EMPLOYEE

RESOURCING

STARTEGY

(Pp. 154-167)

Employee Resourcing

Employee resourcing is the act of obtaining and then retaining a workforce with the right skills, competencies, values and attitudes. Resourcing is akin to other HR activities such as employee development, reward management and employee relations. Other activities include HR planning, recruitment and selection, retention and redundancies. Employee resourcing also takes care of employment contracts.

Employee resourcing process is a part of human resourcing management which addresses one of the core areas of human resource practices: recruitment and selection.

Employee Resourcing

The major role of human resource management is acquiring the employee services, developing their skills motivating them to high levels of performance And ensure that they continue to maintain their commitment to organizational objectives that leads to the implementation of organizational Strategy.

Employee Resourcing

Employee resourcing is a fundamental component of effective HR practice and it is absolutely crucial for any successful business. Effective resourcing will address issues of whom to employ in the first place and how to engage, motivate and reward them within the organization's structure. These considerations are critical to achieving mutually beneficial goals for both the employer and employee. The core principle behind effective resourcing is to minimize employee costs while maximizing employee value and to acquire the correct behavioral mix of attitude and commitment in the organization.

Employee Resourcing

For example, a publisher who needs a new person in the marketing department needs to hire a person that understands traditional modes of marketing, but ideally will find a person with expertise in online marketing approaches, such as SEO and social media, to address changing marketing trends.

Employee Resourcing

Resourcing Strategy

Resourcing strategy ensures that the organization obtains and retains the people it needs and employs them efficiently. The objective of resourcing strategy is to find the most suitable workforce the organization needs, with the appropriate qualities, knowledge, capabilities and potential for future training. The aim of this strategy is therefore to ensure that an organization achieves competitive advantage by employing more capable people than its rivals. This strategy also seeks to retain them by providing better opportunities and rewards than others and by developing a real organizational culture.

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Objectives of ERS (P. 154)

✓To obtain the right basic material in the form of a workforce endowed with the appropriate qualities, skills, knowledge and potential for future training;

✓The selection and recruitment of workers best suited to meeting the needs of the organization ought to form a core activity;

✓To gear the HRM policies towards development and motivation could be built.

Components of ERS (P. 154)

✓ Human resource planning (often referred to, especially in the public sector, as workforce planning) – assessing future business needs and deciding on the numbers and types of people required.

✓ Developing the organization's employee value proposition and its employer brand.

✓ Resourcing plans – preparing plans for finding people from within the organization and/or for learning and development programmers to help people learn new skills.

Components of ERS (P. 156-157)

✓Retention strategy – preparing plans for retaining the people the organization needs.

✓Flexibility strategy – planning for increased flexibility in the use of human resources to enable the organization to make the best use of people and adapt swiftly to changing circumstances.

✓Talent management strategy – ensuring that the organization has the talented people it requires to provide for management succession and meet present and future business needs.

Retention Strategy (P. 163-166)

Analysis of reasons for staying or leaving

- ❑ Pay
- ❑ Job design
- ❑ Performance
- ❑ Learning and development
- ❑ Career development
- ❑ Commitment
- ❑ Lack of group cohesion

Retention Strategy (P. 163-166)

❏ **Analysis of reasons for staying or leaving**

The reasons why people remain with the organization can be established through attitude surveys.

An analysis of why people leave through exit interviews may provide some information, but they are unreliable – people rarely give the full reasons why they are going.

The retention plan should address each of the areas in which lack of commitment and dissatisfaction can arise.

Retention Strategy (P. 163-166)

❑**Pay**

Problems arise because of uncompetitive, inequitable or unfair pay systems. Possible actions include:

reviewing pay levels on the basis of market surveys;

✓introducing job evaluation or improving an existing scheme to provide for equitable grading decisions;

✓ensuring that employees understand the link between performance and reward;

✓reviewing performance-related pay schemes to ensure that they operate fairly;

✓etc

Retention Strategy (P. 163-166)

❑Job design

Dissatisfaction results if jobs are unrewarding in themselves. Jobs should be designed to maximize skill variety, task significance, autonomy and feedback, and they should provide opportunities for learning and growth.

Retention Strategy (P. 163-166)

❑**Performance**

Employees can be de-motivated if they are unclear about their responsibilities or performance standards, are uninformed about how well they are doing, or feel that their performance assessments are unfair.

✓ express performance requirements in terms of hard but attainable goals;

✓ get employees and managers to agree on those goals

✓ encourage managers to praise employees for good performance

✓ train managers in performance review techniques such as counseling

✓ etc

Retention Strategy (P. 163-166)

❑Learning and development

Learning and development programmers should be developed and introduced that:

- ✓ give employees the competence and confidence to achieve expected
- ✓ performance standards;
- ✓ enhance existing skills and competencies;
- ✓ help people to acquire new skills and competencies so that they can make
- ✓ better use of their abilities, take on greater responsibilities, undertake a
- ✓ greater variety of tasks and earn more under skill- and competency-based
- ✓ pay schemes;
- ✓ ensure that new employees quickly acquire and learn the basic skills and
- ✓ knowledge needed to make a good start in their jobs;
- ✓ etc

Retention Strategy (P. 163-166)

❑**Career development**

➢**providing employees with wider experience;**

➢**introducing more systematic procedures for identifying potential, such as**

➢**assessment or development centers;**

➢**encouraging promotion from within;**

➢**developing more equitable promotion procedures;**

➢**providing advice and guidance on career paths.**

Retention Strategy (P. 163-166)

❑**Commitment**

✓explaining the organization's mission, values and strategies and encouraging employees to discuss and comment on them;

✓communicating with employees in a timely and candid way, with the emphasis on face-to-face communications through such means as briefing groups;

✓constantly seeking and taking into account the views of people at work;

✓providing opportunities for employees to contribute their ideas on improving work systems;

✓introducing organization and job changes only after consultation and discussion.

Retention Strategy (P. 163-166)

❑Lack of group cohesion

Employees can feel isolated and unhappy if they are not part of a cohesive team or if they are bedeviled by disruptive power politics. Steps can be taken to tackle this problem through teamwork (setting up self-managing or autonomous work groups or project teams) or team building (emphasizing the importance of teamwork as a key value and rewarding people for working effectively as members of teams and developing teamwork skills).