1) **Overview of process and steps involved in human resource planning, recruiting, interviewing, selecting and hiring of employees**

The human resource planning is the first stage, which is anticipating the future demand of the organization, whereby factors such as technological, cultural or changing dynamics of the industry come into play. This is one of the most important activities as the role of Human resource is to prepare for any such events instead of getting surprised. They have to ensure that the business is not susceptible to changing workforce market or is in conjunction to it through the very planning by which the Human Resource was able to identify these needs in advance (Bartram, 2007). The Human Resource needs to plan through first assessment of the current workforce which includes their total strength with respect to skills, competencies, capabilities, designations, compensation benefits, age etc. After assessing the current demand, the human resource needs to forecast the future demand through various metrics such as turnover rate, attrition, lay-offs, promotions or any such events that may impact all the said metrics. Moreover, uncertain and unforeseeable events should also be taken into account such as abrupt transfers or resignations.

After the above two steps, the next is to match the current supply with the future demand, here the human resource has to possess a comprehensive knowledge of the industry and take on multiple hats to make a demand forecast that is well aligned with the organizational goals (Bartram, 2007). After identifying the gaps in the current supply and future demand, the HR needs to meet these gaps through talent acquisition, talent management, training, and relocation and communication programs. After planning,

recruitment may take place based on the demand forecast or after identification of staff shortage. The process starts with advertising the position, either vacant or perhaps a new role and ends with selecting a candidate which is qualified for the role and is a good organizational fit. The recruitment process may have the employment tracking by which the criteria and factors are judged with respect to the advertised role and if it is a match the candidate may go through a form of screening which ranges from various IQ and EQ tests to short interviews by HR and moving n to interviews which are more technical and functional and conducted by the managers of a certain department and if all goes well, medical and background checks are done followed by the candidate selection. The interviewing stage may consist of 2-3 interviews or even just one based on the position and the interviewer, here the HR along with the managers work together to find the best candidate after which the selection and hiring is finally done.

2) **A comprehensive strategy for training new employees with focus on the role of the new employees in the organization**

Training helps in making sure the employees not only acquire new skills but are competent to take up any challenges or work efficiently in the face of any change (Bartlett, 2007). It helps employees polish their skills, use new technology and enter new markets. For new hires, training becomes even more important to ensure they get well settled in the organization and possess all the necessary knowledge and skills (Bartlett, 2007).First of all, the human resource needs to have a deep understanding of the role and designation of the new hires along with their job description and the skills and

competencies needed to succeed in the role to begin the training process which is developing the understanding of the organization's training needs (Bartlett, 2007). These needs may fall in the following categories:

- Skills that the new hires may have to gain due to organizational differences.

- Skills that the existing workforce have and the new employees need to learn.

- Skills the new hires need to polish or practice before they apply it in their work life

- Skills needed to advance in their career levels and path

- Regular training in order to be up to par with the industry standards.

After identifying what needs to be taught based on the competencies of the candidates or any gap thereof which needs to be bridged, the Human resource needs to build an employee training plan which is personalized and customized ideally. However, the process isn't as tedious because every Human Resource has an inventory which they may utilize and tweak accordingly (Morrison, 1996). Therefore, before any new programs are designed, the HR needs to check their current inventory such as existing presentations, videos, equipment to the personnel's who can train the new employees. The personnel's can be hired or in-house, depending upon the role or the organization. Whether training in a classroom is more rewarding or an in-person training. Other than this, the HR also needs to make decisions such as availability of any commercial resources, or any other training resources that may be available online and offline and how to ensure the entire training process is fruitful for the new hires by matching the gaps with the knowledge and training the new employees will acquire. The best strategy is always taking the suggestions and concerns of the new workforce and take that into consideration while designing

the curriculum whilst also taking help from the management who the new hires will be working with in order to understand the deficiencies that can be met through the training.

3) Propose 2-4 strategies aimed at motivating the employees to learn key aspects about their new jobs.

It is essential to ensure that the new hires are able to adjust in the organization and are more than ready to succeed in their role as well as understand the organization's policies, goals and objectives, culture and traditions. All of these factors are important as motivational factors for the new hires and their job in the organization. Taking these into account, few strategies that the Human resource should use to motivate employees for their learning in key aspects about their new jobs are as follows:

- Have an extensive analysis and deep understanding of the individual with regards to their past experience, qualification, skills, competencies and capabilities along with their strengths and weaknesses and match it with their new role in the organization. Then propose a training plan which is relevant and full of learning opportunities that the individual may get motivated to learn and understands his/her benefit in acquiring those skills through the workshops and training.

- The goals should be clear and attainable through not only the design of the curriculum itself but making sure the new hires see them as achievable with respect to the goals initially set. This can be done through taking their suggestions and concerns or any clarifications they may require to succeed in the said role or job. Have clear

responsibilities and points of action for the new hires to take to have a set criteria to measure success.

- Another way to motivate employees regarding their learning can be emphasizing on the long term career prospects which is always fruitful and answers the question "What's in it for me?" directly. The effort to motivate through this strategy is to make sure that the process is as transparent and has an impact on their career path. It can be done through various metrics such as their appraisal, their performance management (Morrison, 1996).

- A feedback system should be in the loop to have a two way communication in order to make the new employees feel that they have a say and can easily approach any one in case of any problems or difficulties they are having with regards to their new job.

- The human resource may also take an approach of telling the employees about the challenges, issues or difficulties they may have that can impact their success in their new role and how learning certain key aspects about their job can help them easily pave through them and come out as a champion. This strategy works really well as employees know beforehand what key aspects are helping them exactly with specific situations regarding their job (Bartram, 2007).

4) Determine the key issues that human resource management employees would be likely to encounter in the health care field. Prepare a plan that will enable the new employees to address each issue which includes instructional strategies, resources that will be utilized and evaluation criteria for determining success.

The key issues that human resource management in the health-care industry pertains to the prevailing lack of qualified professionals which is a staggering figure. The amount of pressure is
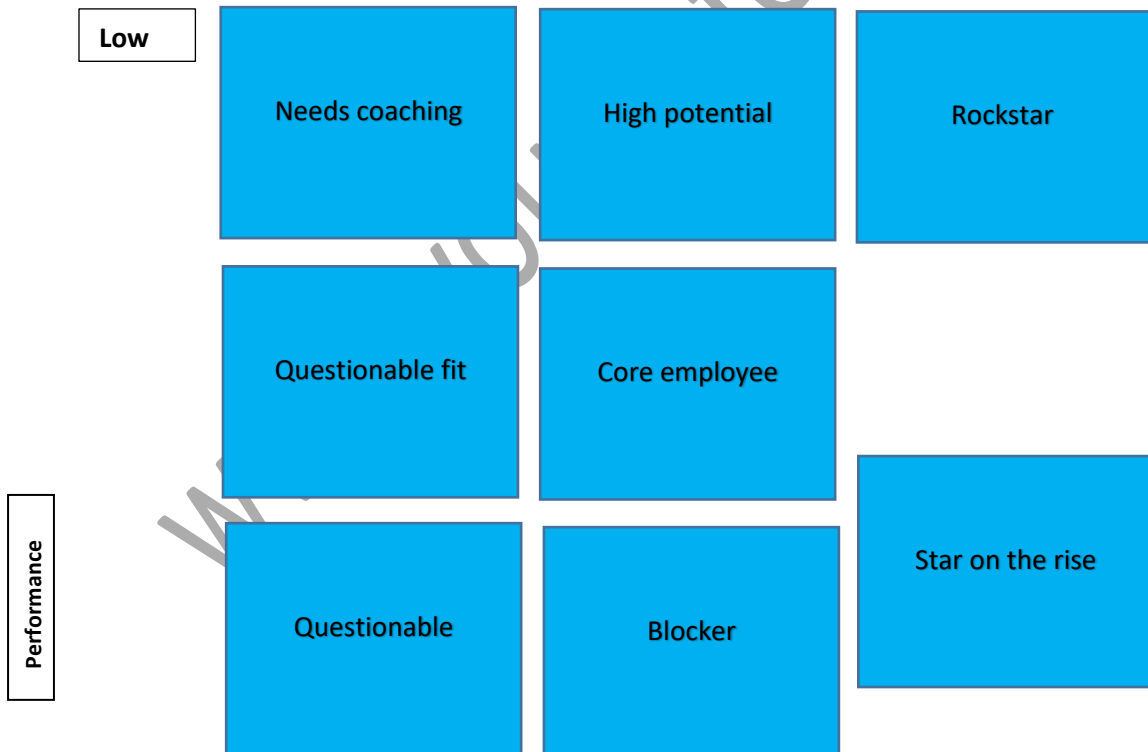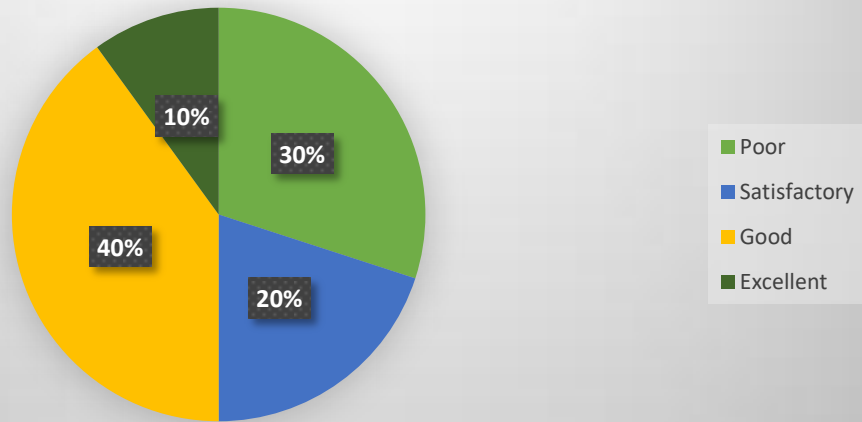
immense for the HR working in this industry. These are due to the aging of the baby boomers, early retirement along with limited capacity of the nursing programs. The lack of easily available qualified professionals has favored the job seekers which is a problem for the organization and especially its human resource in making sure their organization is differentiated among the many who are vying for the same candidates. They may have to offer more incentives, compensation and benefits that they may have avoided had the staff shortage not been a problem. Another issue is the worst nightmare for the HR of any organization: The high turnover rate. This is a widespread problem in the healthcare industry especially for new hires because of a number of factors such long hours, level of stress, quality of training and the most important of all which is more of a consequence for the mentioned factors is the fact that the switching cost for them is very low as they are aware that they can easily get a job anywhere else due to the prevailing shortage of professionals in the industry (Landsbergiss, 1998). The cost associated with turnovers is extremely high costing millions of dollars. The complex compliance standards and stringent policies is also an issue plaguing the healthcare industry specifically as the industry is highly regulated (Landsbergiss, 1998). The professionals face death and life threatening scenarios with the patients on a daily basis and ensuring adherence to all standards poses a challenge for the HR (Phillips, 2012). Training and development is another issue because the employees are always seeking to learn new skills as well as the fact that the health care industry is the place where technological advancements are most common as they enhance the quality of the care provided and save time therefore the training of the employees to be able to use new equipment is an issue with respect to the time and cost associated with this activity.

The human resource can ensure that the new employees are able to address these issues by first making sure that they are the right candidate and understand the intricacies of their job well,

moreover they have a long term interest in not only the organization (Phillips, 2012) but in their field as well as such people are well aware of the challenging aspects of their job and do not get intimidated easily (Franco, 2002).After making sure the employees are aware of the challenges, the threat of them leaving the organization may become the pressing issue due to internal factors which need to be addressed through a variety of ways such as feedback and appraisals, training and development, monetary and other benefits and most important of all the long term career prospects of the new employees in the organization (Franco, 2002). Then comes the compliance issues which can be dealt head on during the probation period of the new hires by keeping complete track of their behavior and response to various scenarios. Lastly, the training and development curriculum for the new hires needs to be well communicated and transparent to ensure that they know that the organization looks after their interest as well and the employees are in it for the long haul. The resources the HR may need is a huge candidate pool, professionals required for training, commercial resources, money and ofcourse time. The evaluation criteria for success will have to be based on an integrated approach of the HR with the employees through a proper feedback system and having the KPIs well into place and measuring the performance of the metrics on a periodic basis to prevent any unanticipated events (Bartram, 2007).

5) **Design atleast 3 visual components that enhance the program that you have outlined, such as charts or diagram.**

How would you rate your training and development w.r.t to your job in the ABC company?
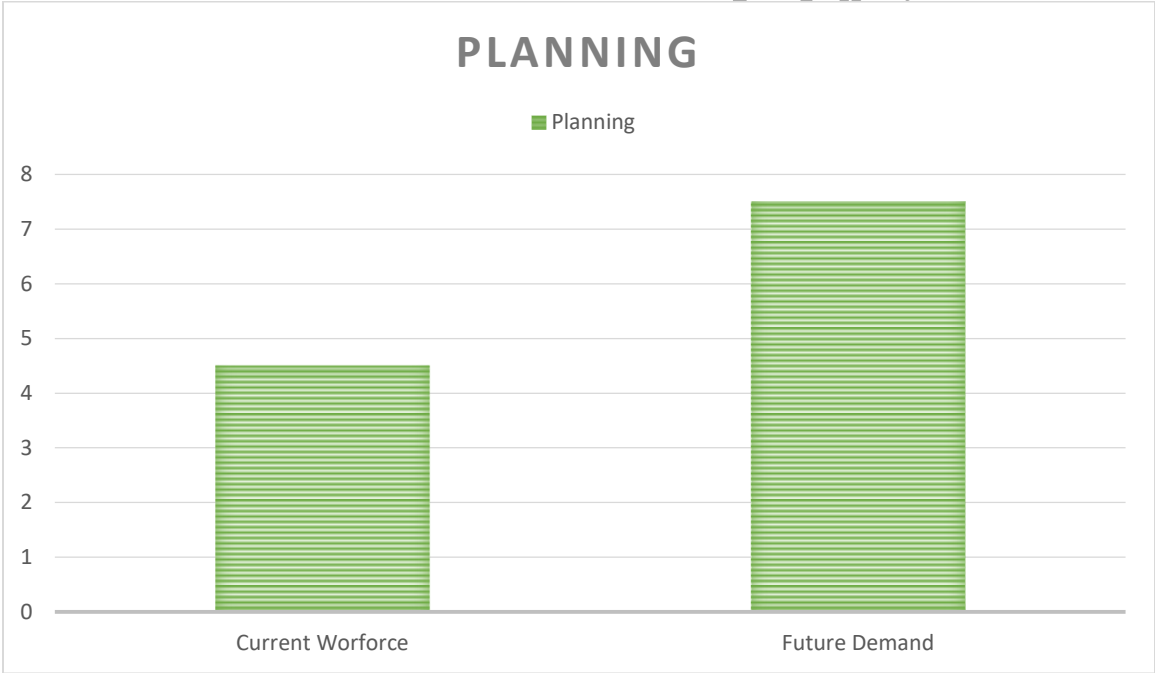

- Poor — 30%
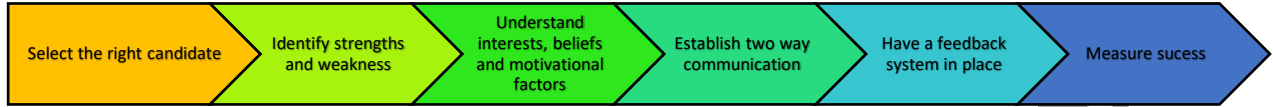- Satisfactory — 20%
- Good — 40%
- Excellent — 10%

Low

Needs coaching	High potential	Rockstar
Questionable fit	Core employee	
Questionable	Blocker	Star on the rise

Performance

Low

High

Potential

PLANNING

■ Planning

8	
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Current Worforce   Future Demand

Needs Development

Path to ensure motivation of new hires

Select the right candidate → Identify strengths and weakness → Understand interests, beliefs and motivational factors → Establish two way communication → Have a feedback system in place → Measure sucess

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