

Advanced Strategic Human Resource Management



Session 7-8

SUPPLY FORECASTING

RECAP

ELEMENTS

- Internal and External supply
- Retention capability
- Capability of current employees

METHODS

- **External Supply**: govt. estimates, industrial shifts, migration
- **Internal Supply**:
 - **Human Resource Inventory/Human Resource Information System (HRIS)**: information about each employee, employee replacement charts
 - **Succession Planning**: identifying & preparing incumbents for top positions
 - **Labour Wastage Analysis**: Turnover, absenteeism

Labour Wastage Analysis

$$\text{Employee Turnover Index} = \frac{\text{No. of employees who leave during a period}}{\text{Total no. of employees during a period}} \times 100$$

$$\text{Absenteeism Rate} = \frac{\text{No. of workdays lost due to absence from work}}{\text{Total no. of employees} \times \text{Total no. of days}} \times 100$$



Role of AI in Workforce Planning: Quinyx

- Identify peak and dull periods on 15-minute, day and week level forecasts accurately
- Identify flight risk: Flight risk prediction on employee sentiment, mentors and influences, number of years in a position, years with the current manager, etc.
- Predict supply/demand: Use public data, such as industry trends, job postings, policy decisions, or google search, to predict supply and demand

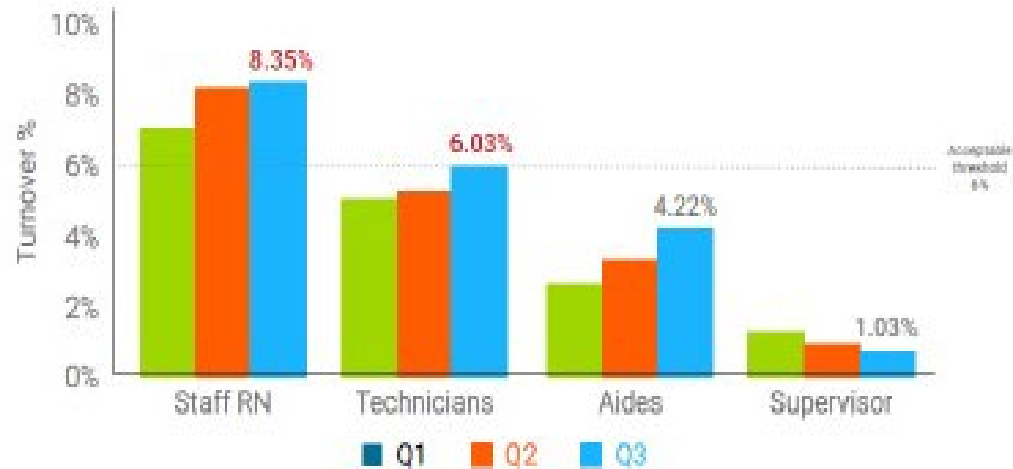


KRONOS - AIMEE

Retention Analytics

Healthcare Company

East Region



Work Group	Q1			Q2			Q3		
	% employees at risk	# employees at risk	Predicted cost impact	% employees at risk	# employees at risk	Predicted cost impact	% employees at risk	# employees at risk	Predicted cost impact
Staff RN	7.33%	95	\$4,750,000	8.35%	110	\$5,590,000	8.35%	115	\$6,750,000
Technician	5.00%	25	\$1,250,000	5.33%	30	\$1,500,000	6.03%	30	\$1,500,000
Aides	3.47%	20	\$1,000,000	3.69%	22	\$1,100,000	4.22%	22	\$1,100,000
Supervisor	1.45%	10	\$500,000	1.32%	13	\$650,000	1.03%	13	\$650,000

Current Prediction

Store 06 • Market/District 1

FORECAST	4W AVG	30 DAY AVG, ALL DOW	LONG-TERM AVG
1686	1600	1760	1743
Customers	Customers	Customers	Customers

Days influencing current prediction

Thu, Dec 05, 2018

Store 06 • Market/District 1 • Sales Floor/Grocery

Forecast	1673
Actual	1552
Error	121

ACTION PLANS

HR Supply < HR Demand



Shortage

- Overtime
- Training
- Boomerang
- Aggressive Hiring
- Campus placements
- Referrals
- Outsourcing

HR Supply = HR Demand



No action required

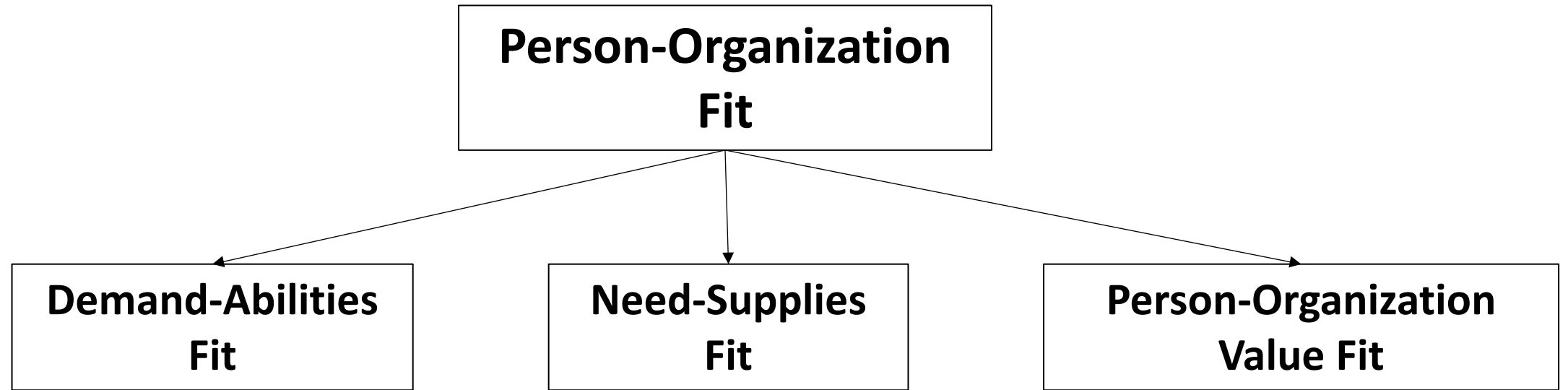
HR Supply > HR Demand



Surplus

- Reduced work hours
- Early retirements
- Attrition
- Layoffs
- Outplacement

3. Sourcing



Fit between the KSA requirements and the applicant's KSA

Fit between the applicant's career needs and aspirations and what the job has to offer

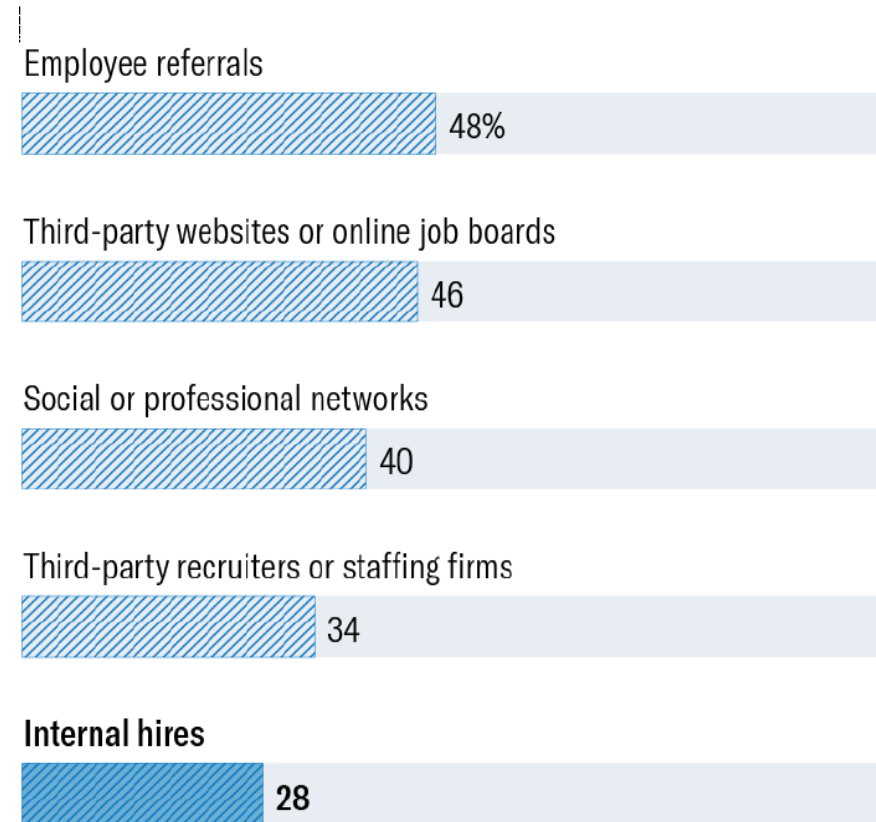
Fit between the applicant's values and the organization's values and principles

Cable & DeRue, 2003

Recruitment Sources (*What's new*)

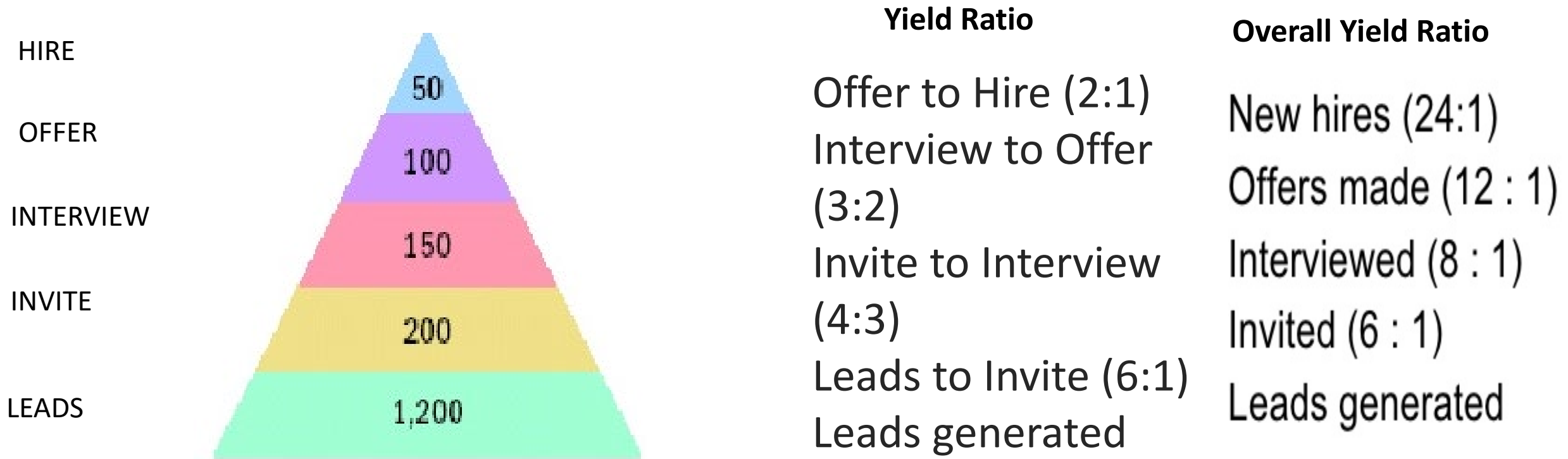
- Advertisements (*virtual job boards, ATS, virtual job tours*)
- Promotions
- Internal Job Postings
- Referrals
- Campus Hiring
- Agencies (*Recruitment Process Outsourcing, Head hunters, On-Demand Recruitment Services*)

Top Channels for Quality Hires: LinkedIn, 2017



Question: Which source usually gets the best candidates?

The Recruitment Pyramid and Yield Ratio



Recruitment Methods

- Background Check (*Validity Testing*)
- Testing – self-report, situational, projective (*Utility Analysis*)
- *Miniature job training and evaluation; simulation*
- Interviews (*situational/behavioural/stress/ profile-oriented*)
- Realistic job preview

Biases in Hiring

- Google faces lawsuit after allegations that their hiring practices are biased against white and Asian people, conservatives, and men (Lecher, 2019)
- Seasons 52 to Pay \$2.85 Million to settle ageism lawsuit
- Both men and women are twice as likely to hire men (Reuben, 2014)
- Resumes with physically attractive photos are far more likely to be shortlisted and hired (Henry, 2017)
- Affinity bias is widespread in hiring and often leads people to seek out, and hire, candidates who “look, act, and operate” like them (Tulysyam, 2019)

Class Bias

Age Bias

Gender Bias

Physical
Attractiveness Bias

Affinity Bias

How does AI-powered Hiring work?

- Job Description – identification of keywords
- Employee rating of competencies
- Content analysis of responses
- Intonations
- Facial expressions
- Grammar, domain knowledge, engagement, personality

(speech recognition, pattern recognition, NLP, machine learning, etc.)

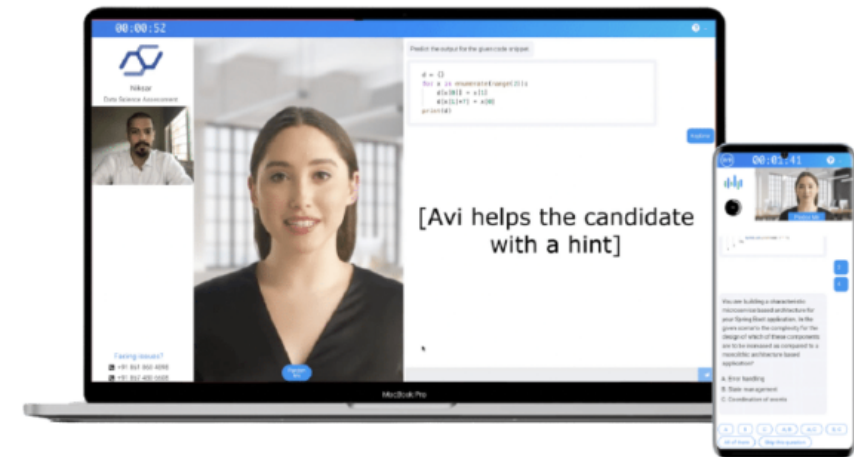
Transform Hiring using our Interview Intelligence Platform

Revolutionize hiring with AI, plan flawless interview structures, take quick AI-powered notes, reduce hiring time, and even train interviewers. Our deep interview insights empower smarter decisions and elevate your hiring.

[Book a Demo](#)

AUTO-EVALUATED VIDEO INTERVIEW PLATFORM

Customizable hard and soft skills assessments that candidates love and recruiters trust. 🤝

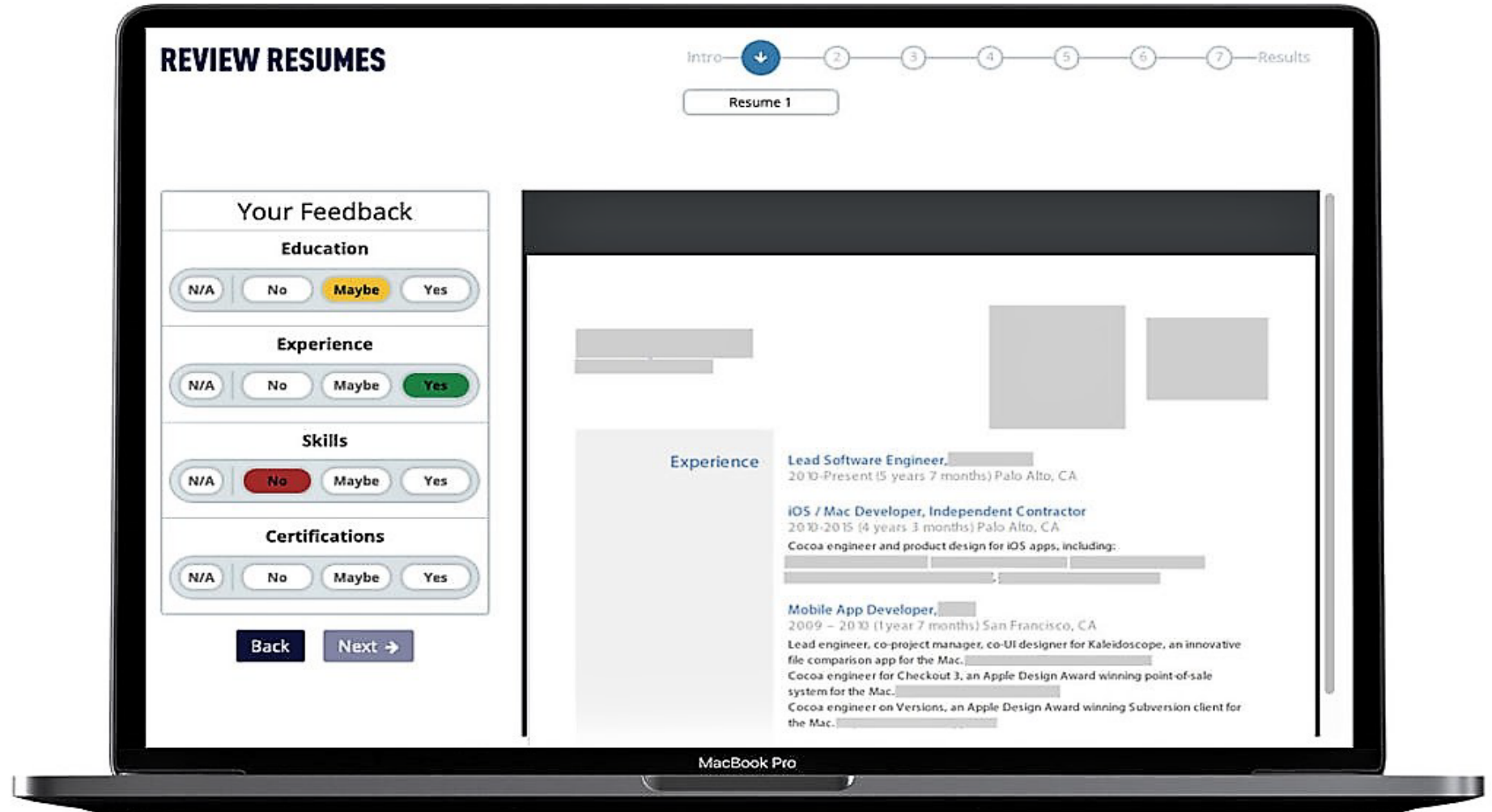


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Blind Hiring - Talvista

Blind resume screening
with redacted:

- Names
- Email Addresses
- Social Media URLs
- Headshots
- University/School
- Previous Employer



Unbiased Job Communication - Textio



New Import Help

Document library

Analytics

Ben

Customer Service Manager

Job post for a Customer service role in Chicago

Our **passionate** team is hiring a **competitive** and **results-driven** customer service manager. We're a fun, **fast-paced** company, but we always **work hard**. As **our team** is rapidly **expanding**, we are looking for a **forward-thinking** leader. This is a role where you will be more than just a cog in the system. We are looking for a **phenomenal** customer representative who will be a **proven** team player. Instead, you could try to be a **phenomenal** customer representative who will be a **proven** team player.

You could attract more women to apply by changing your language.

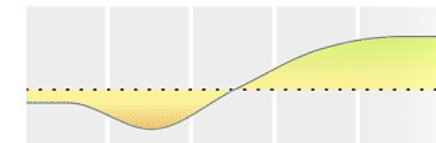


Textio Score Below Average

Slightly masculine tone



Appeals to older people



- Hiring score: Likelihood that this job will fill faster than similar jobs (passivity score, active candidates, comparison with others)
- Bias meter: Hidden gender bias, possible replacements
- Flow: AI-assisted content generation



(True Story) A founder friend of mine opened a role recently. Within 2 weeks, they had 500+ applications.

Great problem to have, right?
Not quite.

They started manually reaching out to the most promising candidates...and were hit with a wave of responses like:

- 👉 "Could you resend the job description?"
- 👉 "Can you tell me a bit more about the company?"
- 👉 "Which role was this again?"

Turns out, many were using AI tools that auto-apply to jobs on their behalf.

No research. No intent. Just volume.

But here's the part that stings:
Some of these candidates were really good.
Exactly the kind of people they wanted to hire.

But how do you move forward with someone who doesn't even know why they're in the room?

If the intent's not there - if the curiosity isn't real - what's left to build on?

It's ironic, really.

In the hope of finding the right opportunity through AI...
Some candidates are ghosting the very ones that might actually change their careers.