

Personnel Management in Agriculture

Workforce Planning and Recruitment

Alexandra E. Hill

AREC 325

Colorado State University

Module 6: Objectives

- 6.1 Describe workforce planning and recruiting.
- 6.2 List and describe the three stages of the recruitment process, giving examples of best practices and how to accomplish each.
- 6.3 Explain the various aspects of diversity in recruiting.
- 6.4 Explain how to evaluate the effectiveness of a recruitment plan, including the relevant KPIs for each stage of the recruitment process.
- 6.5 Apply knowledge from objectives 6.1-6.5 to develop an undergraduate student recruitment plan.

6.1 What are workforce planning and recruiting and what are their roles in HRM?

The Workforce Planning and Recruitment Process

Workforce Planning: the process of determining what work needs to be done in both the short and long term and coming up with a strategy regarding how those positions will be filled.



Forecasting: the act of determining estimates regarding what specific positions need to be filled and how to fill them.

Recruitment: the process of identifying and working to attract individuals interested in and capable of filling identified organizational roles.

Sample Questions for Workforce Planning

What skills do we have internally? Which do we need to hire?

- How will this change over time?

How do our jobs compare to competitors'?

- How tight is the labor market?

Where will we find our applicants?

- Who is eligible to retire? When are they eligible? Who will replace them?

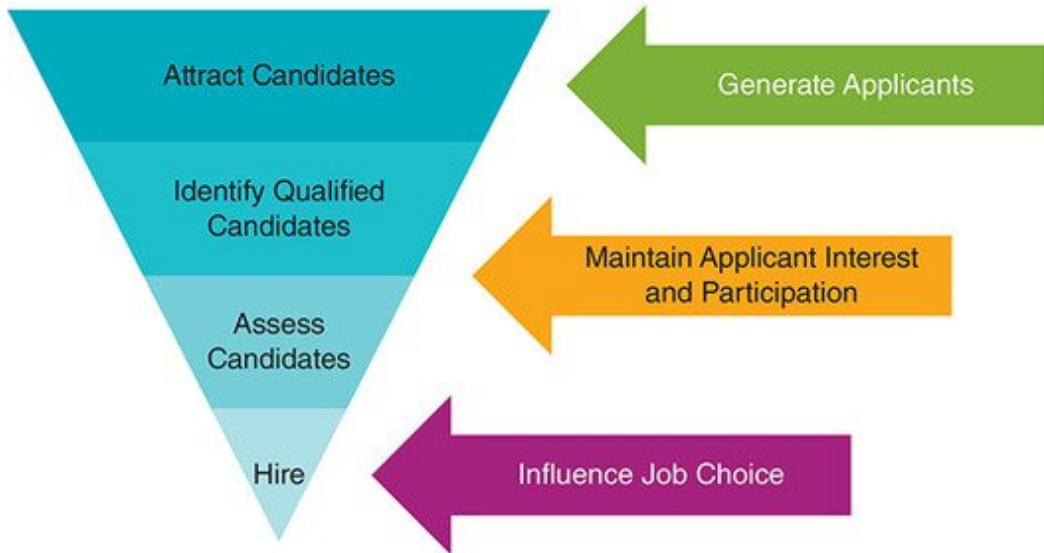
What metrics should we use to evaluate recruiting?

- How many new positions do we need to fill?

6.2 What are the three stages of the recruitment process?

What are some best practices for succeeding at each stage?

The recruitment funnel narrows the number of candidates considered from the time of recruitment through hire, leaving the very best candidates to hire.



The three stages of the recruitment process

1. **Generate Applicants** - this stage determines the *talent pool* that will be considered for positions within an organization. There are two major goals in this stage: *quantity and quality*.
2. **Maintain Applicant Interest and Participation** - this stage involves ensuring that applicants do not withdraw from the the process, or go through the process without much enthusiasm for the organization (potentially leading to them turning down a job offer)
3. **Influence Job Choice** - this stage involves working to convince applicants who have been offered a job to accept the job offer.

Stage 1: How can we generate applicants?



Stage 1: How can we generate applicants?

General Sources	Internal Sources	External Sources
Webpages	Internal transfers and promotions	Employee/alumni referrals
Job boards	Enlarge jobs for current employees	Search firms, agencies
Social networking sites	Alumni employees (returnships)	University relations
Unadvertised jobs	Internal job board	Competitors

Generate Applicants Discussion

In your groups, you will devise a plan to increase the talent pool for undergraduate students in DARE. To do so, discuss and write answers to the following questions:

1. Give 1-2 reasons you decided to *apply* to CSU.
2. List one recruitment approach for CSU undergraduate students for each cell in the passive-active organization and applicant chart.
3. List one recruitment approach for CSU undergraduate students that uses general sources, internal sources, and external sources
4. Choose one of these recruitment approaches and provide details on how you would use this approach to increase the talent pool. Would this approach have convinced you to apply to a different University?

Stage 2: How can we maintain applicant interest and participation?

Treatment during recruitment

- How personable, competent and informative recruiters are
- How the recruiters feel about the job and organization
- Job applicants like to hear back quickly and receive regular status updates

Interviews

- Treat interviews as a two-way process.
- Find outlets for informational interviews (e.g. career fairs)

Site Visits

- Introduce applicants (or potential applicants) to key organizational members
- Treat visitors professionally, have a likable site visit host, have the visit well-planned

Stage 3: How can we increase the number of accepted job offers?

Many factors influence an individual's job choice as they weigh a number of pros and cons associated with a given job. Examples of features are given below.



Maintain Applicant Interest and Job Choice Discussion

In your groups, you will devise a plan to maintain applicant interest for undergraduate students in DARE. To do so, discuss and write answers to the following questions:

1. Give 1-2 reasons you decided to *accept* your offer to attend CSU.
2. Is there anything another University could have offered you to convince you to accept their offer instead of CSU's?
3. Identify one thing CSU could change that would improve applicant interest during stage 2 of the recruitment process.
4. Identify one thing CSU could change that would increase the number of accepted offers after stage 2 of the recruitment process.

6.2 What are the three stages of the recruitment process?

What are some best practices for succeeding at each stage?

6.3 What are the various aspects of fostering diversity in recruiting?

What are the different dimensions of diversity we can consider?

How can we improve the diversity of our talent pool in regards to these dimensions?

Dimensions of Diversity

1. Gender
2. Race
3. Age
4. Veteran status
5. Physical and mental ability
6. Citizenship status
7. Religious beliefs
8. Marital and parental status
9. Education
10. Sexual orientation and identity
11. Geographic location
12. Culture and language
13. Others?

Cultivating Diversity Through Recruitment - Gender

Research indicates that there are many ways recruitment plans can increase the number of females in the talent pool:

- Be careful and purposeful with your language in job postings.
 - Job postings using masculine-type words like “ambitious”, “competitive”, and “dominate” are less appealing to female applicants and are more often found in male-dominated occupations
 - Consider using an online tool - <http://gender-decoder.katmatfield.com>
 - Men tend to apply for jobs when they can meet around 60% of the requirements for the role, where women tend to apply when they meet 100%
- Development of a female-friendly benefits program
- Flexible work schedules
- Use diverse referrers and cast a wide net - <https://www.diversityjobs.com>
- Certifications - <https://thinkgen.org/gen-certification-1>

Cultivating Diversity Video

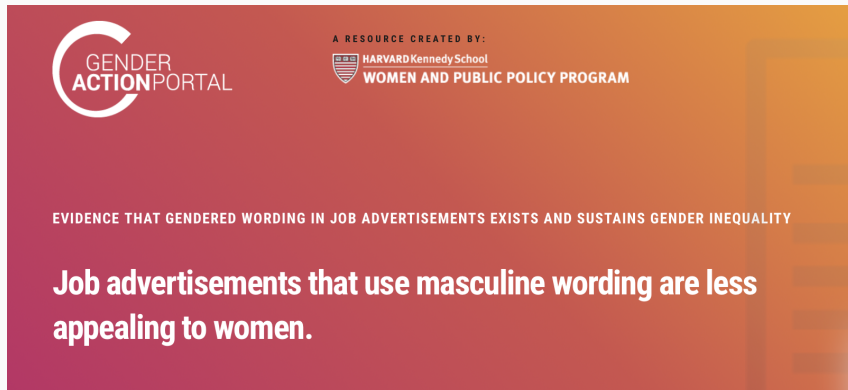
Sara Stanford: How to design gender bias out of your workplace -

https://www.ted.com/talks/sara_sanford_how_to_design_gender_bias_out_of_your_workplace

1. What is the key systemic thing that Sara Stanford argues leads to the underrepresentation and exodus of women in many workplaces?
2. What small tweak does Sara Stanford suggest businesses can make in their job application to improve female performance and ultimately the likelihood they are hired?
3. What tweak does Sara Stanford suggest businesses can make in their performance evaluations to reduce gender bias?
4. What are two of the indicators Sara Stanford mentions are used to determine whether an organization meets their quantitative standard for workplace equality?

Cultivating Diversity Through Recruitment - Revisiting Gender

Last time: I summarized research findings for different ways to increase the number of **females** in the talent pool...



Cultivating Diversity Through Recruitment - Revisiting Gender

Last time: I summarized research findings for different ways to increase the number of **females** in the talent pool...

An alternative interpretation of this research is that these are ways to increase the number of individuals with **more traditional feminine traits**.

ORIGINAL RESEARCH article

Front. Psychol., 05 July 2016

Sec. Personality and Social Psychology

<https://doi.org/10.3389/fpsyg.2016.00956>

Traditional Masculinity and Femininity: Validation of a New Scale Assessing Gender Roles



Sven Kachel*



Melanie C. Steffens* and



Claudia Niedlich

Department of Social and Economic Psychology, University of Koblenz and Landau, Landau, Germany

Cultivating Diversity Through Recruitment - Revisiting Gender

Last time: I summarized research findings for different ways to increase the number of **females** in the talent pool...

An alternative interpretation of this research is that these are ways to increase the number of individuals with **more traditional feminine traits**.

Concluding Remarks

In a nutshell, as long as societies assume differences in interests, attitudes, clothing style, and behavior between women and men, we suggest that the TMF provides a valuable addition to researchers' toolbox. For example, are self-ratings on the TMF related to biological markers of masculinity-femininity such as waist-to-hip ratio and finger length (i.e., two-digit-four-digit ratio)? Do self-ratings on the TMF predict behaviors in which large gender differences have been observed, such as socio-sexuality or animal cruelty? Are self-ratings on the TMF related to performance in domains where gender differences are reliable, such as mental rotation? Finally, are self-ratings on the TMF related to personality traits in which gender differences have been observed, such as self-esteem and social dominance orientation? Generally, we believe that many different research questions related to gender-related self-assessments could benefit from using the TMF.

Cultivating Diversity Through Recruitment - Revisiting Gender

Research indicates that there are many ways recruitment plans can increase the number of **individuals with more traditionally feminine traits** in the talent pool:

- Be careful and purposeful with your language in job postings.
 - Job postings using masculine-type words like “ambitious”, “competitive”, and “dominate” are less appealing to **applicants with more feminine traits and are more often found in occupations that are more masculine-dominated**
 - Consider using an online tool - <http://gender-decoder.katmatfield.com> - to **identify any words with subtle gender coding**
 - **TMF-M** tend to apply for jobs when they can meet around 60% of the requirements for the role, where **TMF-F** tend to apply when they meet 100% ??
 - Remove gendered language, e.g., avoid using **he/she**

Cultivating Diversity Through Recruitment - Revisiting Gender

Additional thoughts from Out and Equal Workplace Advocates: [Best Practices for Non-Binary Inclusion in the Workplace](#)

- Include pronouns in email signatures and introductions
- Include options other than male and female in the application (and put this question LAST!)

MEMBERSHIP APPLICATION

Which of the following best describes you?

- ☐ Male
- ☐ Female
- ☐ Hungry



Finally! Somebody gets me.

Cultivating Diversity Through Recruitment - Revisiting Gender

Additional thoughts from Out and Equal Workplace Advocates: [Best Practices for Non-Binary Inclusion in the Workplace](#)

- Include pronouns in email signatures and introductions
- Include options other than male and female in the application (and put this question LAST!) – fill in the blank, prefer not to disclose
- Female, non-binary, transgender, gender fluid, non-conforming, ... -friendly benefit packages: If your current benefit and coverage offerings do not provide options for listing gender identifies outside of male and female, migrate to platforms and offerings that do.
- Advertise and demonstrate your commitment to an inclusive workplace: 56 percent of Millennials have “ruled out ever working for a particular organization because of its values or standard of conduct.”

Cultivating Diversity Through Recruitment - Revisiting Gender

Thoughts from [HBR: LGBT-Inclusive Companies are Better at 3 Big Things](#)

- **LGBT-inclusive companies attract and retain top talent.** It's no surprise that LGBT employees want to work for a company that allows them to bring their authentic selves to work, but the appeal of LGBT inclusivity goes beyond – 72% of allies say they are more likely to accept a job at an LGBTQ+ inclusive company.
- **LGBT-inclusive companies win the business and loyalty of discerning consumers.** 71% of LGBT respondents and 82% of allies say they are more likely to purchase from a company that supports LGBT equality.
- **LGBT-inclusive companies harness the insight of LGBT employees to drive market innovation.** Teams with members whose sexual orientation matches the target consumer's are much more likely to understand the market.

Cultivating Diversity Through Recruitment - Race

Research indicates that there are many ways recruitment plans can increase the racial diversity of a talent pool:

- Strategic advertising
 - Strategic ad placement, i.e. where you are advertising, can influence the types of applicants you can attract. (e.g. placing ads in mainstream publications)
 - Use analytics - <https://datapeople.io/language-analytics-for-job-posts/>
 - Show diversity in your advertisement images
- Diversity-oriented head hunters -
<https://www.fetcher.ai/features/diversity>
- Have diversity initiatives and include them in your description of the company
- Have a diverse group of SMEs participate in the job analysis process

Cultivating Diversity Through Recruitment - Age

- Have talent development opportunities to attract younger applicants
 - Internships/Externships
 - Internal promotion opportunities
 - Job shadowing or job rotations
 - Social media and university recruitment
 - In advertisements, avoid using acronyms that require industry experience
- Use recruitment to attract older workers as well
 - In advertisements, use words like “mature,” “experienced,” and “reliable”
 - Alumni employees
 - Partner with organizations that specialize in helping older workers and retirees locate work (AARP, American Society for Aging’s Career Advantage)
- Publicize your efforts to have an age-diverse workforce and work to reduce implicit bias

Cultivating Diversity Through Recruitment - Veterans

- Understanding (and modifying) beliefs about Veterans (e.g. in terms of their KSAOs and physical and mental abilities)
- Hiring and training knowledgeable decision-makers to work on veteran recruitment
- Increasing recruiter knowledge of military job-related tasks and KSAOs
- Use recruitment tools - <https://recruitmilitary.com>
- Publicize your organization as veteran-friendly

Cultivating Diversity Through Recruitment - Physical and Mental Ability

- Partner with disability-related advocacy organizations - <https://www.accessliving.org>
- Include people with disabilities in diversity recruitment initiatives
- Establish internship and mentorship programs
- Post positions where likely to be seen by people with different abilities levels:
 - Universities and community colleges
 - Independent living centers
 - Disability-related job fairs
- Get innovative with ideas for celebrating people with different abilities - <https://www.wearelions.org>
- Publicize your efforts!

Question: What are some overarching themes to best practices for recruiting for different forms of diversity?

Fostering Diversity Discussion

In your groups, you will devise a plan to improve the diversity of the applicants and incoming students for undergraduate students in DARE. To do so, discuss and write answers to the following questions:

1. Identify two dimensions of diversity you think the department/CSU should focus on cultivating.
2. For each dimension, propose 1-2 initiatives (be specific) the university could use to improve diversity in this dimension.
3. For each initiative, indicate why you think this would be effective for fostering your indicated dimension of diversity.
4. Do you think the initiatives you are proposing would also cultivate diversity across other dimensions?

6.3 What are the various aspects of fostering diversity in recruiting?

What are the different dimensions of diversity we can consider?

How can we improve the diversity of our talent pool in regards to these dimensions?

6.4 How can we evaluate the effectiveness of a recruitment plan?

What are the relevant KPIs?

Metrics (KPIs) for Evaluating a Recruitment Plan

Stage 1: Generating Applicants

1. Source of applicant
2. Application completion rate
3. Number of qualified candidates
4. Percentage of diverse applicants
5. Application completion rates for diverse applicants

Metrics (KPIs) for Evaluating a Recruitment Plan

Stage 1: Generating Applicants

1. Source of applicant
2. Application completion rate
3. Number of qualified candidates
4. Percentage of diverse applicants
5. Application completion rates for diverse applicants

Stage 2: Maintaining Applicant Interest

1. Applicants per hire
2. Candidate experience survey
3. Time to hire
4. Yield ratio
5. All of the above separately across diversity dimensions

Metrics (KPIs) for Evaluating a Recruitment Plan

Stage 3: Job Acceptance

1. Acceptance rate
2. Open vacancies versus filled positions
3. Time to fill

Metrics (KPIs) for Evaluating a Recruitment Plan

Stage 3: Job Acceptance

1. Acceptance rate
2. Open vacancies versus filled positions
3. Time to fill

After Hire

1. Cost per hire
2. Diversity
3. Hiring manager satisfaction survey
4. New hire satisfaction survey
5. Performance of new hires
6. Turnover or retention rates

Evaluating your Recruitment Plan Discussion

In your groups, you will devise a plan to evaluate your recruitment plan for undergraduate students in DARE. To do so, discuss and write answers to the following questions:

1. Identify 1-2 KPI's for evaluating your recruitment plan at each stage (1-3 and after hire).
2. For each KPI, explain how you would use the metric to evaluate the effectiveness of your recruitment plan (e.g. what are "good" values for the metric)

6.4 How can we evaluate the effectiveness of a recruitment plan?

What are the relevant KPIs?

Module 6: Objectives

- 6.1 Create a job description by following the steps for a job analysis and applying a Task-KSAO analysis (Chapter 5 materials).
- 6.2 List and describe the three stages of the recruitment process, giving examples of best practices and how to accomplish each.
- 6.3 Explain the various aspects of diversity in recruiting.
- 6.4 Explain how to evaluate the effectiveness of a recruitment plan, including the relevant KPIs for each stage of the recruitment process.
- 6.5 Apply knowledge from objectives 6.2-6.4 to develop an undergraduate student recruitment plan.