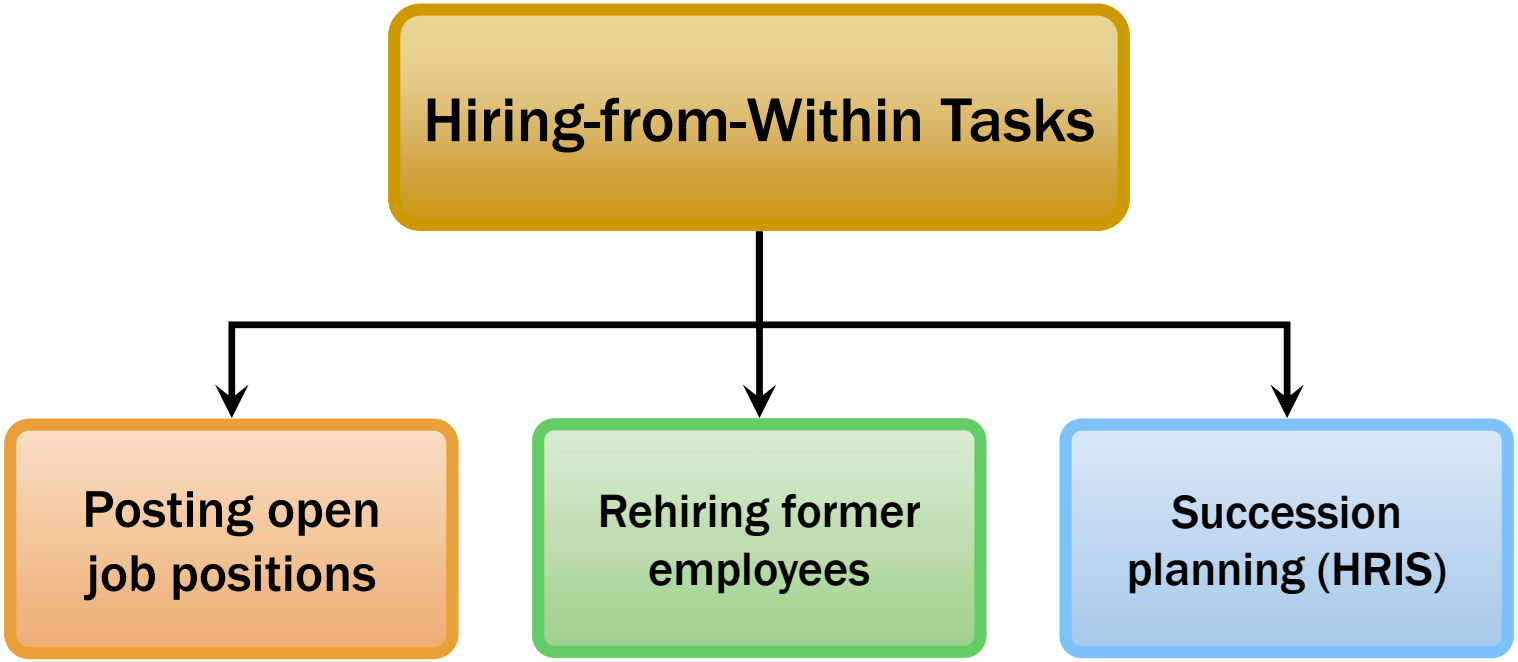
Pro and Con - Internal Candidates

- Pro

- Con

Finding Internal Candidates



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Pro and Con of Internal Referral - First ?

- Pro

- Con

Outside Sources of Candidates

Locating Outside Candidates

1. Recruiting via the Internet
2. Advertising
3. Employment Agencies
4. Temp Agencies and Alternative Staffing
5. Offshoring/Outsourcing
6. Executive Recruiters
7. On Demand Recruiting Services (ODRS)
8. College Recruiting
9. Referrals and Walk-ins

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Offshoring and Outsourcing Jobs

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Executive Recruitment

- Executive Recruiters (Headhunters)
  - Contingent-based recruiters
  - Retained executive searchers
  - Internet technology and specialization trends
- Guidelines for Choosing a Recruiter
  1. Make sure the firm is capable of conducting a thorough search.
  2. Meet individual who will handle your assignment.
  3. Ask how much the search firm charges.
  4. Make sure the recruiter and you agree on what sort of person you need for the position.
  5. Never rely solely on the recruiter to do reference checking.

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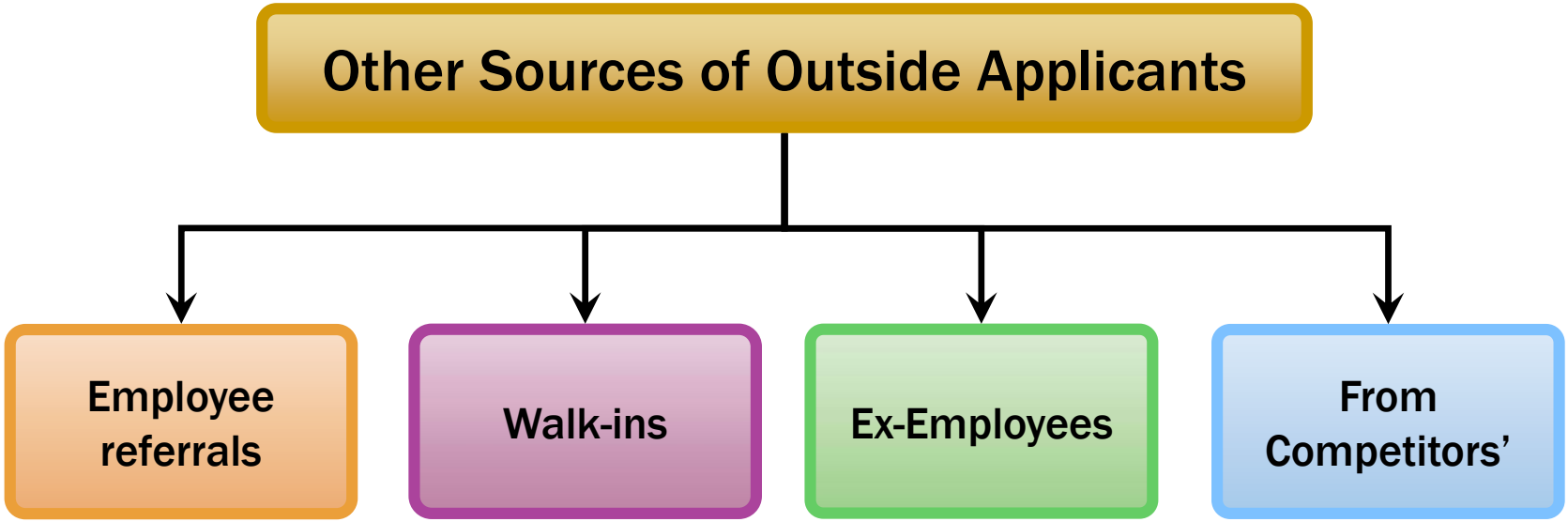
Sources of Outside Applicants



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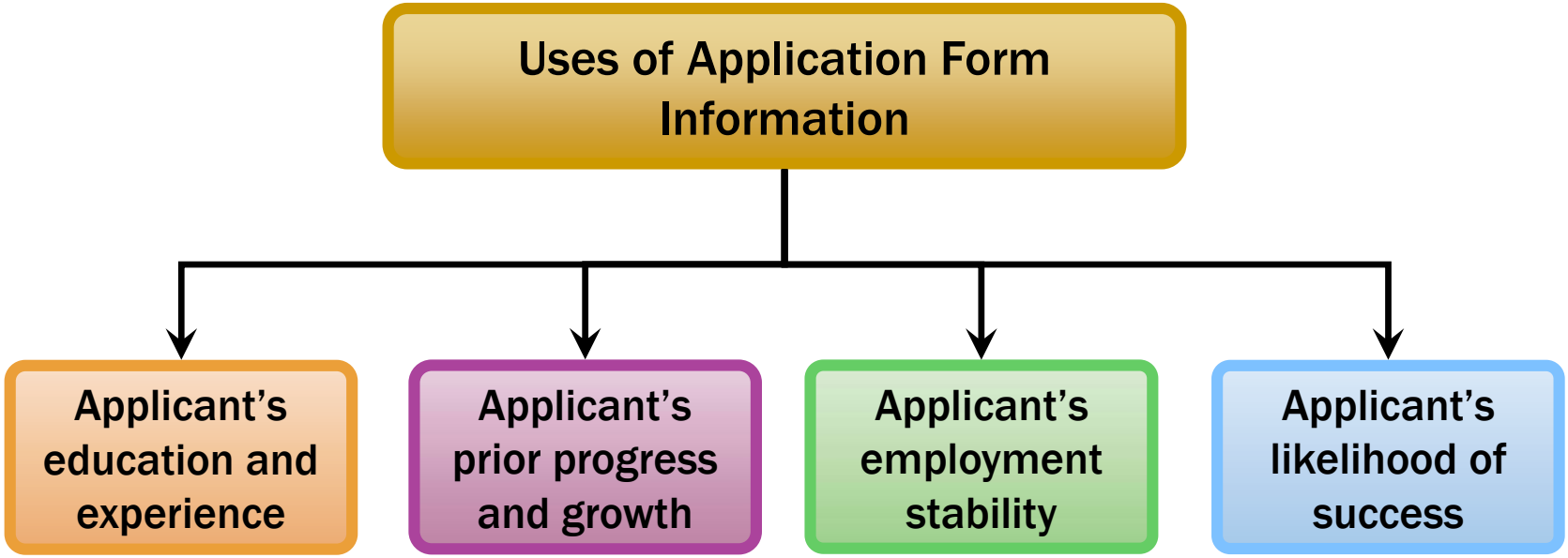
Developing and Using Application Forms



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Discussion – Information – Applicants
List the essential Info from applicants

1		7		13	
2		8		14	
3		9		15	
4		10		16	
5		11		17	
6		12		18	

Diversity

diversities about employees in workplace

Discussion – Group list 10 diversities …

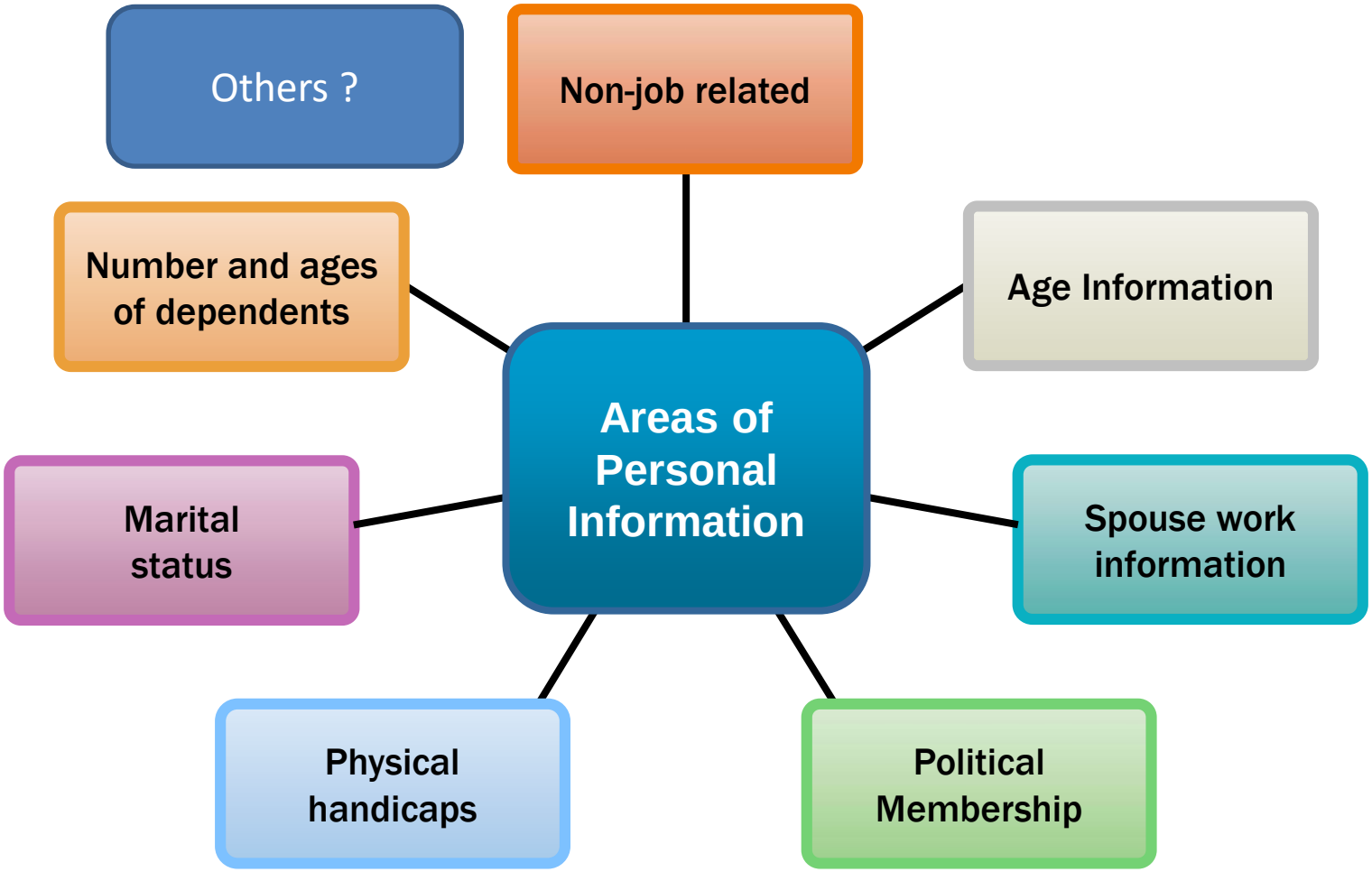
www. Menti.com

Small group discussion

- Discuss the reasons of why use of not use application form in collecting applicant's personal data?

- What are relevant information ? Information which have 100% direct relation to ability to perform the job ?

Legal Concerns of Application Form



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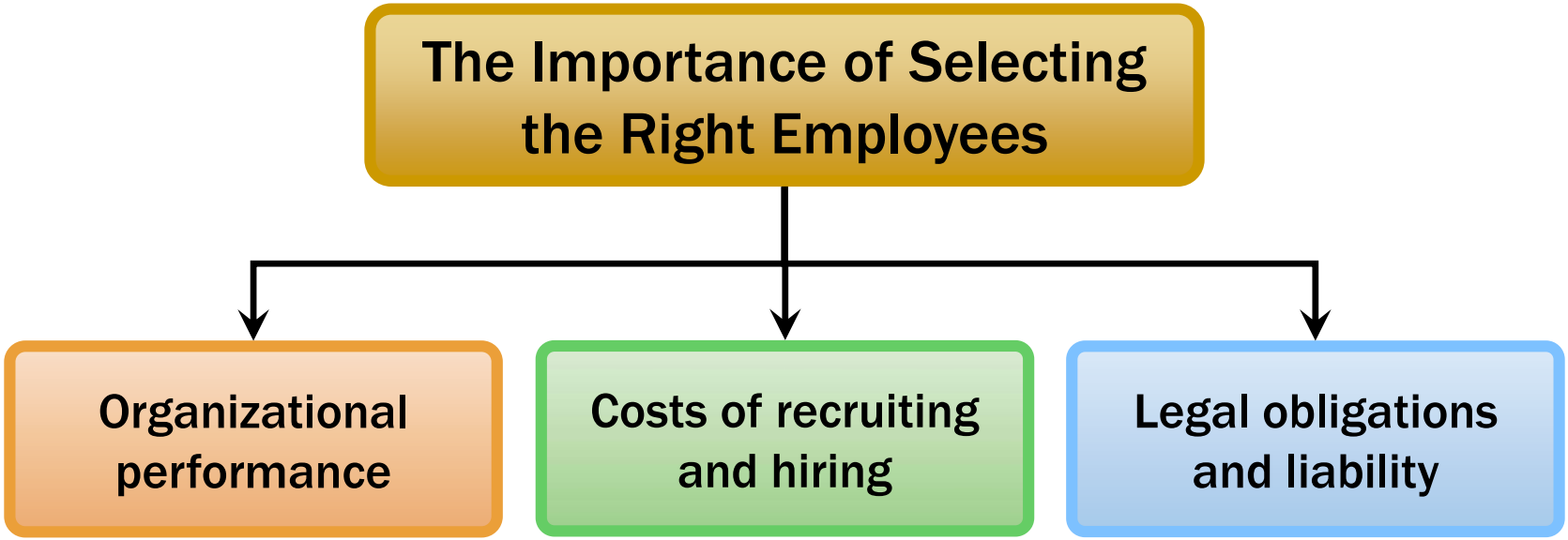
Employee Testing and Selection

Topic 5

Why Careful Selection is Important



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Basic Testing Concepts

- Reliability
  - Describes the consistency of scores obtained by the same person when retested with the identical or alternate forms of the same test.
  - *Are test results stable over time?*
- Validity
  - Indicates whether a test is measuring what it is supposed to be measuring.
  - *Does the test actually measure what it is intended to measure?*

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How Do Employers Use Tests at Work?

- Major Types of Tests
  - Basic skills tests
  - Job skills tests
  - Psychological tests
- Why Use Testing?
  - Increased work demands = more testing
  - Screen out bad or dishonest employees
  - Reduce turnover by personality profiling
  - More cost effective, e.g. computerized testing

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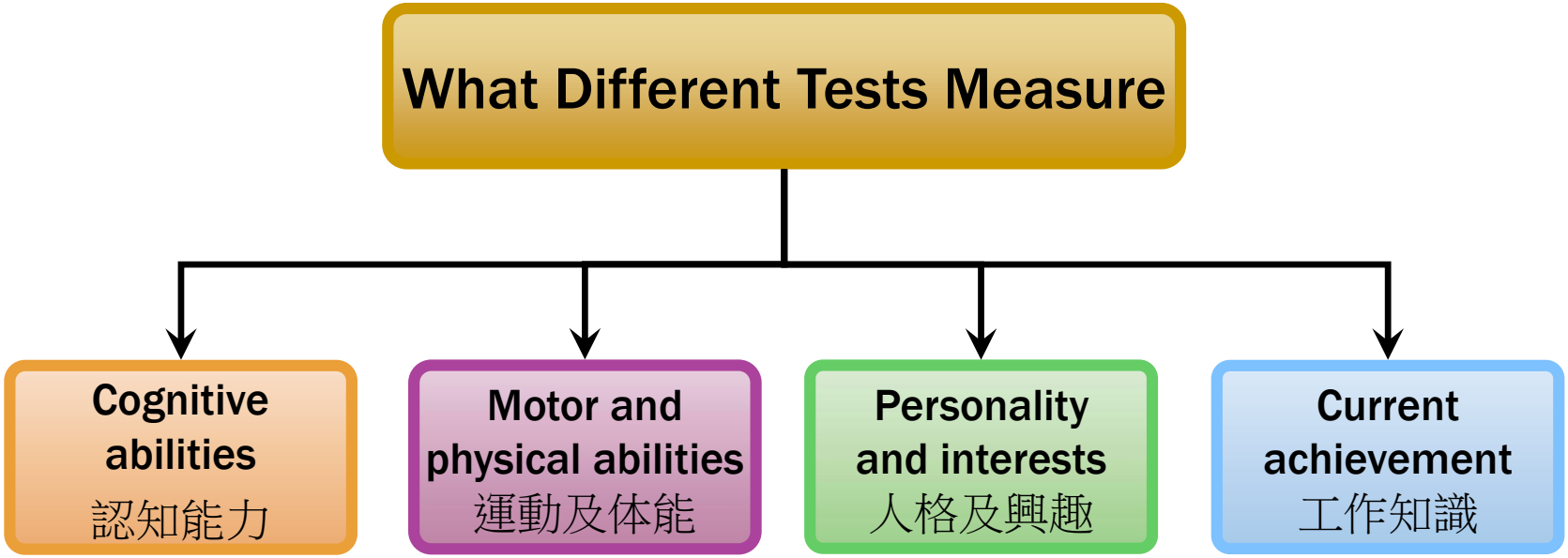
Types of Tests



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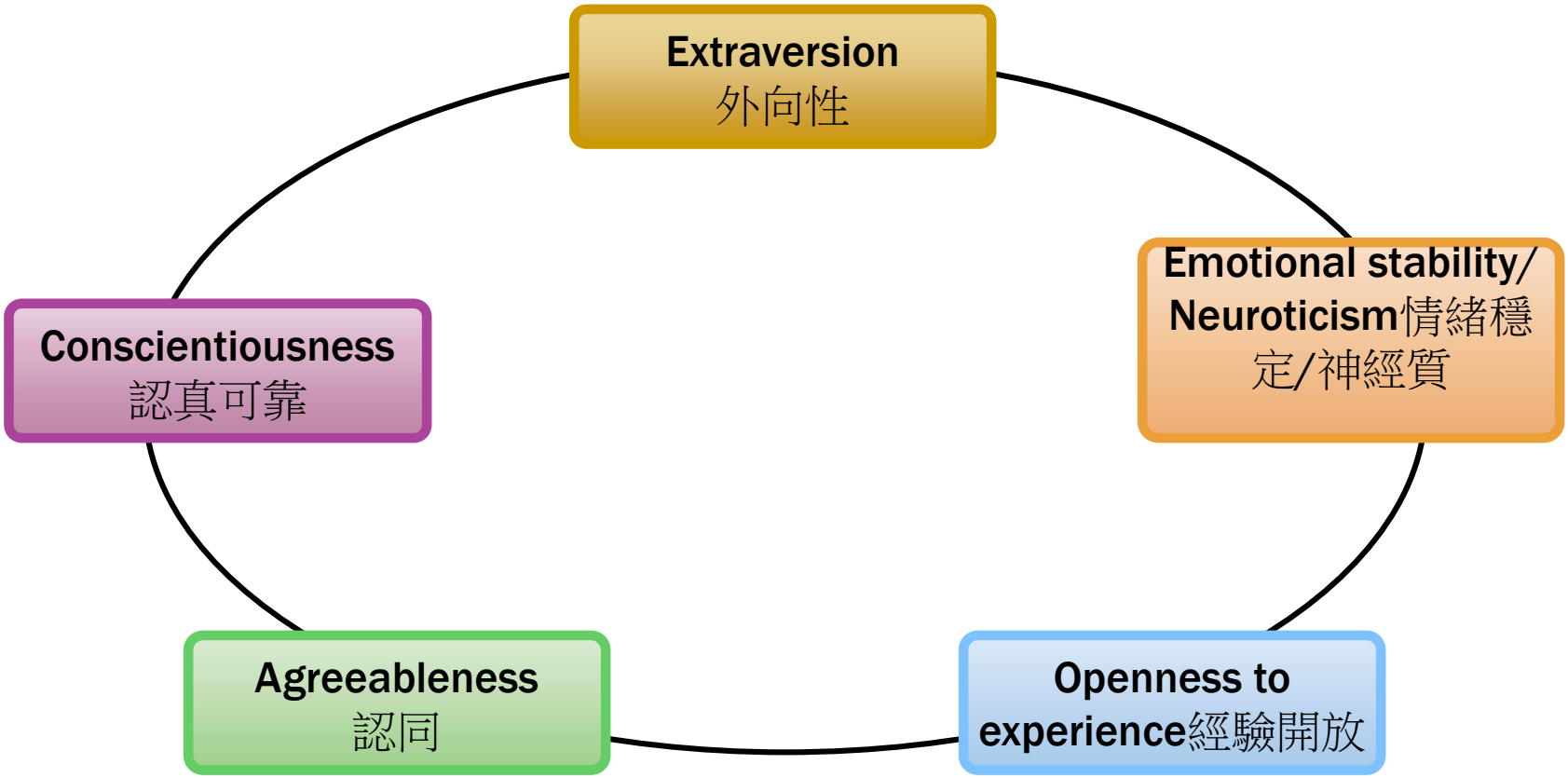
Personality Job Fit
MBTI + “Big Five” + Enneagram….



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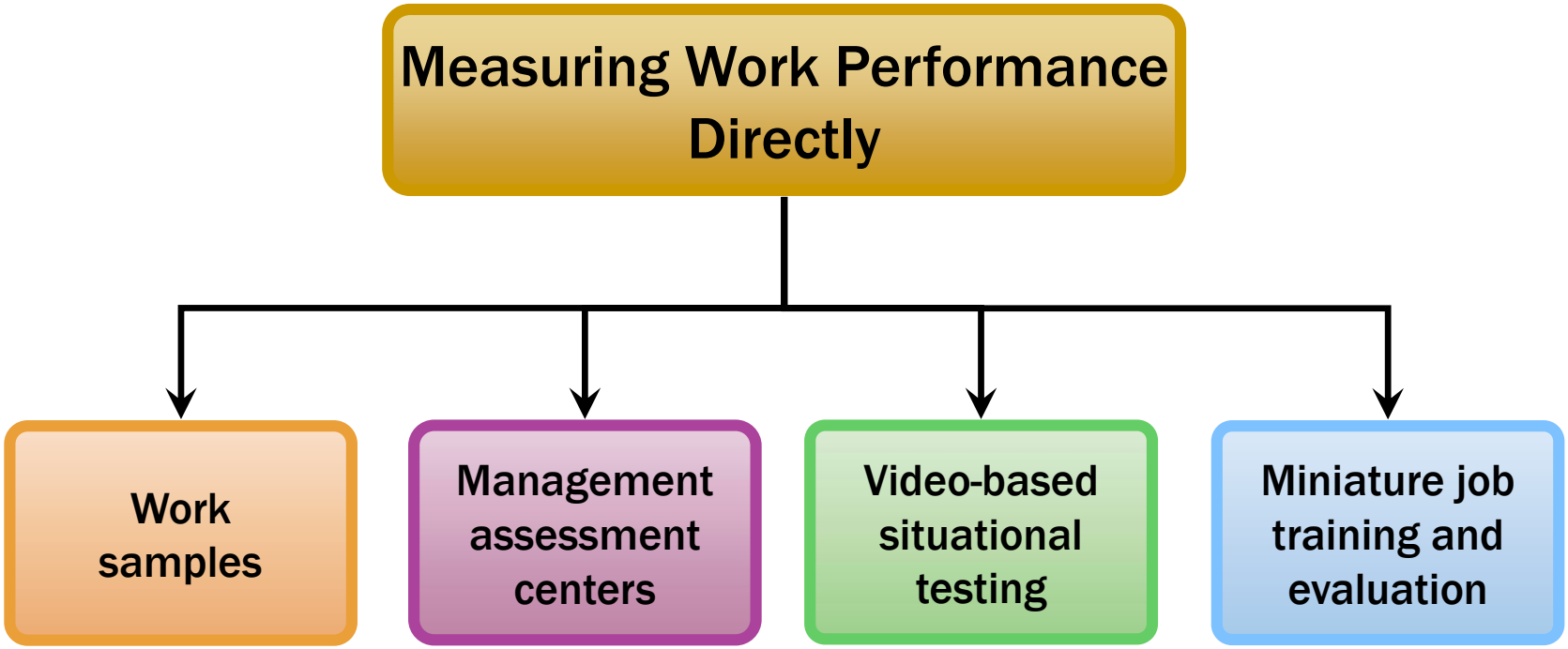
https://meetype.com/bigfive-test

VERSION 2018

Work Samples and Simulations



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Background Investigations and Other Selection Methods

- Investigations and Checks
  - Reference checks
  - Background employment checks
  - Criminal records
  - Driving records
  - Credit checks
- Why?
  - To verify factual information provided by applicants
  - To uncover damaging information

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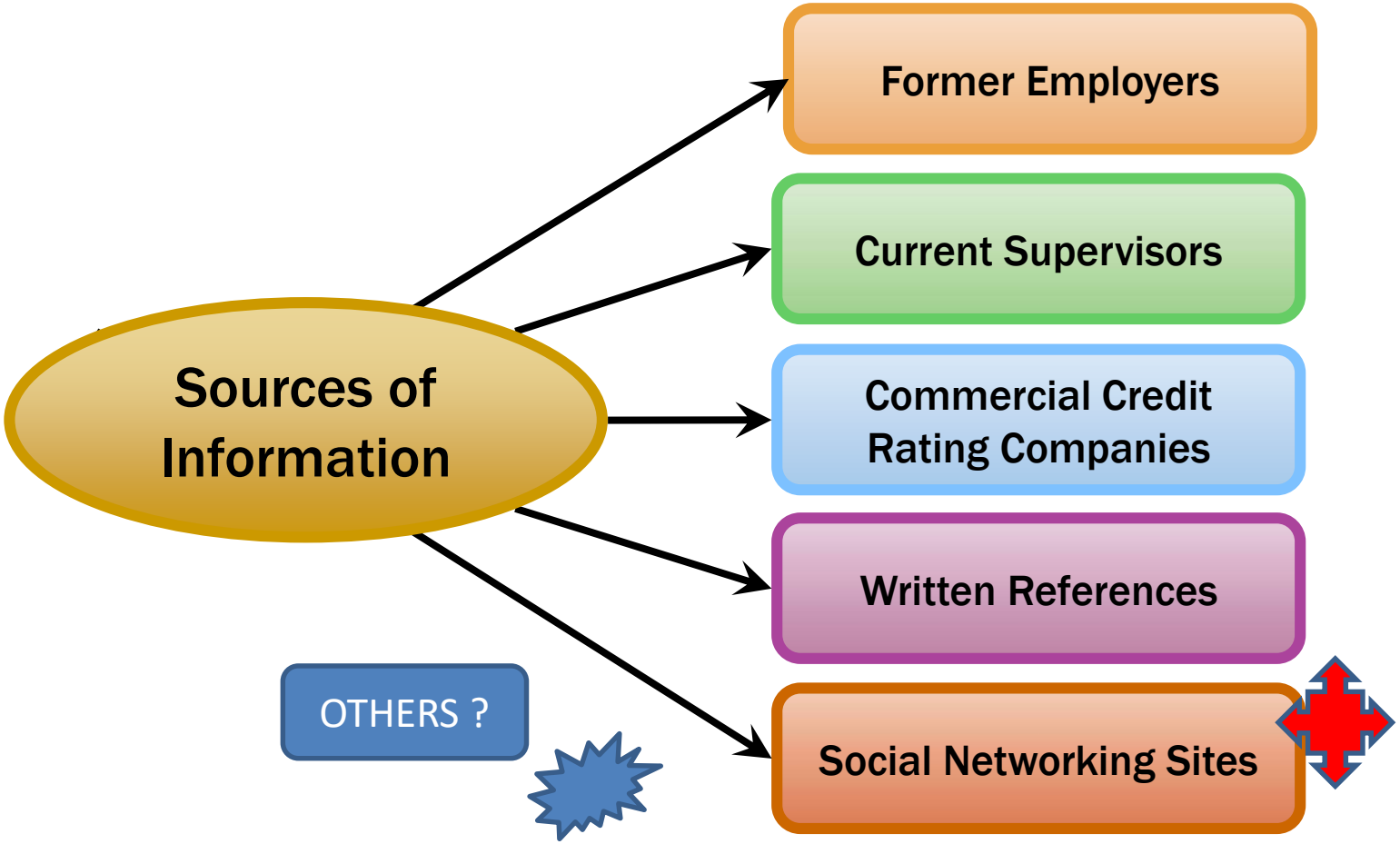
Background Investigations and Reference Checks

(WHICH IS MORE RELEVANT ? OTHERS)



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Making Background Checks More Useful

1. Include on the application form a statement for applicants to sign explicitly authorizing a background check.
2. Use telephone references if possible.
3. Be persistent in obtaining information.
4. Compare the submitted résumé to the application.
5. Make sure there is a pre-set standard for performance rating

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Reasons for pre-employment medical examinations

ISSUES ?

- To verify that the applicant meets the physical requirements of the position.
- To discover any medical limitations to be taken into account in placing the applicant.
- To establish a record and baseline of the applicant's health for future insurance or compensation claims.
- To reduce absenteeism and accidents.
- To detect communicable diseases that may be unknown to the applicant.

Remarks: the medical centre shall be able to judge if the candidate is fit for the job according to specific JD

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Staff / Personnel Planning & Recruitment

(Local and

(Global International)

HRM – International Staffing:

1. International Staffing Policies
2. Recruitment and Selection of Expatriates
3. Expatriate Assignments
4. Repatriation
5. Recruitment and Selection of employee of

   PCN (Parent Country Nationals)

   HCN (Host Country Nationals)

   TCN (Third Country Nationals)

Staffing: International Staffing Policies

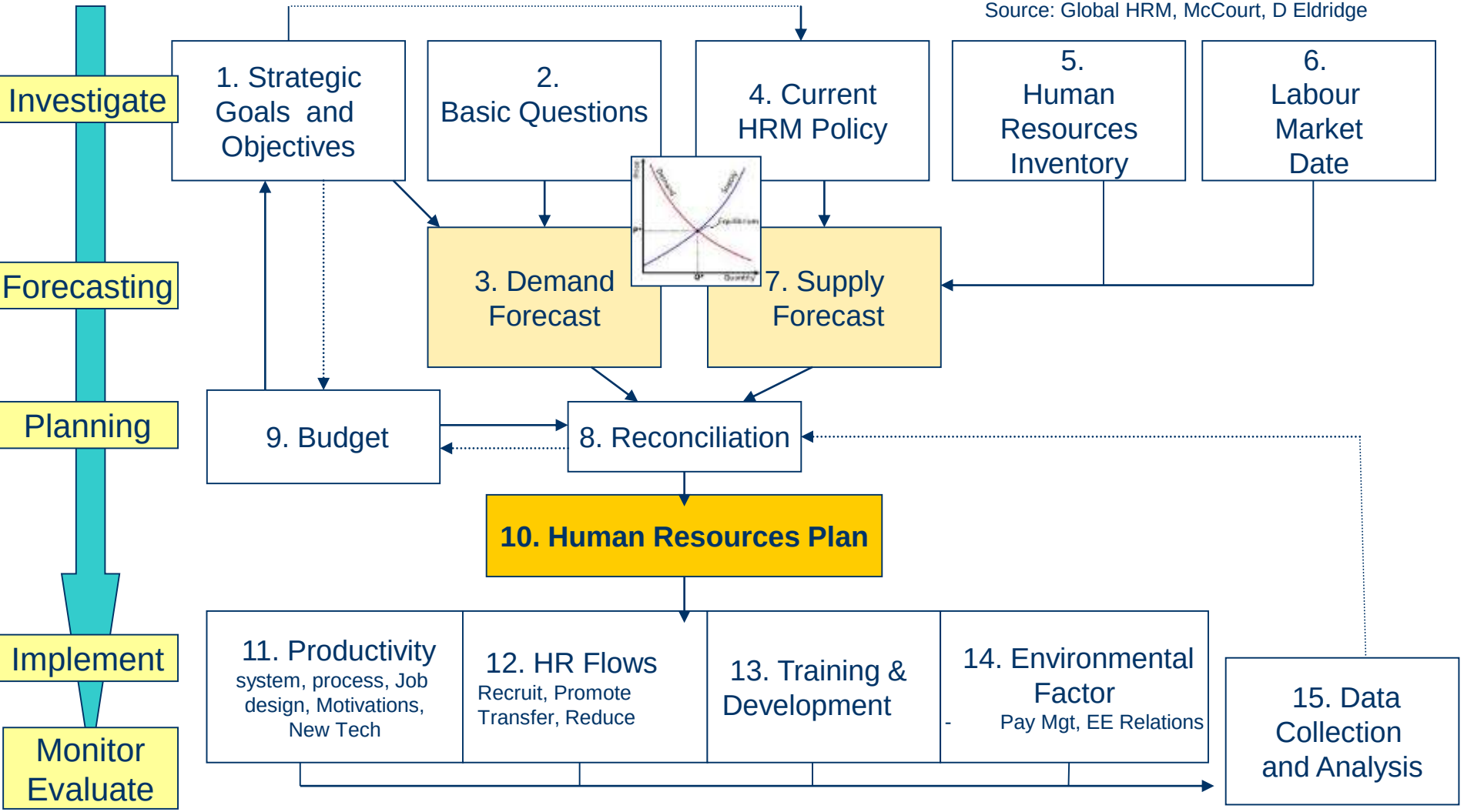
Staffing = Human Resources Planning

- Enables the organization to take an overall view of its staffing (HR) needs, how many jobs, in which areas, HR inventory, where to find them, turnover, trends, supply/demand..… >> to help achieve the short, medium, and long term objectives of the organization

Sustainability

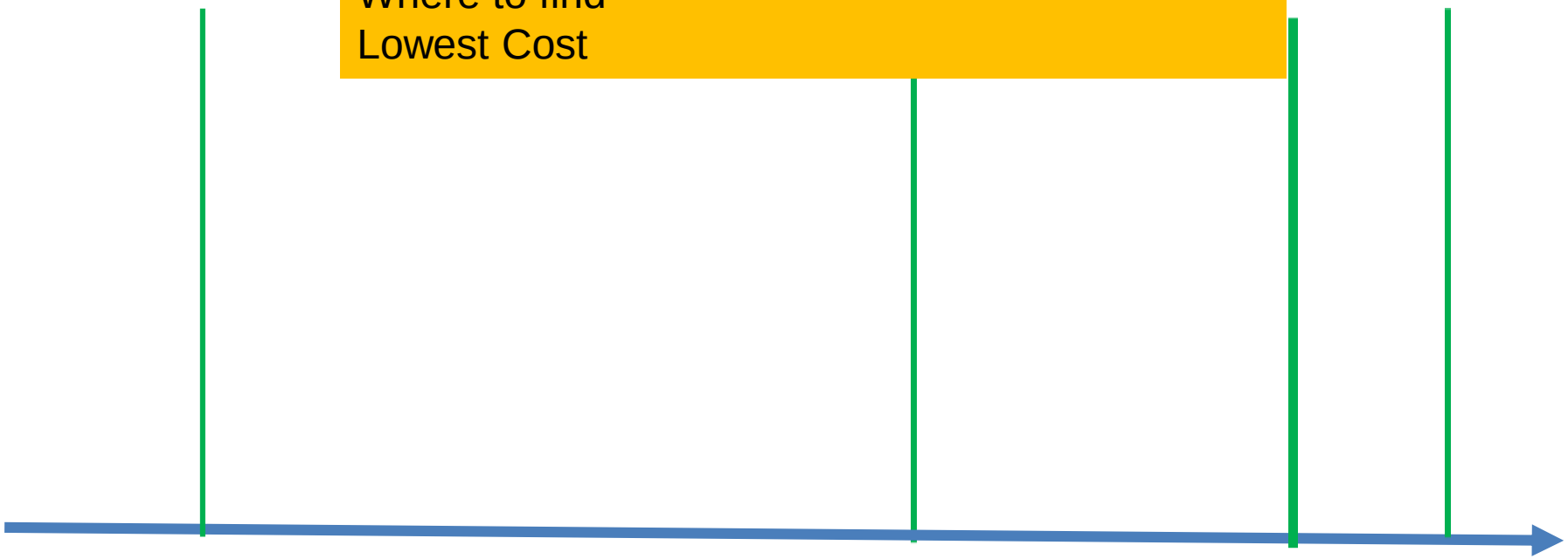
A framework for Staffing Plan & stages of planning process

Source: Global HRM, McCourt, D Eldridge



Staff Planning & Budget

Different stage (milestone) plan
What kind of competencies required
How Many
Where to find
Lowest Cost



Resources	1	2	3	4
Staff Resource				
Other				

Characteristics of MNE Staffing Policies - Traditional / New

1. **Traditional – MNE staffing policies - HQ driven favor**
   - **mainly HCN send on expatriate assignments to foreign entities (subsidiaries, JV, alliance..)**
   - **Staff employees at home & local country subsidiaries**
2. **New – Staffing - Mobile, Globalize work force**
   - **Local >> to new local operations**
   - **Hires from around the world - Globalization – Tech / Communication – talent with same skill/education are available almost everywhere**
   - **Employees any assignment >> any other operation**
   - **Trend – Western >> Emerging Countries; talent - Outsource**

Global Work Force - Mobility

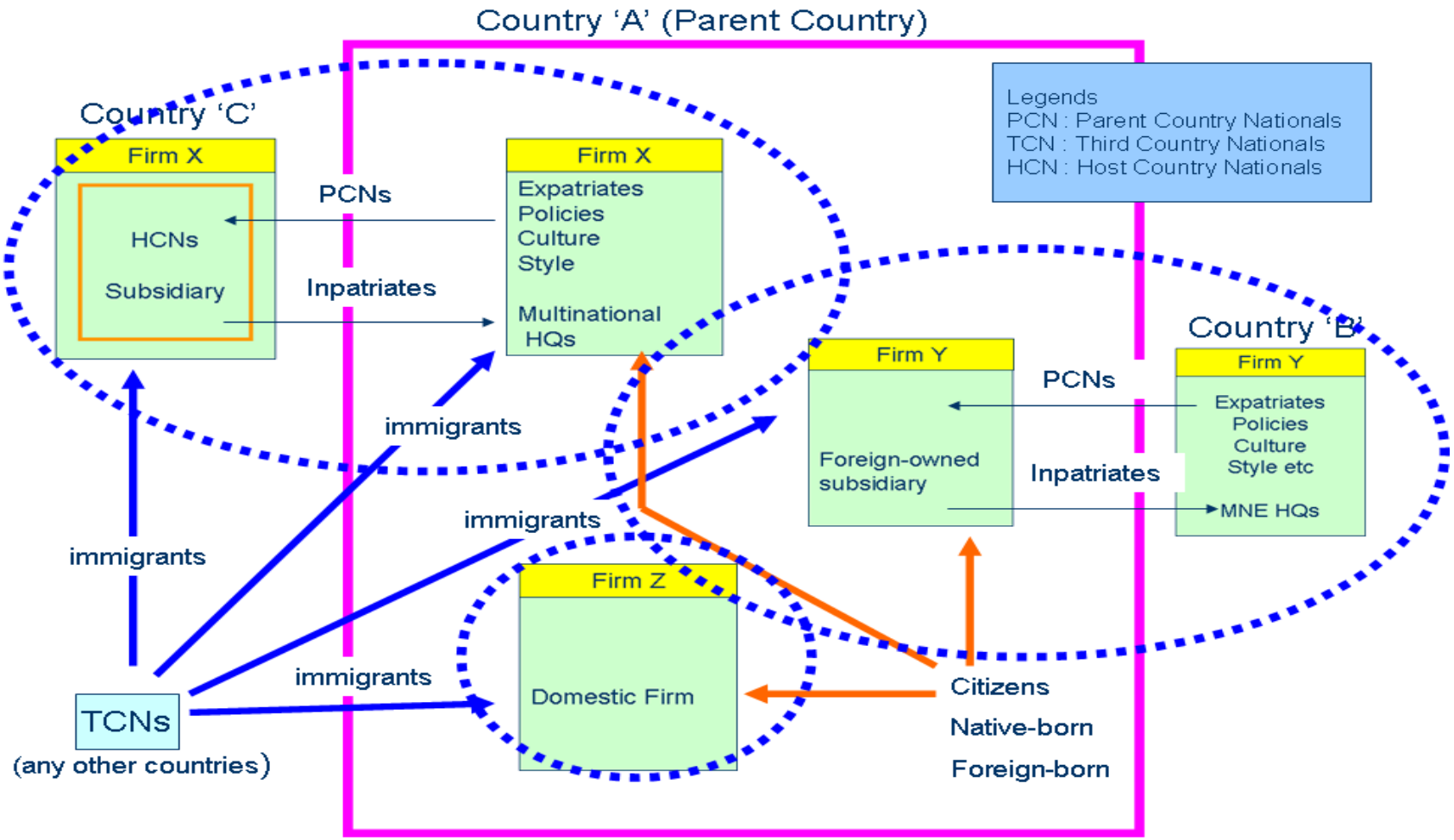
- **Brain-Drain – Talent of Low Cost >> High Cost countries**
- **MNE – encourage outsource / off-shore > low cost countries / Gov't – Win/Win**
- **IHRM - Forecast what kind of talent**
  - **What education / skill require to perform the job**
  - **Where to find that talent**
  - **How to recruit / Hire them**

"I know project forecasting is part art and part science, but this is ridiculous!"

MNE Staffing (3 Type of Int'l EE)
- International assignees & Local nationals

- **PCN – Parent Country Nationals**
  - Typical citizen and employee of the country of headquarters (HQ)
  - Expatriate - When PCN send for int'l assignment
  - Repatriate – Expatriate return back to HQ country
- **HCN – Host country nationals**
  - Employee of MNE's in overseas operation countries
  - Impatriates - Relocate > HQ country from home country
- **TCN – Third country nationals**
  - MNE hires – not from HQ country, and non subsidiaries

Discussion – Impact - Mobility of Talents Home, New, TCN countries ?



Source:Briscoe.D.R.

Exercise - Mobility – Talents Globally Focus – Job X – supply-demand / cost / impacts..

Stage	TCN	HCN	PCN
Short Term (1 – 18 months)			
Mid Term (18+ - 36 months)			
Longer Term (36+ months)			

MNE Staffing – Local Assignees
HCN – Host Country Nationals

- **Local country talent of MNE foreign operations**
  - **HCN – Educated in PC – hire in local – win/win..**
- **Favorable**
  - **JV, Strategic Alliance, small start-ups, non-senior but functional specialists**
  - **Cost, Pool of talent, Expansion, localization process**
  - **Key Account driven – local to serve local**
- **Challenge – Inadequate Knowledge (HQ country), PC language in managerial, technology, international mind-set, not organizational savvy**

MNE Staffing – Local Assignees
TCN – Third Country Nationals

- From Non-Parent, Non-Local operation countries
- Favorable
  - Shortage of local skills need
  - Freedom in people movement from country to country
  - Large number needs of certain specialized skill in major new operations (eg. India, China)
  - Local gov’ts support this outsource (developing countries)
- Challenge – similar to HCN, however, the repatriation challenge / some expenses as PCN expats, normally much lower allowance or NON

MNE Staffing - International assignees (IA) - Rational – Expatriate Assignment

1. Demand Driven (Gaps Driven)
   - Startups
   - Technology Transfer, Lack of local managerial expertise
   - Functional - Subject Matter Experts (Tech, Eng, Finance..)
   - Major managerial positions – Director / General Manager
   - New M&A operations (HQ) – major M&A / Integration
   - Regional HQ position – strategic alignment with HQ / Key Accounts Management (KAM) – regional HQ..
   - Key Countries Strategies, China, India, Russia, Brazil, ME
2. Learn Driven (Development Plan – Driven)
   - Reward / Punishment assignees
   - Development Plan - Experience Exposure

MNE Staffing - International assignees (IA) - Challenges – Expatriate Assignment

- PCN Expatriate – Not effective
- Higher Cost (3X+..) – 30% Fail, @0.5 – 1M
- IHRM - Right choice of expatriate, Culture adaptive
  - International experience / mind set
- In-adequate training in int'l assignments
- Support to expatriate's families (high maintenance)

  (spouses support, kids, education, fit-in new countries, housing, medical, legal, accounting/finance, tax, insurance, relocate, transportation, travel, repatriate)
- In longer term $$? How long ?
- Justification – Local talent growth ?
- ROI (??)
-

MNE Staffing - International assignees (IA) - Alternatives to Expatriate

What are other alternatives ?

Discussion - Group Class (Gen 90/95s - BRIC)

	China	India	Brazil	Russia
Attract (Pick us as 1st offer)				
Motivate (Will to exceed expectation)				
Retain (Stay longer)				