HUMAN RESOURCE PLANNING

Changing work methods resulting from technological advances, for example, requires a new set of employee skills and for flexibility to acquire these new skills or adapt to new methods of working. This highlights the need for human resource planning which takes a long-term view and works towards preparing an organisation for its future requirements and helps it achieve its strategic objectives. The information acquired through the process of human resource planning will provide an organisation with a foundation for the development of its human resource strategies.

Human resource planning (HRP) is the continuous process of systematic planning to achieve optimum use of an organization's most valuable asset—quality employees.

Human resources planning ensures the best fit between employees and jobs while avoiding manpower shortages or surpluses. Workforce planning is linked to strategic goals in many ways. If the organization is considering entering a new industry sector, it will need to understand what skills are necessary to be successful in the new industry. For example, when Future Mobility Corp (a Chinese start-up backed by Tencent Holdings) decided to enter the electric vehicle market, it needed new expertise. It decided to acquire expertise in this area by hiring the entire electric vehicle development team from BMW.

PROCESS

Step 1: Determine the Goals and Objectives

The success of human resource planning depends on how well it aligns with the business goals and objectives. So, the first step in human resource planning is to determine the HR goals based on what the organization desires to achieve in the future and how it aims to achieve the same. As each department in an organization has different objectives and human resource requirements, HR professionals work with the management to determine their human capital requirements

Step 2: Examine the Current Workforce Strength

Before working out a human resource strategy for the future, you must first assess the strength of your current employees. You should evaluate their strengths and weaknesses and take up a detailed assessment.

- What is the total strength of the current workforce?

- How many of them are employed under each department/ team?

- How many employees are present in each of the positions/ roles?

- What are the skills and competencies of the employees?

- What is their experience?

- What is the age of each of your employees?

Collect the information from the existing HR database and augment it with data from performance appraisals and reviews. To gain a better picture, use visualization based on the individual roles, designations, and hierarchies. Map each employee to the level of the training they receive and the skills and expertise they hold. Doing so would aid in succession planning.

Step 3: Predicting Labour Demands

Predicting labour demands is essential to avoid labour shortages that often impede business expansion. Various methods are employed to forecast how business needs will influence HR requirements.

Step 4: Assessing Labour Supply

Labour supply assessment focuses on both internal (existing workforce) and external (potential recruits) resources. These resources are crucial to determine the supply required in the present and the future.
Internal and external labour supply can be explained as:

- **Internal Supply**: Internal labour supply refers to the available individuals and jobs within the organization. Human Resource Information System (HRIS) data projects future trends based on current patterns.

- **External Supply**: External supply encompasses individuals in the broader labour force who are potential recruits. The relevant labour market varies based on job skills. For highly skilled positions, it might be a national or global market, whereas for unskilled jobs, it typically is the local community.

Step 5: Bridging Gaps

Gap analysis merges labour demand and supply forecasts. This critical process identifies potential skill shortages or surpluses. By aligning environmental forecasts with supply and demand projections, HR planners evaluate the organization's readiness to pursue different business scenarios in alignment with its objectives.

Step 6: Implementation Planning

Following the analysis, implementation planning outlines the necessary steps to put the chosen solution into action. This phase ensures that decisions made in the above steps are translated into actionable plans, setting the sequence of events in motion.

Step 7: Oversight and Evaluation

Oversight and evaluation involve monitoring the effectiveness of human resource plans over time. Any deviations from the plans are identified, and corrective actions are taken as needed. Feedback from various outcomes is utilized to measure the extent to which human resource objectives have been achieved.

FORECASTING DEMAND AND SUPPLY

Forecasting is the process of predicting how a company's staffing needs change with time so that it can remain prepared to operate successfully. Organizations use HR forecasting to decide to hire more people, reduce their staffing or adjust how they divide responsibilities. Since HR departments handle hiring, onboarding and training, they're best qualified to execute this project. Companies might do HR forecasting periodically or continuously if their business model involves frequent turnover or supply and demand changes.

DEMAND

Human resource (HR) demand forecasting is the process of estimating the future quantity and quality of people required. The basis of the forecast must be the annual budget and long-term corporate plan, translated into activity levels for each function and department.

Human Resource Demand Forecasting depends on several factors, some of which are:

- Employment trends
- Replacement needs
- Productivity
- Absenteeism
- Expansion and growth

Following are the advantages of demand forecasting:

- It helps to identify the number of employees that can be required in future for each department in an organization.
- It helps in knowing what kind of workforce is required which can yield more.
- It ensures appropriate employees in every department to avoid cost.
- It helps in preventing shortage of staff.
- It monitors the legal requirement regarding reservation of jobs.

Techniques used are:

Managerial Judgement: This method of demand forecasting is used when the organization is small and limited people are required. To apply this technique, senior managers sit together, brainstorm and find out the number of employees needed in future to handle workload. 'Bottom-up' and 'top-down' approaches can also be a part of this method. After this, managers submit their proposals to the top managers who approve the forecast.

Work Study Technique: In this technique, future workload of an organization is estimated with the help of various analyses.

- **Workforce Analysis:** This analysis is done on the basis of average loss of manpower because of leave, retirement, transfer, etc. in last five years.

- **Workload Analysis:** According to this analysis, the number of man-hours required to do different jobs as per the planned output is calculated by an organization.
- **Job Analysis:** With the help of this analysis, organizations are able to find the desired skills and knowledge in people to perform a particular job effectively and efficiently.

Statistical Techniques: When the organization is large and long-term demand forecasting needs to be done then statistical and mathematical techniques are used, such as:

- **Ratio and Trend Analysis:** This is the fastest forecasting technique which uses past ratios and trends between the workers and sales in an organization for forecasting future trend by making some changes. Demand for manpower/human resources is also estimated on the basis of ratio of production level and number of workers available.
- **Econometrics Models:** These models are based on mathematical and statistical techniques for estimating future demand. Under these models' relationship is established between the dependent variable to be predicted (e.g. manpower/human resources) and the independent variables (e.g., sales, total production, work-load, etc.). Using these models, estimated demand of human resources can be predicted.
- **Delphi Technique:** Delphi technique is also very important technique used for estimating demand of human resources. This technique takes into consideration human resources requirements given by a group of experts i.e. mangers. The human resource experts collect the manpower needs, summarizes the various responses and prepare a report. This process is continued until all experts agree on estimated human resources requirement.

SUPPLY

Human Resource supply forecasting is the process of estimating availability of human resource followed after demand for testing of human resource. Supply forecasting means to make an estimation of supply of human resources taking into consideration the analysis of current human resources inventory and future availability. For forecasting supply of human resource we need to consider internal and external supply.

Internal supply of human resource available by way of transfers, promotions, retired employees & recall of laid off employees, etc.

Source of external supply of human resource is availability of Laboure force in the market and new recruitment.

External supply of human resource depends on some factors mentioned below.

- Supply and demand of jobs.
- literacy rate of nation.
- rate of population
- industry and expected growth rate and levels
- technological development.
- compensation system based on education, experience, skill and age

Internal supply of human resource depends on some factors mentioned below.

- Organizational features (e.g., staffing capabilities).
- Productivity - rates of productivity, productivity changes.
- Rates of promotion, demotion, transfer and Turnover.

Supply Forecasting Methods:

- **Trend analysis:** Trend analysis involves collecting and evaluating data to identify patterns of information that might impact the future. By examining the trends of the past, the HR department can predict the effect of the same activity on the future of the organization, because it is assumed that these patterns will remain stable.
- **Competency model:** Competencies are behaviors that encompass the knowledge, skills, and attitudes(ksa) required for successful performance. Competency modeling is the activity of determining the specific competencies that are characteristic of high performance and success in a given job.

- **Replacement chart:** A chart used to estimate vacancies in higher level jobs and identify how potential HR supply can fill these vacancies via internal movements from lower levels jobs.
- **Staffing table:** Staffing tables are graphic representations of all organizational jobs, along with the numbers of employees currently occupying those jobs and future (monthly or yearly) employment requirements, which can be derived from demand forecasts.
- **Succession Planning:** Determining the internal Laboure supply calls for a detailed analysis of how many people are currently in various job categories or have specific skills within the organization.

SKILL INVENTORIES

A skills inventory is an internal company resource used by the human resources department. It's a database that documents and tracks the capabilities and experience of employees within a company. Based on the industry, your workforce's skills may include a combination of technical and soft skills. While all these skills benefit the workforce, skills inventories can help human resource professionals notice skills the company lacks. This provides a framework to design training or plan what type of employees to recruit in the next hiring cycle.

Benefits of skill inventory is as follows:

- **Notice skills gaps:** Having the ability to recognize gaps within the workforce can help HR departments strategize with the goal of reducing those gaps. This can have positive impacts on the entire company, as the workforce continually improves and strengthens.

- **Provide a clear vision:** When using a skills inventory, an HR professional may provide a clear vision for how the workforce needs to develop to remain effective. This can contribute to accurate and successful strategic planning for recruitment and retention.

- **Plan for the future:** As the human resources department plans for the future, a skills inventory can provide data-based information. Whether filling a skill gap or planning to expand the company, data-based decisions can increase the effectiveness of these plans.

- **Maintain a competitive advantage:** Developing a skills inventory and using it for a variety of HR planning strategies can help a company maintain its competitive advantage. This includes retaining talented employees and recruiting experts within your industry.

- **Understand your organization's ability:** Using a skills inventory can help HR departments provide accurate estimates about the organization's ability to take on new projects. This can contribute to managing clients' expectations, which may improve the professional relationship.

SUCCESSION PLANNING

Forecasting the availability of inside candidates is particularly important in succession planning. Succession planning is "the process of ensuring a suitable supply of successors for current and future key jobs arising from business strategy, so that the careers of individuals can be planned and managed to optimize the organization's needs and the individuals' aspirations. For example, the company might route potential successors for top management through the top jobs at several key divisions as well as overseas.

- **To Find Positions:** The first step of succession planning is to find out the key positions which are vacant and hampering in achieving the organization goal.
- **Identifying Competencies:** After knowing which position is vacant and needs to get filled as soon as possible, its required skill is identified so that selection criteria for that job get created. And the managers can figure out the difference between employee's current skill and what needs to improve, and accordingly will train them to achieve desired aim of the organization.
- **To Find out Potential Candidate:** Now the next step is to search that competent employee out of various employees who are working in an organization, who has the desire, capability as well as skills to fill out that key position.
- **Develop and Implement Succession Strategies:** Various strategies of training, development, learning, knowledge and experience are developed and implemented for that capable employee who has filled that vacant position.
- **Evaluating the Effectiveness:** It is the last step for the process of succession planning. It ensures that proper evaluation is done regarding all the critical areas and positions of an organization under succession planning.

HUMAN RESOURCE INFORMATION SYSTEM

Human Resources Information System, is a system that lets you keep track of all your employees and information about them. It is usually done in a database or, more often, in a series of inter-related databases. Any HRIS include reporting capabilities.

Some systems track applicants before they become employees and some are interfaced to payroll or other financial systems. An HRIS is a management system designed specifically to provide managers with information to make HR decision. It merges HRM as a discipline and in particular its basic HR activities and processes with the information technology field, whereas the planning and programming of data processing systems evolved into standardised routines and packages of enterprise resource planning (ERP) software. On the whole, these ERP systems have their origin on software that integrates information from different applications into one universal database.

Advantages of HRIS:

- An HRIS can reduce the amount of paperwork and manual record keeping
- It retrieves information quickly and accurately
- It allows quick analysis of HR issues

Functions:

- **Applicant Tracking System:** All the requirements of an organization related to recruitment are handled by this software. Also, the information of candidate and resume is tracked and helps recruiter to match the job opening with suitable candidate.
- **Payroll: By** the end of the month, orders for payment get created automatically through payroll system. When the new employee gets hired then his information needs to be entered into the system.
- **Benefits Administration:** It is a great benefit for employees because of its self-service model. Employees can have compensation and also have the right to manage it. For example, if someone wants paid leave and another requires a car then they both will be able to get it according to this system.
- **Time and Attendance:** With the help of HRIS there is no need to write in and out time of employees on a piece of paper and then calculate their attendance. This tracking system automatically tracks the in and out time just by punching or biometric of employees and it will reflect in the system. If there is any issue regarding being late or so, it will be detected easily.
- **Performance Management:** It is an important part for managing employees of an organization. Reporting manager generates performance rating of employees in a month or yearly.
- **Succession Planning:** It on prior basis creates a pipeline related to talented employees who can replace and perform the key roles in an organization
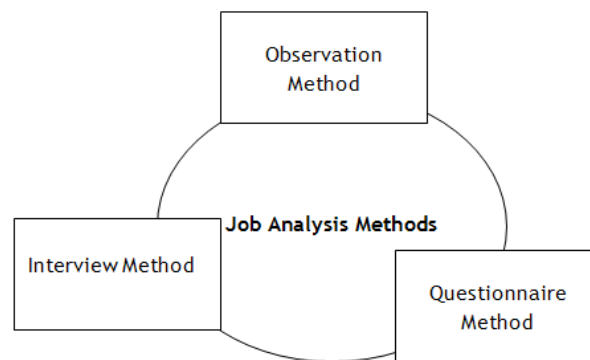
JOB ANALYSIS

Job analysis is a systematic approach to defining the job role, description, requirements, responsibilities, evaluation, etc. It helps in finding out required level of education, skills, knowledge, training, etc for the job position. It also depicts the job worth i.e. measurable effectiveness of the job and contribution of job to the organization. Thus, it effectively contributes to setting up the compensation package for the job position. Job analysis produces information used for writing, job description (a list of what the job entails) and job specification (what kind of people to hire for the job).

USES

- **Recruitment & Selection:** Job Analysis provides information about what the job entails and what human characteristics are required to perform the job. This information, in the form of job description and specifications, helps management decide what sort of people to recruit and hire.
- **Compensation:** Job analysis is crucial for estimating the value of each job & its appropriate compensation. Compensation (such as salary and bonus) usually depends upon the job's required skill and education level, safety hazards, degree of responsibility and so on - all the factors we can assess through job analysis.
- **Performance Appraisal:** A performance appraisal compares each employee's actual performance with his or her performance standards. Managers use job analysis to determine the job's specific activities and performance standards.
- **Training:** The job description should show the activities and skills – and therefore the training - that job requires.
- **Discovering unassigned duties:** Job analysis can also help reveal unassigned duties. For example, a company's production manager says Mr. X is responsible for a dozen or so duties, such as production scheduling and raw material purchasing. However, any reference of raw material inventory management was missing. On further study, the manager finds that none of the other manufacturing people are responsible of inventory management. Thus, a manger has uncovered an essential unassigned duty with regards to job analysis.

METHODS

- **Observation Method:** A job analyst observes an employee and records all his performed and non-performed task, fulfilled and un-fulfilled responsibilities and duties, methods, ways and skills used by him or her to perform various duties and his or her mental or emotional ability to handle challenges and risks. It is due to the fact that every person has his own way of observing things. Different people think different and interpret the findings in different ways. Therefore, the process may involve personal biasness or likes and dislikes and may not produce genuine results. This error can be avoided by proper training of job analyst or whoever will be conducting the job analysis process.
- **Interview Method:** In this method, an employee is interviewed so that he or she comes up with their own working styles, problems faced by them, use of particular skills and techniques while performing their job and insecurities and fears about their careers. This method helps interviewer know what exactly an employee thinks about his or her own job and responsibilities involved in it. In order to generate honest and true feedback or collect genuine data, questions asked during the interview should be carefully decided.
- **Questionnaire Method:** Another commonly used job analysis method is getting the questionnaires filled from employees, their superiors and managers. However, this method also suffers from personal biasness. A great care should be takes while framing questions for different grades of employees. In order to get the true job-related info, management should effectively communicate it to the staff that data collected will be used for their own good. It is very important to ensure them that it won't be used against them in anyway.

STEPS

1. Decide how you'll use the information, since this will determine the data you collect and how you collect them. Some data collection techniques - like interviewing the employee and asking what the job entails are good for writing job description and selecting employees for the job.
2. Review relevant background information such as organisation charts, process charts and job description.
   a. Organization charts show the organization wide division of work, how the job in question relates to other jobs, and where the job fits in the overall organization.
   b. A process chart provide more detailed picture of the work flow. In its simplest form a process chart shows the flow of inputs to and the outputs from the job you are analyzing
3. Select representative positions because there may be too many similar jobs to analyze
4. Actually analyze the job- by collecting data on job activities, required employee behaviors, working condition, and human traits & abilities needed to perform the job.
5. Verify the job analysis information with the worker performing the job & with his or her immediate supervisor. This will help confirm that the information is factually correct and complete.
6. Develop a job description and job specification

JOB DESCRIPTION

Job description refers the requirements an organization looks for a particular job position. It states the key skill requirements, the level of experience needed, level of education required, etc. It also describes the roles and responsibilities attached with the job position. The roles and responsibilities are key determinant factor in estimating the level of experience, education, skill, etc required for the job. It also helps in benchmarking the performance standards.

JOB SPECIFICATION

Job specification looks at the qualities or requirements the person performing the job must possess. It is a list of the

knowledge, skills, abilities, and other characteristics (KSAOs) that an individual must have to perform the job. Knowledge refers to factual or procedural information that is necessary for successfully performing a task. For example, this course is providing you with knowledge in how to manage human resources. A skill is an individual's level of proficiency at performing a particular task— that is, the capability to perform it well.

JOB WORTH

Job Worth refers to estimating the job worthiness i.e. how much the job contributes to the organization. It is also known as job evaluation. Job description is used to analyze the job worthiness. It is also known as job evaluation. Roles and responsibilities helps in determining the outcome from the job profile. Once it is determined that how much the job is worth, it becomes easy to define the compensation strategy for the position

JOB POSITION

Job position refers to the designation of the job and employee in the organization. Job position forms an important part of the compensation strategy as it determines the level of the job in the organization. For example management level employees receive greater pay scale than non- managerial employees. The non-monetary benefits offered to two different levels in the organization also vary.

RECRUITMENT

Recruitment is the end-to-end process of effectively and efficiently sourcing, screening, selecting, and appointing the best-suited candidate to the right role. This entails not only filling in vacancies but also predicting talent requirements and proactively managing talent, Recruitment is a process of looking and attracting prospective individuals by different ways such as advertisements, job portals, official website, etc., to apply for the job that has been offered by an organization. It basically links the employer and the person who is searching job.

INTERNAL SOURCES

(i) **Transfers:** It involves shifting of an employee from one job to another, one department to another or from one shift to another, without a substantive change in the responsibilities and status of the employee. It may lead to changes in duties and responsibilities, working condition etc., but not necessarily salary. Transfer is a good source of filling the vacancies with employees from over-staffed departments. It is practically a horizontal movement of employees. At the time of transfer, it should be ensured that the employee to be transferred to another job is capable of performing it.

(ii) **Promotions**: Business enterprises generally follow the practice of filling higher jobs by promoting employees from lower jobs. Promotion leads to shifting an employee to a higher position, carrying higher responsibilities, facilities, status and pay. Promotion is a vertical shifting of employees. This practice helps to improve the motivation, loyalty and satisfaction level of employees.

Merits of Internal Sources

(i)   Employees are motivated to improve their performance. A promotion at a higher level may lead to a chain of promotion at lower levels in the organisation. Employees work with commitment and loyalty and remain satisfied with their jobs.
(ii)   The candidates that are already working in the enterprise can be evaluated more accurately and economically. This is a more reliable way of recruitment since the candidates are already known to the organisation
(iii)   Transfer is a tool of training the employees to prepare them for higher jobs. Also people recruited from within the organisation do not need induction training
(iv)   Transfer has the benefit of shifting workforce from the surplus departments to those where there is shortage of staff
(v)   Filling of jobs internally is cheaper as compared to getting candidates from external sources.

Limitations of Internal Sources

(i)   When vacancies are filled through internal promotions, the scope for induction of fresh talent is reduced. Hence, complete reliance on internal recruitment involves danger of 'inbreeding' by stopping 'infusion of new blood' into the organisation
(ii)   The employees may become lethargic if they are sure of timebound promotions
(iii)   A new enterprise cannot use internal sources of recruitment. No organisation can fill all its vacancies from internal sources
(iv)   The spirit of competition among the employees may be hampered
(v)   Frequent transfers of employees may often reduce the productivity of the organisation.

EXTERNAL SOURCES

- **Virtual Job Fairs:** It is a digitalised way of doing job fair where candidates upload their resumes and communicate with recruiter through live chats.
- **Dot Jobs:** When candidates apply for job by directly uploading their resume on official websites of company is known as dot job source.
- **Advertisements:** By giving ads in different newspapers, television, radio and in other mediums employers attract applicants.
- **Casual callers:** With the help of this source, applicants drop their resumes by visiting prominent institutions.
- **Employment Agencies:** These agencies are run by government which provide skilled and non-skilled labour's data. And also, they made it compulsory for organizations to post vacancies.
- **Management Consultancies:** These are the consultancy firms which help organizations to have technical and professional applicants for filling their vacant positions.
- **Campus Recruitment:** Many colleges as well as companies maintain relations with each other for recruitment purpose. Companies visit there and conduct their procedure of recruiting students.
- **Referrals:** When existing employees of an organization recommend their friends, relatives and knowns for the vacant position is known as referral source of recruitment

Advantages of External Sources

- Organizations can have well-qualified and talented employees.
- Ample choices between people to select.
- Can have fresh and young talents which can think productively and innovative.
- Enhancement in the feeling of competition between new and old employees.

Disadvantages of External Sources

- Costly as lot of money is required for advertisement, running websites, etc.
- Different steps need to be followed for selecting employees which results in delay in selection.
- Old employees can have a feeling of dissatisfaction because of no promotion and competition from young people.

SELECTION PROCESS

1. **Preliminary Screening:** Preliminary screening helps the manager eliminate unqualified or unfit job seekers based on the information supplied in the application forms. Preliminary interviews help reject misfits for reasons, which did not appear in the application forms.
2. **Selection Tests:** An employment test is a mechanism that attempts to measure certain characteristics of individuals. These characteristics range from aptitudes, such as manual dexterity, to intelligence to personality
3. **Employment Interview:** Interview is a formal, in-depth conversation conducted to evaluate the applicant's suitability for the job. The role of the interviewer is to seek information and that of the interviewee is to provide the same. Though, in present times, the interviewee also seeks information from interviewer.
4. **Reference and Background Checks:** Many employers request names, addresses, and telephone numbers of references for the purpose of verifying information and, gaining additional information on an applicant.
5. **Selection Decision**: The final decision has to be made from among the candidates who pass the tests, interviews and reference checks. The views of the concerned manager will be generally considered in the final selection because it is he/she who is responsible for the performance of the new employee.
6. **Medical Examination:** After the selection decision and before the job offer is made, the candidate is required to undergo a medical fitness test. The job offer is given to the candidate being declared fit after the medical examination.
7. **Job Offer:** Job offer is made through a letter of appointment/confirm his acceptance. Such a letter generally contains a date by which the appointee must report on duty. The appointee must be given reasonable time for reporting.
8. **Contract of Employment:** After the job offer has been made and candidate accepts the offer, certain documents need to be executed by the employer and the candidate. There is need for preparing a contract of employment. Basic information that should be included in a written contract of employment will vary according to the level of the job.

TESTS IN SELECTION

1. **Intelligence Tests:** This is one of the important psychological tests used to measure the level of intelligence quotient of an individual. It is an indicator of a person's learning ability or the ability to make decisions and judgments.
2. **Aptitude Test:** It is a measure of individuals potential for learning new skills. It indicates the person's capacity to develop. Such tests are good indices of a person's future success score.
3. **Personality Tests:** Personality tests provide clues to a person's emotions, her reactions, maturity and value system etc. These tests probe the overall personality. Hence, these are difficult to design and implement.
4. **Trade Test:** These tests measure the existing skills of the individual. They measure the level of knowledge and proficiency in the area of professions or technical training. The difference between aptitude test and trade test is that the former measures the potential to acquire skills and the later the actual skills possessed.
5. **Interest Tests:** Every individual has fascination for some job than the other. Interest tests are used to know the pattern of interests or involvement of a person.

CONCEPT OF RELIABILITY AND VALIDITY IN SELECTION

The concepts of reliability and validity are foundational to the selection process, ensuring that the methods used to evaluate and select candidates are both consistent and effective.

RELIABILITY

Reliability refers to the consistency and stability of a selection method over time. A reliable selection tool produces the same results under consistent conditions. In other words, if a candidate were to take the same test multiple times under similar circumstances, a reliable test would yield similar scores each time.

Types of Reliability

- **Test-Retest Reliability:** Measures the stability of test scores over time. Administer the same test to the same group of candidates at two different points in time. The correlation between the two sets of scores indicates the test-retest reliability. A cognitive ability test given to candidates twice, a month apart, to see if their scores remain consistent.
- **Inter-Rater Reliability:** Measures the consistency of scores assigned by different raters or interviewers. Multiple raters evaluate the same candidates using the same criteria. High agreement among raters indicates high inter-rater reliability. Different interviewers rating the same candidate's answers to behavioral interview questions similarly.
- **Internal Consistency:** Measures the consistency of results across items within a test. Assesses whether items that propose to measure the same general construct produce similar scores. Using Cronbach's Alpha to evaluate whether questions on a personality test are consistent in measuring traits like extroversion.

VALIDITY

Validity refers to the accuracy and effectiveness of a selection method in predicting job performance. A valid selection tool accurately measures what it is intended to measure and ensures that the criteria for selection are relevant to the job's requirements.

Types of Validity

1. **Content Validity:** The extent to which a selection method covers all relevant aspects of the job. Ensure that the test or assessment includes tasks and skills that are representative of the job. Developing a skills test for a computer programming job that includes coding challenges relevant to the actual work.
2. **Construct Validity:** The degree to which a test measures the theoretical construct it claims to measure. Use established theories and frameworks to ensure the test items align with the construct being measured. A leadership assessment accurately measuring traits like decisiveness, communication, and influence.
3. **Predictive Validity:** The extent to which scores on a selection tool predict future job performance. Correlate candidates' test scores with their job performance after being hired. A sales aptitude test predicting future sales performance.
4. **Concurrent Validity:** The extent to which test scores correlate with current job performance. Compare test scores of current employees with their job performance ratings. Assessing current employees' problem-solving tests and correlating these with their recent performance reviews.

Ensuring Reliability and Validity

1. **Conduct a Comprehensive Job Analysis**
   - Identify key responsibilities, tasks, and competencies required for the job.
   - Ensure selection tools are designed to measure these specific areas.
2. **Standardize the Selection Process**
   - Use consistent procedures for administering tests and conducting interviews.
   - Provide clear instructions and training to evaluators to minimize variability.
3. **Pilot Test Selection Methods**
   - Test the selection tools with a sample of candidates to identify any inconsistencies or issues.
   - Refine the tools based on feedback and pilot results.
4. **Combine Multiple Methods**
   - Use a variety of selection tools (e.g., tests, interviews, simulations) to cover different aspects of job performance.
   - This approach helps to mitigate the limitations of any single method.
5. **Regularly Review and Update Selection Tools**
   - Continuously monitor the effectiveness of selection methods and make adjustments as needed.
   - Stay informed about industry best practices and advances in assessment techniques.

ORIENTATION

Orientation is done when an employee joins the organization. It is basically a process for introducing the new employee with the existing ones and the work environment so that he feels comfortable and starts his work. A job orientation occurs on the first few days of a new hire's employment. It involves introducing them to their team, showing them their workspace and administering new hire paperwork. Employees will usually spend a portion of their job orientation reviewing onboarding information like dress code, benefits and salary. A new hire will also spend their job orientation process within the department they'll be working in. You can spend this time explaining their daily tasks, familiarizing them with the software or equipment they'll be using and getting them acquainted with the team members they'll be collaborating with. The job orientation process should be comfortable and inviting for new employees by making them feel welcome and excited to get started on their tasks.

PURPOSE

- Provides a clear understanding of company standards and role responsibilities
- Improves productivity and efficiency levels
- Encourages a more collaborative environment

PROCESS

1. **Introduction and initiatory greetings:** The meetings are conducted by the human resources department, which introduces and makes the first formal greetings to the manager and the members and co-workers.
2. **Overview of the company:** Now, employees are provided with insights into the company's mission, basic values, and goals to be achieved, and their role will help in overall success.
3. **Policies and protocols:** The policies and protocols are informed, which involves leaving policies, code of conduct, and confidentiality of the data.
4. **Job-focused training:** New employees are trained according to their specific job roles, which helps them to upskill and get familiar with the tools and techniques being used in the organization; this training includes technical training and skill development programs.
5. **Benefits and perks:** Employees are familiarized with the certain benefits and perks they would be provided throughout, such as healthcare plans, loans, and other perks.
6. **Workplace safety:** All the knowledge related to workspace safety and any specific health and safety guidelines are provided in the session.
7. **Team introduction:** Introduced to their team members and department co-workers, also get familiarized with the mode of communication and interaction sessions.
8. **Essential support:** Employees are provided with the resources like organizational sheets, manuals and policies, and tools.
9. **Follow-up:** During the orientation, new hires are provided with ongoing support and certain follow-up meets to cross-check with them, as this helps them to feel supported and get integrated into the company.