HR Analytics
Prof. Santosh Rangnekar
Department of Management Studies
Indian Institute of Technology, Roorkee
Dr. Abhishek Singh, Assistant Professor, OB & HR
Indian Institute of Management, Rohtak
Week: 3
Lecture 14: Managerial challenges of recruitment -1

Now in continuation of our previous session, now I will talk about the process of recruitment, challenges associated with the following steps of recruitment, human resource planning, identifying HR requirements, determine numbers, levels and criticality of the vacancies. Choose the resources and the method of recruitment is there. So, in the challenges in the recruitment are the following two sessions takes an in-depth glance at the questions that an HR manager can have at each step of the recruitment process. Each challenge is supplemented with an imaginary situations where such challenges might come up. After the two sessions, we will learn to tackle these issues using the HR analytics. Challenges associated with the human resource planning steps of the recruitment are that is the workforce alignment with the strategic goals are there.

So, Techforward Inc., a software development company, has set a strategic goal to become a leader in the emerging field of artificial intelligence (AI) within the next 5 years. A thorough analysis of their current workforce reveals a gap in AI expertise and a lack of project managers experienced in leading AI projects. The company anticipates the need to fill these gaps to stay competitive and achieve its strategic objectives.

To address this Techforward Inc., plans to recruit AI specialists and experienced project managers while also offering training programs to existing employees to develop the foundations AI knowledge and project management skills How does our current workforce align with our strategic goals, and what gaps are we are anticipating in the near to medium term? The impact of the technology or automation, AutoManufac, an automotive manufacturer, recognizes the increasing role of automation and robotics in production with the introduction of the new robotic assembly lines, there is a projected reduction in the need for the manual labor over the next 5 years. However, there is an anticipated increase in demand for roles such as robotics technicians, engineers, and data analysts to manage, maintain and optimize these automated processes. So, AutoManufac is exploring partnerships with technical colleges and launching internships to build a pipeline of skilled workforce in these particular areas. In what areas could technology or automation impact our staffing needs over the next few years? Now, here we find the enhancing the workforce diversity and inclusion is very very important.

FinServe, a financial service firm aims to enhance its workforce diversity and inclusion to reflect the diverse clientele it service better. The company has identified gaps in the gender and ethnic diversity, particularly in senior management roles. FinServe plans to address these gaps through targeted recruitment efforts, partnerships with diverse professional organizations and the establishment of a mentorship program focused on career advancement for underrepresented employees. Additionally, unconscious bias training is being rolled out to employees to foster a more inclusive workplace culture. How can we enhance our workforce diversity and inclusion through strategic planning? The implication of the remote or the hybrid work models, Creative Solutions.

, a marketing agency has adopted a hybrid work model following the global shift towards remote work. The model has opened up opportunities to recruit talent from a border geographic area, leading to a more diverse workforce. However, it has also introduced challenges in collaboration and maintaining company culture. To address these issues, CreativeSolutions is investing in cloud-based collaboration tools and scheduling regular in-person retreats to build team cohesion. The company is also reconsidering its office space requirements and how to best support a blend of remote and on-site work.

Here, we understand what are the implications of remote or hybrid work models on our future staffing needs? So, reskilling or the upskilling of the employees. So, GreenTech, an energy company that is transitioning from fossil fuels to renewable energy sources, faces the challenges of reskilling its workforce to align with the new industry standards and technologies. Recognizing that many employees have valued instructional knowledge but lack experience in the renewables, GreenTech is launching a comprehensive training program. This program offers courses in solar and wind energy technology, project management for renewable projects and environmental compliance by investing in its existing workforce. The GreenTech aims to retain its employees and smoothly transition into a leading renewable energy provider.

How do we plan for the reskilling or upskilling of the current employees to meet the future job requirements? The challenges associated with identifying the HR requirement steps of the recruitment are there. So, we at the time of this particular the identifying the skills, experience and qualification is required. So, NovoTech is a cybersecurity firm, is in the process of recruiting for a cybersecurity analyst position. The company specifies that the candidate must have a bachelor's degree in computer science or related field or at least three years of experience in cyber security and certification such as CISP or CISM. Additionally, they are looking for individuals with a strong understanding of network infrastructure and the ability to analyze and mitigate threats in real-time.

NovaTech emphasizes the need for excellent problem-solving skills and the ability to

work under pressure, reflecting the critical nature of the role in protecting the companies and the client's digital assets. Here it is emphasized on the What specific skills, experience and qualifications are required for the open positions. Impact of Industry regulations and technology trends. HealthData, a healthcare technology company, is facing new regulations required to enhance patient data protection and privacy. To comply, they need to hire data compliance officers familiar with the latest healthcare regulations, such as the HIPAA in the US and the GDPR for European patients.

These new hires must not only understand the legal landscape but also be adept at implementing the technology solutions that ensure compliance. The emergence of the blockchain for secure patient records further necessitates a blend of the legal, technological and innovative thinking skills in new hires to navigate these evolving requirements. So, here we find it is how do changes in industry regulations or technology trends impact the requirement for the new hires? Emerging roles in the industry situations, the AgriGrow, as an agriculture technology startup, recognizes the potential of drone technology and AI in revolutionary that is farming practices. The company decides to create a new position, a drone operations specialist, responsible for the managerial drone fleets that monitor crop health and the irrigation systems. This role requires a unique combination of skills in drone piloting, data analysis and a foundational understanding   of   agronomy.

By adding this role, AgriGrow aims to stay at the forefront of the agriculture innovations, improving crop yields and the sustainability. Are there new roles emerging in the industry that we need to consider adding to our organization? So, ensuring inclusivity in the job description situations, the diversity design, the graphic design agency committed to promoting the diversity within the creative industry is looking to the high graphic designers. To attend a diverse pool of the candidates, the company carefully crafts the job descriptions that use the inclusive language, emphasizing their commitment to build a diverse and inclusive team. They avoid unnecessary jargon and specific years of the experience they might deter capable but self-taught candidates are those from the non-traditional backgrounds. Diversity designs also highlights its flexible working arrangements, family, friends, policies and encourages the applications from unprecedented   group   in   the   creative   sector.

How can we ensure that the job descriptions be inclusive and attract a diverse pool of the candidates? So, critical role needing succession planning situations FinCOP a financial service corporation identifies the role of the chief financial officer as critical with the current CFO said to retire in 2 years. Recognizing the potential disruption this could cause FinCOP initiates a succession planning process. and they start by identifying internal candidates with the potential to step into the role offering them the tailored

development programs, mentoring and rotational assignments to prepare them for the future leadership. The concurrently FinCOP remains open to external candidates who could bring fresh perspective and diversify the leadership teams expertise ensuring a smart smooth transition and continuity in strategic financial management. What are the critical roles that need succession planning or immediate attention to avoid the operational disruptions? So, the challenges associated with determined numbers, levels and critically of vacancies step of the recruitment.

Critically understanding the departments that is a web world a rapidly growing online retail company finds its customer service department critically understand understaffed particularly as it enters the peak holiday shopping season and these shortfall has led to a longer response time. affecting the customer satisfaction and potentially sales. To address this, Waveworld initiates an emergency hiring plan targeting the customer service representatives with the experience in the high volume fast paced environments. The company also explores then the integration of AI that is a chartboards to the manage the basic inquiries allowing human representatives to focus on more complex the customer needs. Which departments or team are critically understaffed and how does this impact our operations? So, vacancy levels and strategic growth plans.

So, GreenBuild a construction company specifies specializing in sustainable building has seen a surge in demand for its services to align with its their strategic growth plans. The GreenBuild identifies need for senior level architects experience to green technologies and sustainable design practices, seeing these roles as the pivotal for the guiding the future projects. Project managers entry level its supervision, the green builder prioritize these hires to ensure that it has the leaders to leadership and the workforce necessary to meet the project commitments and the sustain its growth trajectory. How does the level of the each vacancy, entry level, mid level, senior level align with our strategic growth plans? The immediate highest for the upcoming projects that is the event sphere and event management company has recently won the They contract to organize a series of the high profile international conferences. Other new projects requires immediate hires of the event coordinators, logistics, managers and digital marketing specialists to ensure the project   success.

Recognizing the urgency, event sphere launches a targeted recruitment campaign and the leverages in industry networks to fill these positions quickly. The company understands the timely hiring is crucial. to meeting client expectations and maintaining its reputation in the event management industry. Are there are any upcoming projects or the expansions that necessitates the immediate hires? So, prioritizing the recruitment for the business continuity takes all an IT solutions provider experiences a significant increase in demand for the cyber security services. The company recognizes that the cyber security team is

crucial for the business continuity especially as digital threats becomes more sophisticated.

To provide and prioritize the recruitment, TechSource conducts a risk assessment to identify the roles within the cyber security that are most critical to operations and the client security. The company then fast tracks the hiring processes for these roles offering competitive salaries and benefits to attract top talent quickly and ensure that clients needs and security requirements are met without disruptions. How do we prioritize recruitment based on the criticality of roles and their impact on the business continuity? Now, the strategy for building the talent pipelines, the Pharma Innovate, a pharmaceutical research company faces challenges in these hiring specialized research scientists due to a competitive job market and specific scale requirements. To build a talent pipeline for these hard to fill roles, farmers that is here the farmer innovate the partners with leading universities offering scholarships, internships and the collaborate research projects to students and the postdocs in relevant fields. These two long-term strategy not only provides the pharma innovate with the easy access to emerging the talent, but also allows candidates to become the familiar with the company's culture and the projects which facilitates smoother transition into the full-time roles upon the graduation.

What is our strategy for building the talent pipeline for hard to fill are the critical roles are there. So, challenges associated with the start implementing the recruitment programs, step of recruitment, the balancing the internal promotions and external hiring. So, innovate tech a technology startup and is experiencing rapid growth and needs to expand its team, recognizing the importance of the maintaining the employees moral while the injecting the fresh ideas into the team. The company decides to implement a policy where 60 percent of leadership roles are filled through the internal promotion and 40 percent through the external hires. The strategy aims to reward and they motivate the current employees by providing clear pathway for the career advancement while also bringing in external talent with the new perspectives and the skills that are not available internally.

To support this, innovate take and invest in leadership development programs and encourages cross departmental project collaborations to prepare the internal candidates for the future roles are concerned. What balance should we strike between the internal promotions and external hiring to maintain the moral and bring in the fresh perspective? Now, the leveraging social media, job boards and the professional networks. So, Design Sphere, a digital design agency aims to attract top talent by optimizing in recruitment strategy across different platform. For creative roles, it focuses on showcasing its culture and portfolio on Instagram and the behinds, the attracting candidates who value creativity and innovation. LinkedIn is used for the sourcing experience and the project managers and the business development roles.

They are emphasizing the agency's growth and the client success stories. Additionally, design sphere boasts openings on the niche job boards popular with the design community to target the candidates with the specific skill sets and ensuring a wider yet focused reach is there. How can we leverage the social media, job boards and professional networks effectively for the different roles are concerned? Here the announcing the employee referral programs, the safeguard a security service firm recognizes that it has best hires often come through employees reference. To make its referral program more effective safeguard decides to increase the incentives for the successful hires. and introduces a tied reward system and based on the levels of the position   field.

Furthermore, the company starts hosting regular internal events where the employees can take invite the friends who are interested in careers in security allowing potential candidates to experience the company's culture firsthand. The approach is not only that is incentivizing the employees to refer the qualified candidates, but also fosters a sense of involvement and pride in helping shape the company's future. What role do employees refer reference play in our recruitment strategy and how can we make the program more effective? So, with the help of this case study we understand that is the that employee reference they are making a very supportive and it depends again on the organizations the interest references that is what they are expecting and therefore, when they find that is the many organizations that employee referrer that that source of hiring that becomes the more successful as compared to taking the unknown employee is concerned. So, utilizing the artificial intelligence and recruitment technology is concerned. So, therefore, Health Link, a healthcare provider faces challenges in managing the volume of applications for nursing   and   administrative   positions.

To streamline its recruitment process, Health Link is implemented in AI driven applicant tracking system that automates resume screening based on the predefined the criteria and identifies top candidates for the future further assessments. The company also integrates video interviewing software that uses AI to analyze candidates responses and the non-verbal cues, helping to shortlist candidates more efficiently. These technologies enable HealthLink to reduce the time to hire and ensure that human recruiters spend their time engaging with the most promising candidates are there. How can we utilize AI or recruitment technologies? This is the case study which help us to streamline the recruitment process. So, forming the partnership with the educational institutions and the professional   associations.

I would like to take this case study of the Eco constructs, a sustainable construction company struggles to find qualified engineers familiar with the green building practices.

To address this EcoConstructs forms partnerships with universities offering programs in sustainable design and engineering, providing guest lectures, internships and collaborative research opportunities. The company also becomes actually involved with professional associations in the green building sector, sponsoring events and the workshops. These partnerships help EcoConstruct to source talent directly from educational institutions ensuring a steady pipeline of candidates who are not only skilled but also passionate about the sustainability. What partnership with educational institutions or professional associations can be formed to source talent? And therefore, we can see with the help of these case studies, the many questions which has been raised for the recruitment of the employees, potential employees for the organization that can be solved. Thank you.