
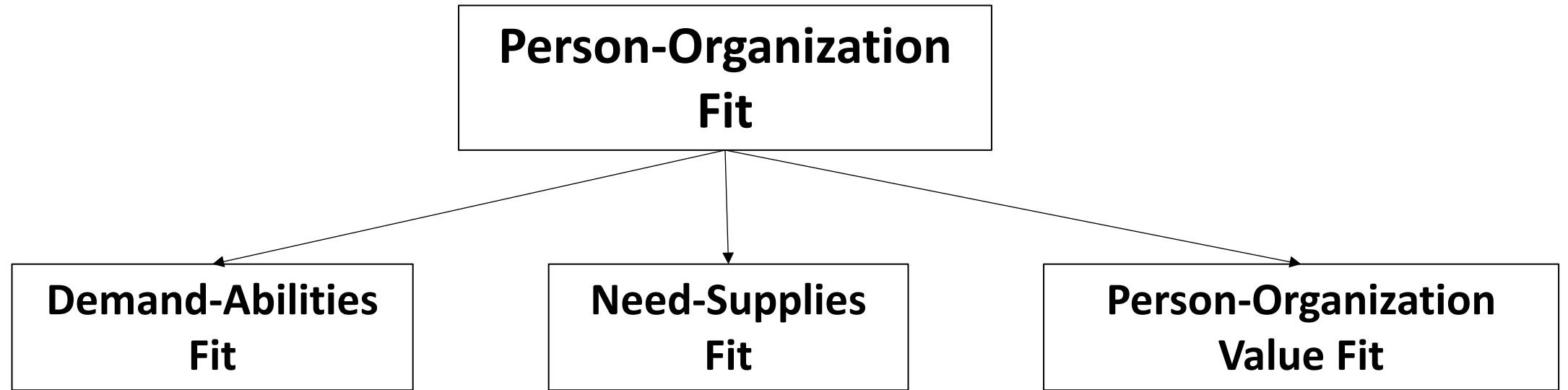


# Advanced Strategic Human Resource Management

A row of wooden figures, with one red figure standing out in the center. The figures are arranged in a line, receding into the background. The red figure is the focal point, standing out from the rest of the white figures.

## Session 7-12

# Recruitment



*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*

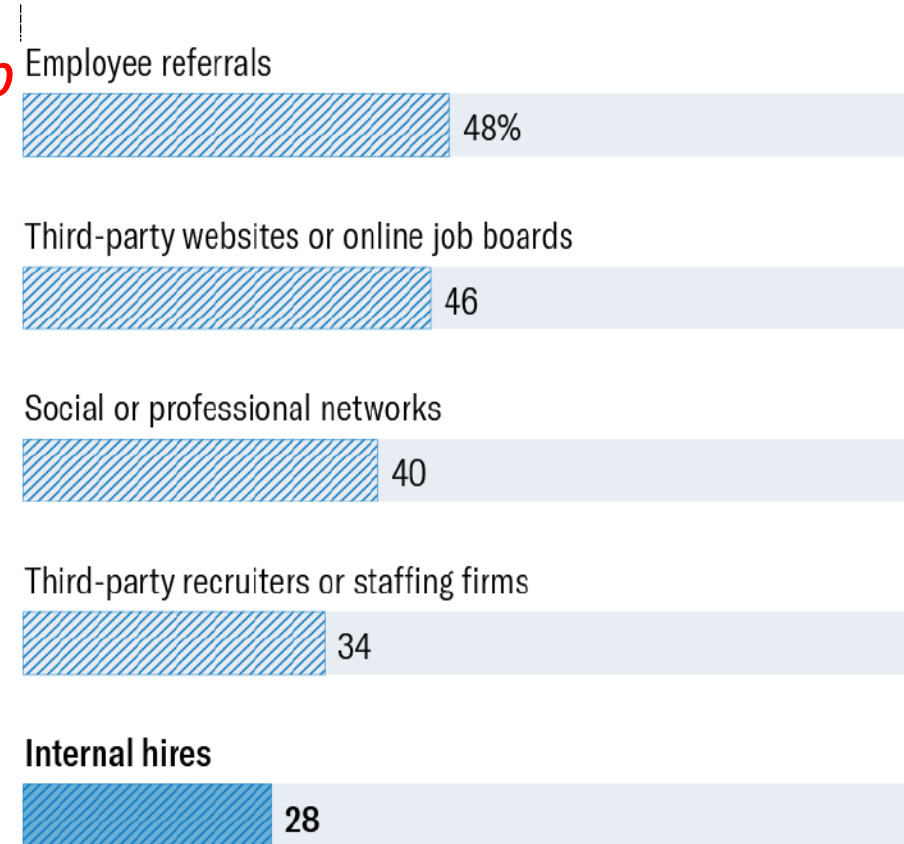
*Fit between the applicant's values and the organization's values and principles*

*Cable & DeRue, 2003*

# Recruitment Sources (*What's new*)

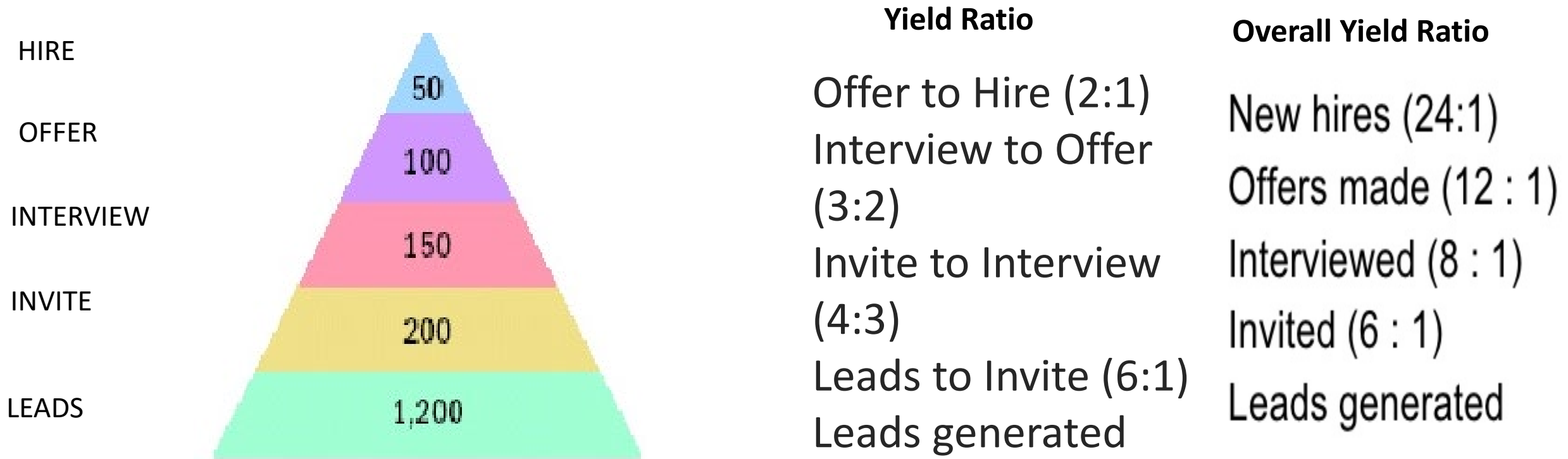
- Advertisements (*virtual job boards, ATS, virtual job tours*)
- Promotions
- Internal Job Postings
- Referrals
- Campus Hiring
- Agencies (*Recruitment Process Outsourcing, Head hunters, On-Demand Recruitment Services*)

Top Channels for Quality Hires: LinkedIn, 2017

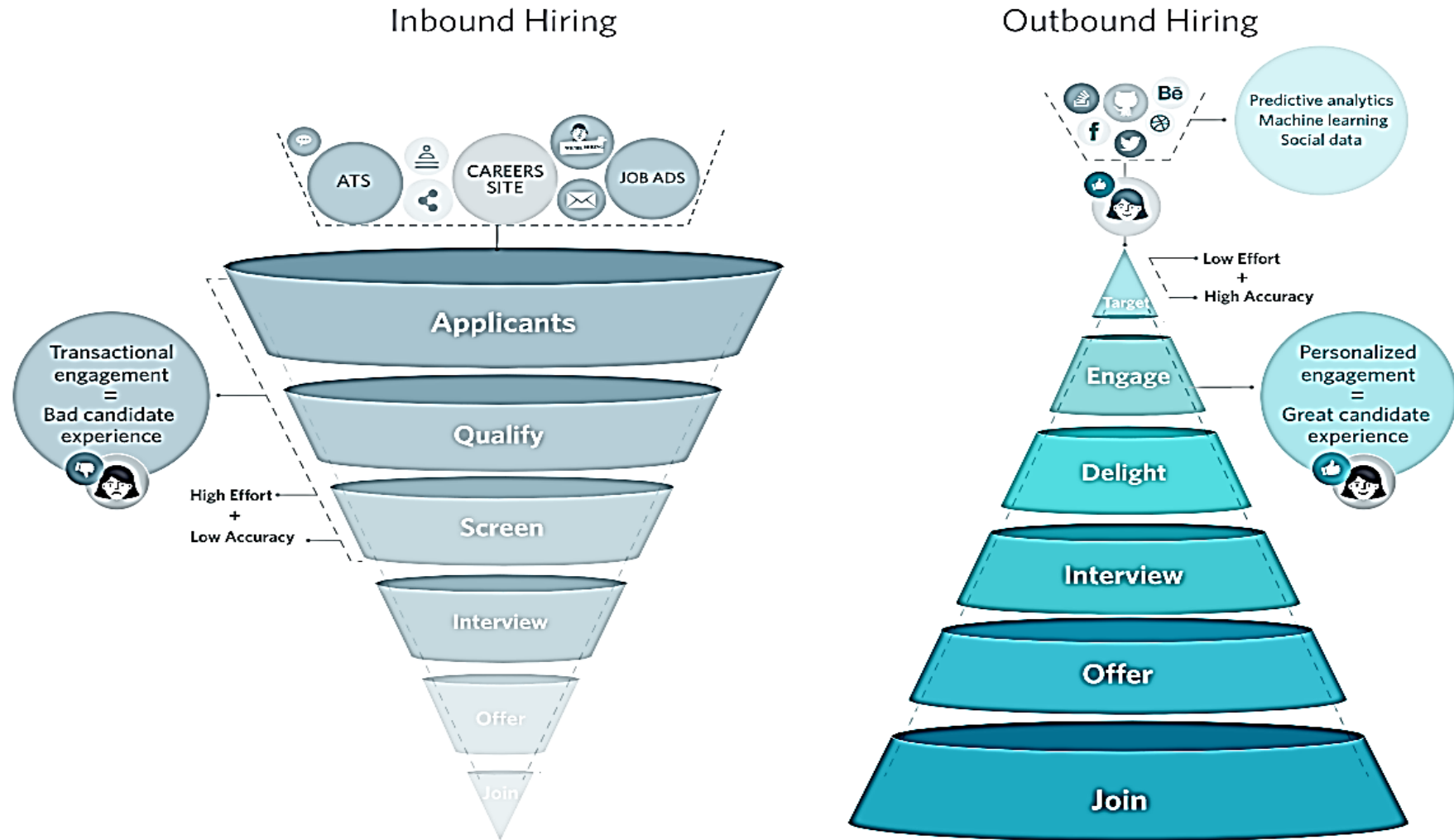


Question: Which source usually gets the best candidates?

# The Recruitment Pyramid and Yield Ratio



# Flipping the Recruitment Pyramid



# 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

# Technology in Hiring

# 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.)*



Helping companies hire best talent remotely

TECH SKILL

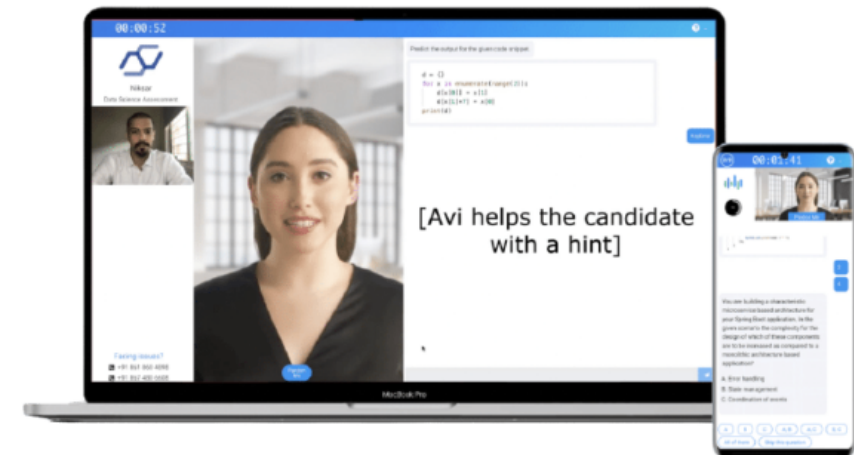
# Transform Hiring using our Interview Intelligence Platform

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

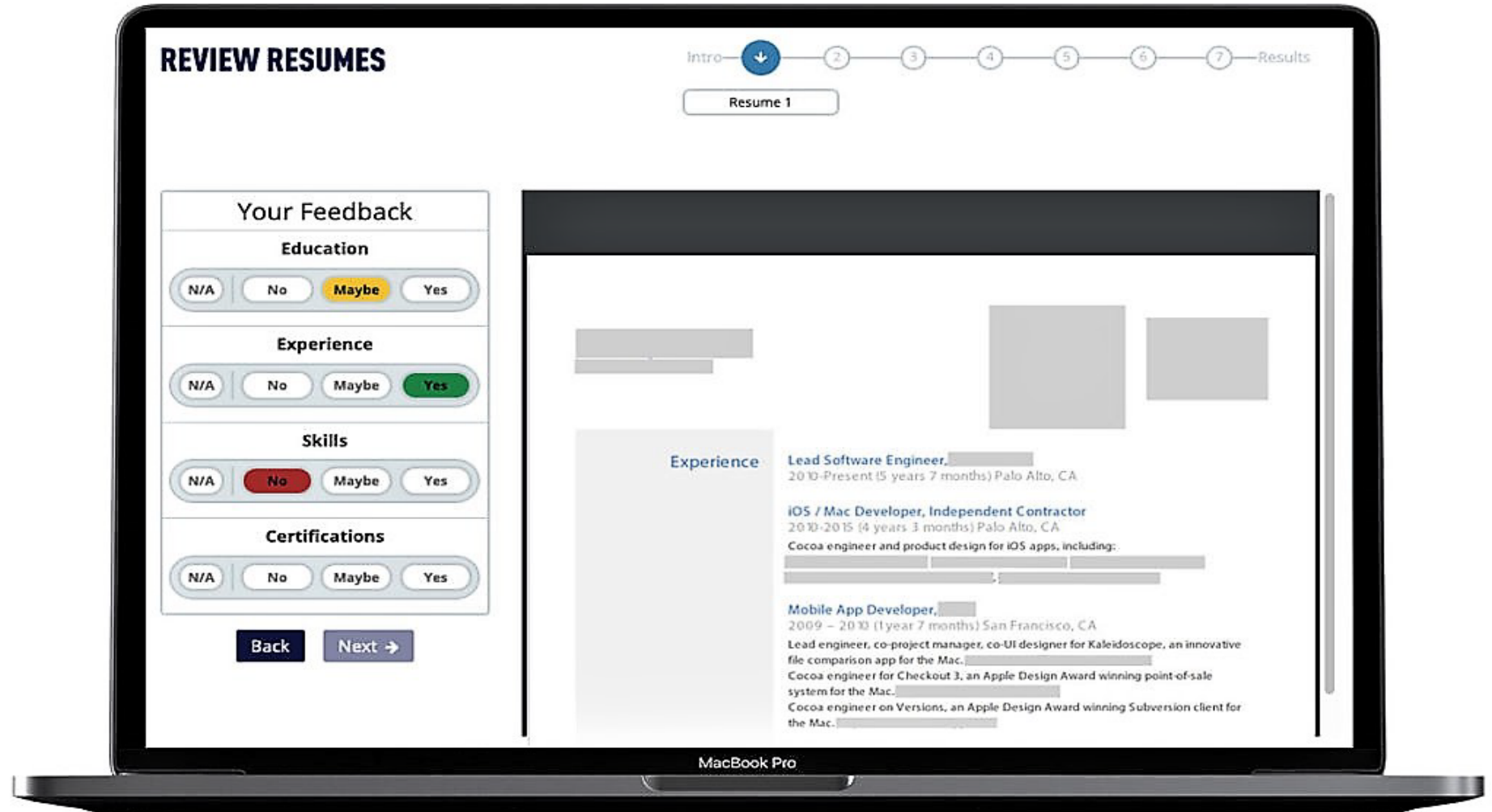
Customizable hard and soft skills assessments that candidates love and recruiters trust. 🤝



# 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.

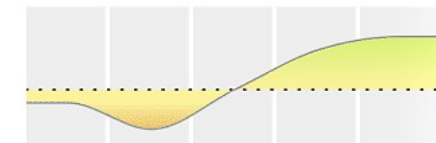


Textio Score  
Below Average

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



[Redacted] • 1st

CAFE (India) Limited | Ex AIB | Ex AISTOM | IIM Indore | IIT Dgp

2mo • Edited • [Lock icon]

I got this rejection mail from Berger Paints. Possibly this is the happiest I have ever been in the last 4 years with regards to a job application on LinkedIn.

In the last 4 years, this is the first mail I have received acknowledging that my resume was actually seen when I have applied from LinkedIn without any premium service.

Even if I was the first applicant or I applied 2 weeks after the job was posted with no matter how big the companies were or how small and new they were, I have to date not received any communication from them regarding the application process whenever it was through LinkedIn.

I have had HRs from companies like ByteDance contacting me themselves, asking for a time to connect and when I give them a specific time, they disappear completely. This is a trend of Database building that I have seen recently.

Until and unless I apply on company websites, where the response rate is still a tad bit better, I have never had a single successful "communication" from LinkedIn forget going ahead with it.

[Berger Paints India](#) You have practically won me over with this.



8



## Berger Paints India has an update for you.



### Berger Paints India - Business Head

Applied on July 1, 2020

Thank you for your interest in the Business Head position at Berger Paints India in Kolkata, West Bengal, India. Unfortunately, we will not be moving forward with your application, but we appreciate your time and interest in Berger Paints India.

Regards,  
Berger Paints India

# Employer Branding

- Audit existing culture and environment
- Build and define Employer Value Proposition (EVP)
- Communicate EVP keywords in job postings and organizational communication
- Provide high-quality virtual tours and RJPs to candidates; provide outstanding recruitment experiences
- Encourage employees to update SM profiles and leave SM reviews

Lybrand, 2018

# How To Use Social Media Effectively

- Set up your free employer account – *update profile, respond to reviews, check analytics, hire people on Glassdoor*
- Send review requests to employees – *when they are happy; be tactful ('make your voice heard' etc.)*
- Personally respond to reviews – *both good and bad; 62% respondents say their perceptions improve when firms respond to reviews*
- Flag and monitor malicious content
- Hire an agency to manage your SM profile – *Online Reputation Managers (ORM)*
- Do not be too upset – *average rating is 3.3*
- **Use the feedback to change your organization** – *but remember it will take time to improve ratings*
- Be genuine if it comes up in a hiring session

Erskine, 2017; Forbes

# Quality of Hire

## Formula:

$$(\text{Performance} + \text{Productivity} + \text{Retention}) / N = \text{Quality of Hire}$$

**Performance** is the average of all new hire performance ratings.

**Productivity** is measured as the percentage of new hires achieving full productivity in the desired time frame.

**Retention** is the percentage of new hires still onboard after a year.

**N** is the number of indicators used in the formula.

*In this example, it's 3, but you could add other metrics into the formula, and then "N" would change.*

*This yields a percentage figure. Use to compare quality of hire measures over time.*

$$\text{Quality of Hire (\%)} = (\text{Job Performance} + \text{Ramp-up Time} + \text{Engagement} + \text{Cultural Fit}) / 4$$

$$\text{Quality of Hire (\%)} = (\text{Post-Hire Performance} + \text{Candidate Satisfaction} + \text{Retention}) / 3$$

$$\text{Quality of Hire (\%)} = (\text{Job Performance} + \text{Engagement} + \text{Cultural Fit}) / 3$$

# Quality of Hire Measures Used by Organizations



<https://iview.ai/>

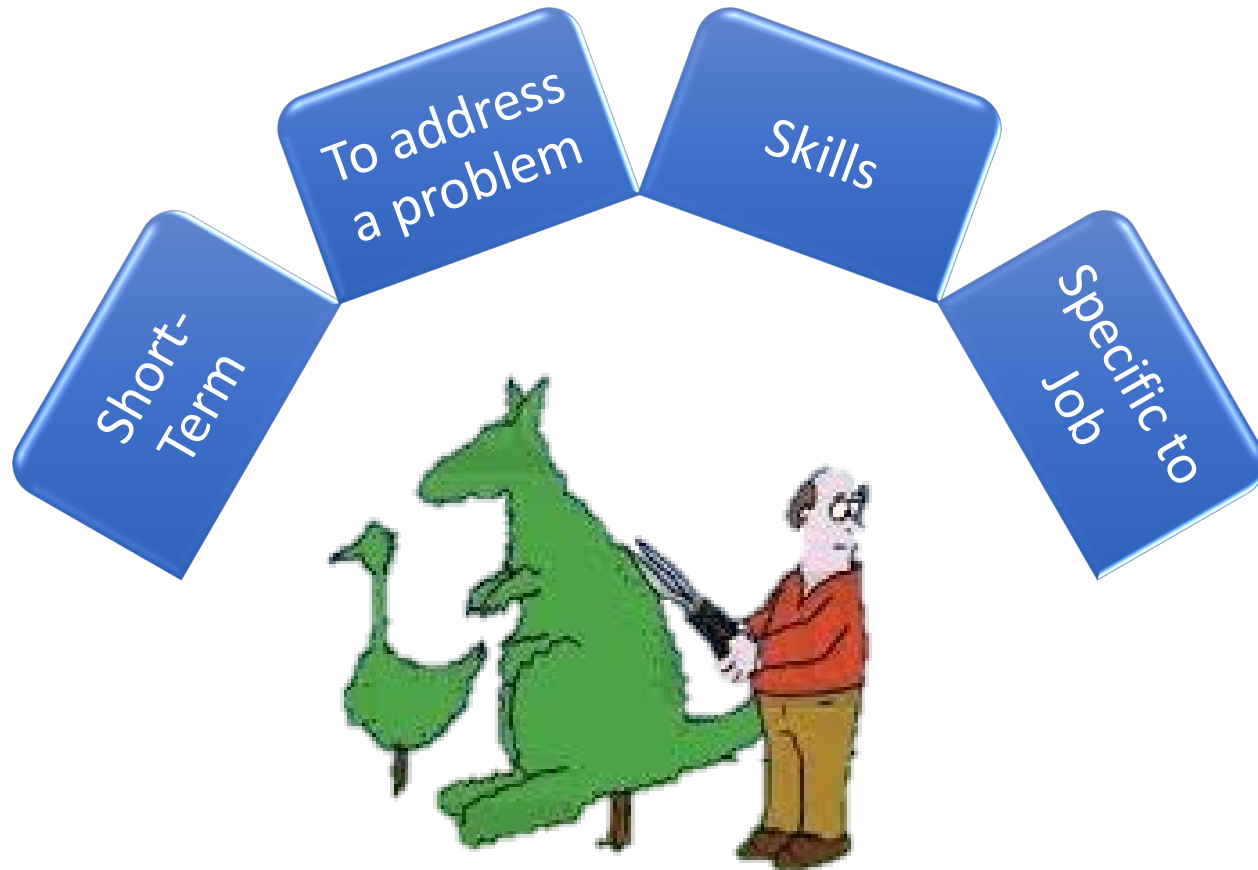
n = 305

Bishakha Majumdar. Advanced Strategic Human Resource Management. IIM Visakhapatnam. December 2024 - June 2025. [bishakha@iimv.ac.in](mailto:bishakha@iimv.ac.in)

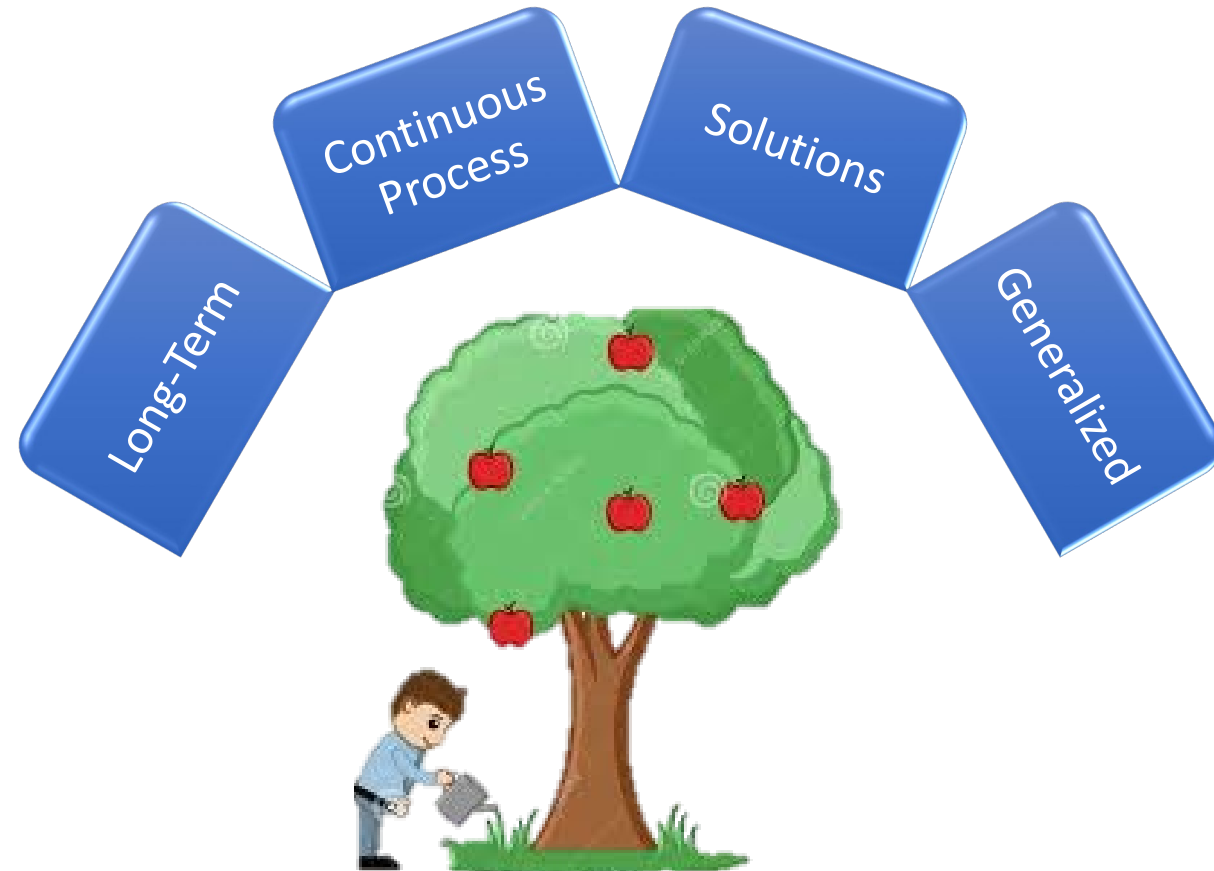
<https://harver.com/blog/quality-of-hire/>

# Training

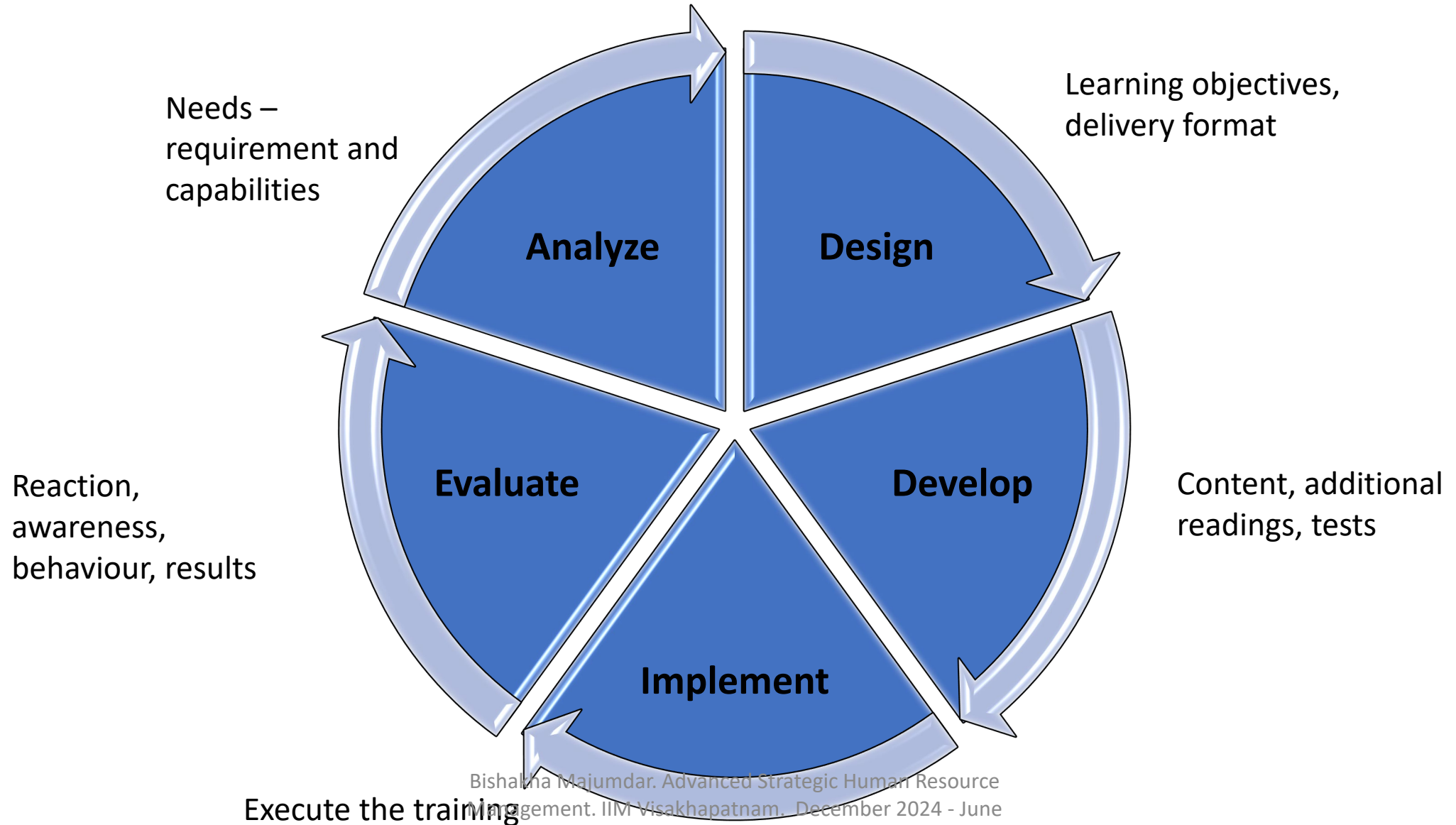
# Training



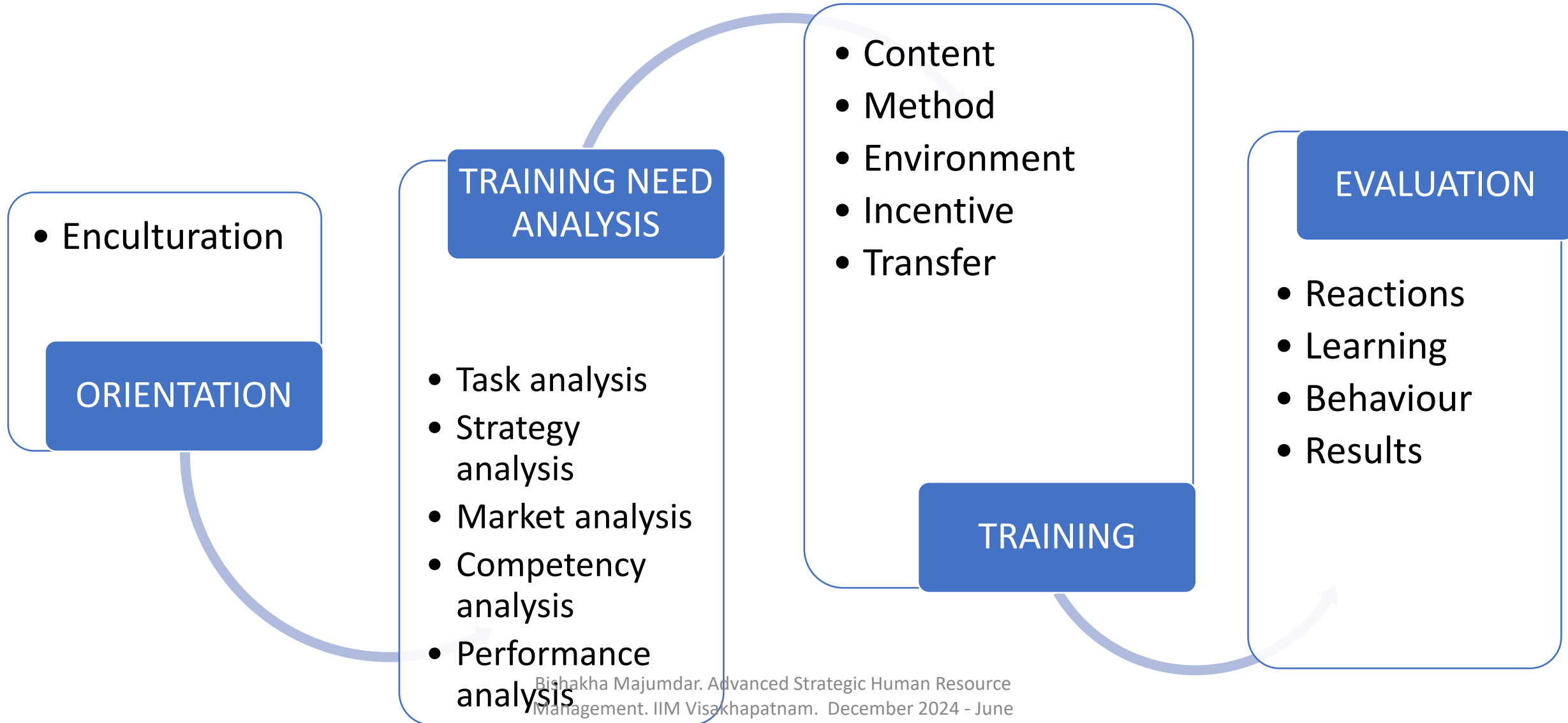
# Development



# The ADDIE Framework



# STAGES OF TRAINING



<b>Job to be analyzed:</b>	Email Marketing Executive
----------------------------	---------------------------

Goal	Job behaviors	Skills / Knowledge	Skills / Knowledge Level	Need for training	Training recommendations
<i>What organizational goal are we trying to achieve?</i>	<i>Which job behaviors contribute to achieving this goal?</i>	<i>Which skills and knowledge components are required to display the relevant behaviors?</i>	<i>What are the levels of the required skills and knowledge on a scale 1-5 (1 - lowest level, 5 - highest level)?</i>	<i>What is the level of need for training?</i>	<i>What type of training is needed to close the skills and knowledge gaps?</i>



<b>Increase email conversion rate from 3% to 4%</b>	<b>Understanding customer behavior</b> Making sense of customers' buying habits and patterns, and factors influencing this behavior.	Skill	<b>Conducting market research</b> Collecting and analyzing a variety of data	4	Low training need	Online training course
		Skill	<b>Email copywriting</b> Aligning email campaigns with key messaging	4	Low training need	Online training course
		Knowledge	<b>A/B testing</b> Conducting A/B tests, analyzing and acting on the results	3	Moderate training need	2-day intensive training course
		Knowledge	<b>Email automation</b> Working knowledge of segmentation and workflows	5	No training need	
	<b>Making data-informed improvements</b> Ability to use data to make decisions.	Skill	<b>Data interpretation</b> Interpreting data to draw actionable insights	5	No training need	
		Skill	<b>Data communication</b> Presenting findings to communicate their value	3	Moderate training need	Workshop
		Knowledge	<b>Email analytics</b> Working knowledge of how to monitor and analyze email metrics	4	Low training need	Online training course

# Training Need Analysis: Strategy

Strategy/Goal	Tasks/Targets	Competencies Required	Training Practices
Rapid growth in sales of Oriflame products	<ul style="list-style-type: none"> <li>• Quick sales</li> <li>• Customer satisfaction</li> <li>• Repeat Sales</li> <li>• Meeting of targets in time</li> <li>• Building the Oriflame brand</li> </ul>	<p>Efficiency in sales; Skill in sales/after-sales paperwork</p> <p>Comprehensive product / process knowledge</p> <p>Comprehensive market knowledge</p> <p>Good people skills</p>	<p>Sales process training</p> <p>Product training, strategy training</p> <p>Market training – territory, sales figures, trends</p> <p>Communication, ethics, negotiation, image management</p>

# Methods of Training

## Off-the Job

- Lecture
- Demonstration
- Case Study
- Role Play
- Small Group Discussions
- Simulation
- Business Games
- Computer-based training
- Action Learning
- Programmed Learning
- Assessment centres

## On-the Job

- Internship
- Job Rotation
- Apprenticeship

## Self-Driven

- Professional credentials
- Microskill training  
*(Digital badges)*
- remote team management
- agile/scrum certificates
- remote hiring process
- basic cybersecurity awareness
- customer experience (CX)

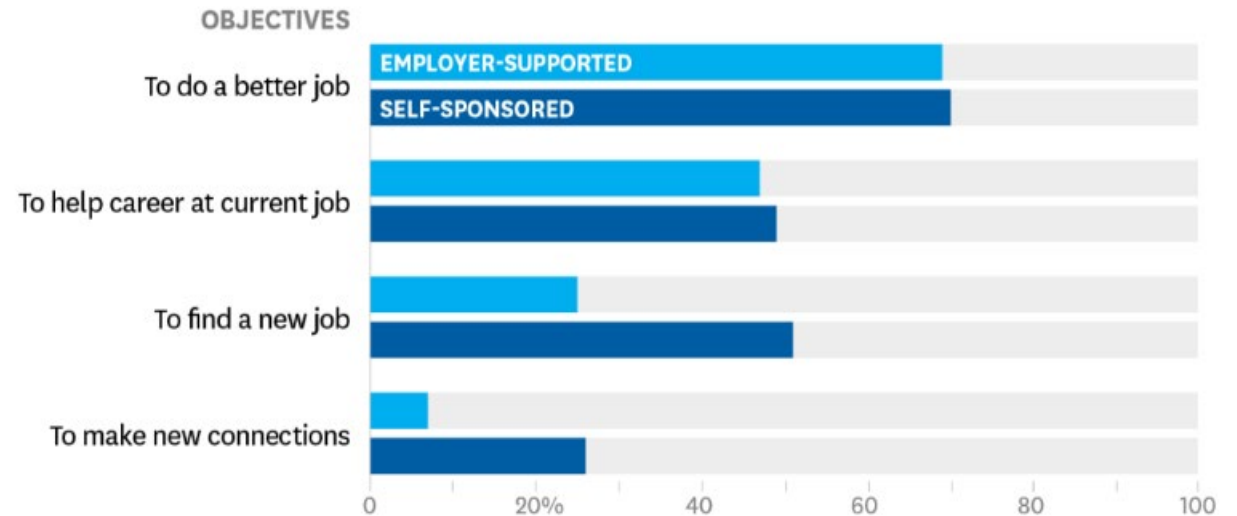
- Technical skills lose relevance in 2.5 years — twice as quickly as other types of skills, on average. *(IBM)*
- By 2025, as many as 70% of employees will need to use data heavily in their jobs — in 2018, that number was just 40%.
- only 40% of employers are upskilling their workers to address skills and labor shortages.
- 74% workers see training as a matter of personal responsibility
- Total learning hours of technical skills on Udemy increased 49% since 2022
- **When employers provide support for MOOCs, completion rates rise from 15% to 58%.**
- Workers in firms with less than 50 employees are twice as likely to receive time off for MOOCs as workers in firms with more than 10000 employees

# Promoting self-driven learning

- Encourage course recommendations from line managers and SMEs
- Pilot courses before firmwide recommendations
- Use line managers as surrogate instructors
- Make MOOCs a part of performance reviews

## Learning as a Retention Tool

When MOOC learners enjoy some form of support from their employers—financial assistance, time off, and so on—they are less likely to use the knowledge to look for work elsewhere.



SOURCE A SURVEY OF 1,481 EMPLOYED MOOC LEARNERS, CONDUCTED BY THE AUTHOR WITH SUPPORT FROM THE BBVA FOUNDATION FROM "CAN MOOCS SOLVE YOUR TRAINING PROBLEM?" BY MONIKA HAMORI, JANUARY-FEBRUARY 2018

© HBR.ORG

# Specialized Trainings

Orientation Training	Diversity Training	Training for Global Assignments	Team Building	Leadership Training
Company VMS, brand image, culture	Issues . General . Specific	Culture, laws, work practices, lifestyles, knowledge	Team processes, barriers	Self-awareness, awareness of others
Socialization				Styles
Job-readiness	Attitude change	Developing skills	Developing skills	Developing skills
Induction	Developing skills	Accent neutralization	Sensitivity training	Communication, Crisis Leadership
	Gender-sensitivity			

# How AI Impacts Training

- Training Need Analysis : real-time training need analysis through digital footprints (Skyhive, Watson)
- Training Nudge: personalized feedback and training nudges (MYCA, Humu)
- Personalised Learning Path (PLP): adaptive learning resources, memory anchoring (Carnegie Math, Woonoz)
- Real-Time Training Evaluation: digital footprints

# Training Analytics

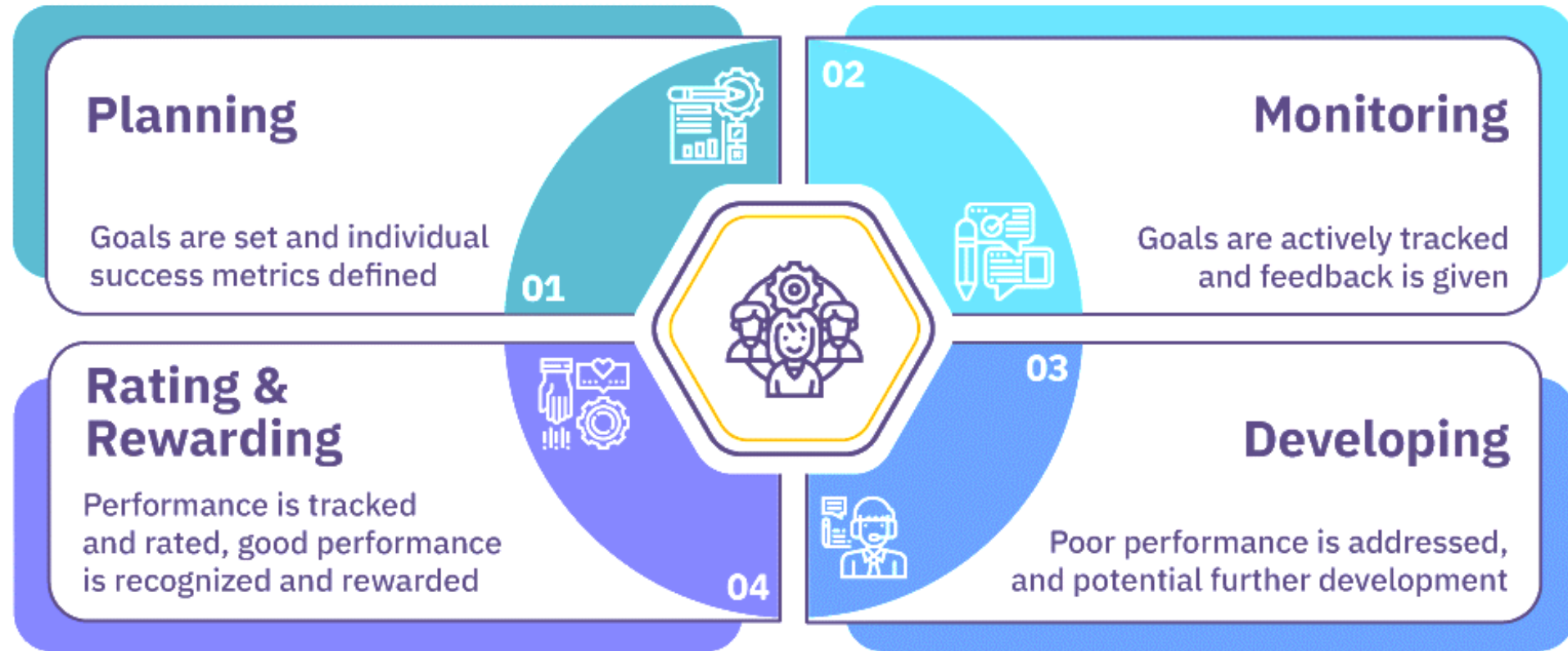
Reaction	Learning	Job Applications	Business Results	ROI
<ul style="list-style-type: none"> <li>• Training style</li> <li>• Training strengths and weaknesses</li> </ul>	<ul style="list-style-type: none"> <li>• KSA before Training</li> <li>• KSA after training</li> <li>• experimentation; time series</li> </ul>	<ul style="list-style-type: none"> <li>• Use of learning in work</li> <li>• Capability to share learning with others</li> </ul>	<ul style="list-style-type: none"> <li>• Resource optimization, increased quality, increased sales, increased customer satisfaction</li> <li>• Reduced grievances, improved morale &amp; productivity</li> </ul>	<ul style="list-style-type: none"> <li>• Monetary value of the results as a ratio to the costs for the programme, usually expressed as a percentage:</li> <li>• <math>(\text{Net benefits} / \text{costs}) \times 100</math></li> <li>• Where,</li> <li>• Net benefits = total benefits of training – cost of training</li> </ul>

# Benchmarking

Training Activities	<ul style="list-style-type: none"><li>• Percentage of payroll as training cost</li><li>• Average training hours/years</li><li>• No. of trainers/employee</li><li>• % of employees trained every year</li></ul>
Training Results	<ul style="list-style-type: none"><li>• Profit per employee per year</li><li>• Revenue per employee per year</li><li>• Productivity improvement post training</li><li>• Satisfaction improvement post training</li></ul>
Training Efficiency	<ul style="list-style-type: none"><li>• Training cost per student per hour</li></ul>

# Performance Management

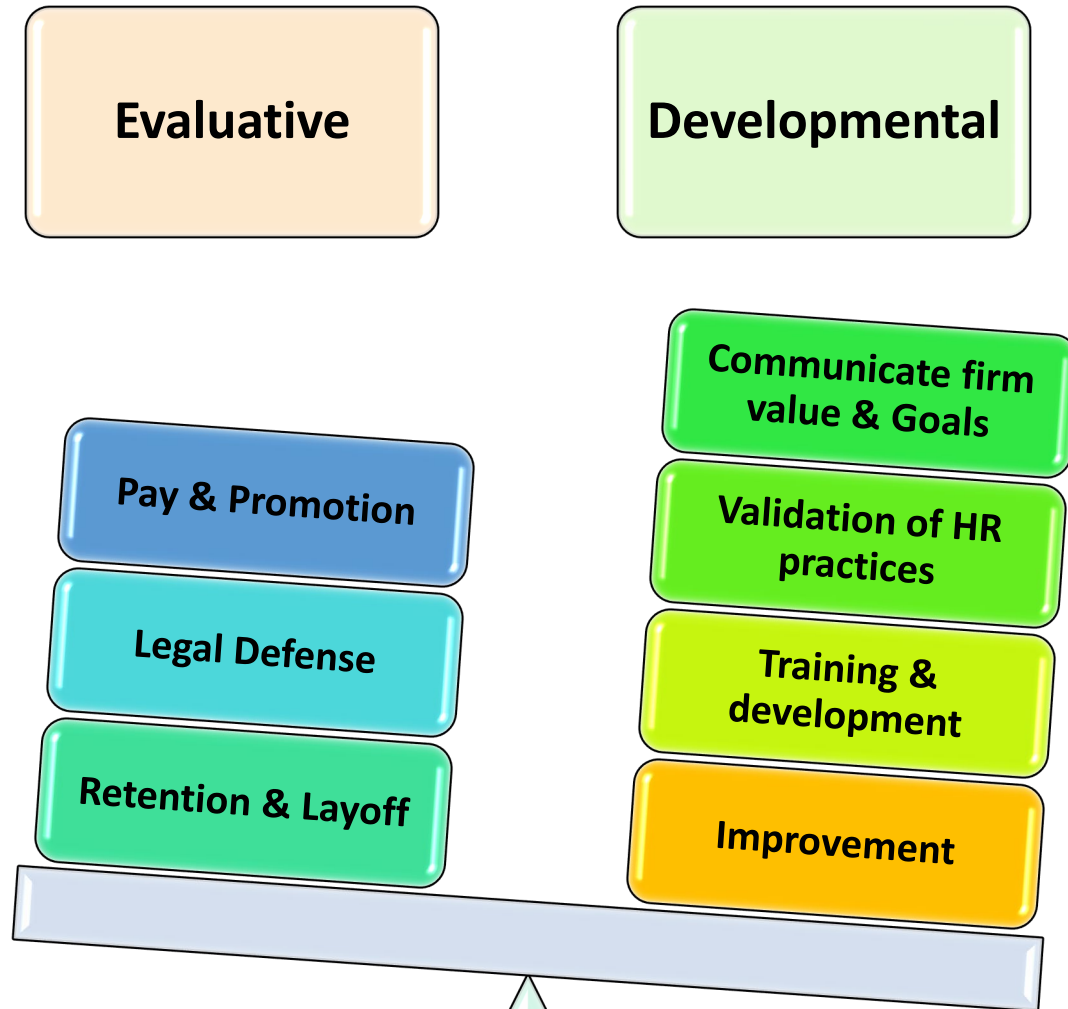
# 4 Stages of Performance Management



# Traditional vs Agile Performance Management

- Annual or Semi-annual
- Focus on the past
- One-way feedback and decision-making
- Single-person feedback (room for bias and inadequacy)
- Real-time feedback - weekly, biweekly, or monthly
- Focus on the present and the future
- Two-way communication; collaborative decision making
- Multi-person feedback

# Performance Appraisal: Objectives



Mello, 2004

Bishakha Majumdar. Advanced Strategic Human Resource Management. IIM Visakhapatnam. December 2024 - June 2025. bishakha@iimv.ac.in

# Methods of Performance Appraisal

## Rating by Superiors

- Electronic Performance Monitoring
- Forced Distribution
- Paired Comparison
- Assessment Centres
- Narrative Form
- Critical Incidents
- Weighted Checklist
- Behaviourally Anchored Rating Scale
- Behavioural Observation Scale
- Management by Objectives

## Rating by Self

- Self-Rating

## Rating by Others

- Customer Satisfaction Score
- 360 degree feedback

### Question: When should one use:

1. forced ranking?
2. Self-rating?
3. Narrative form?
4. 360 degree feedback?

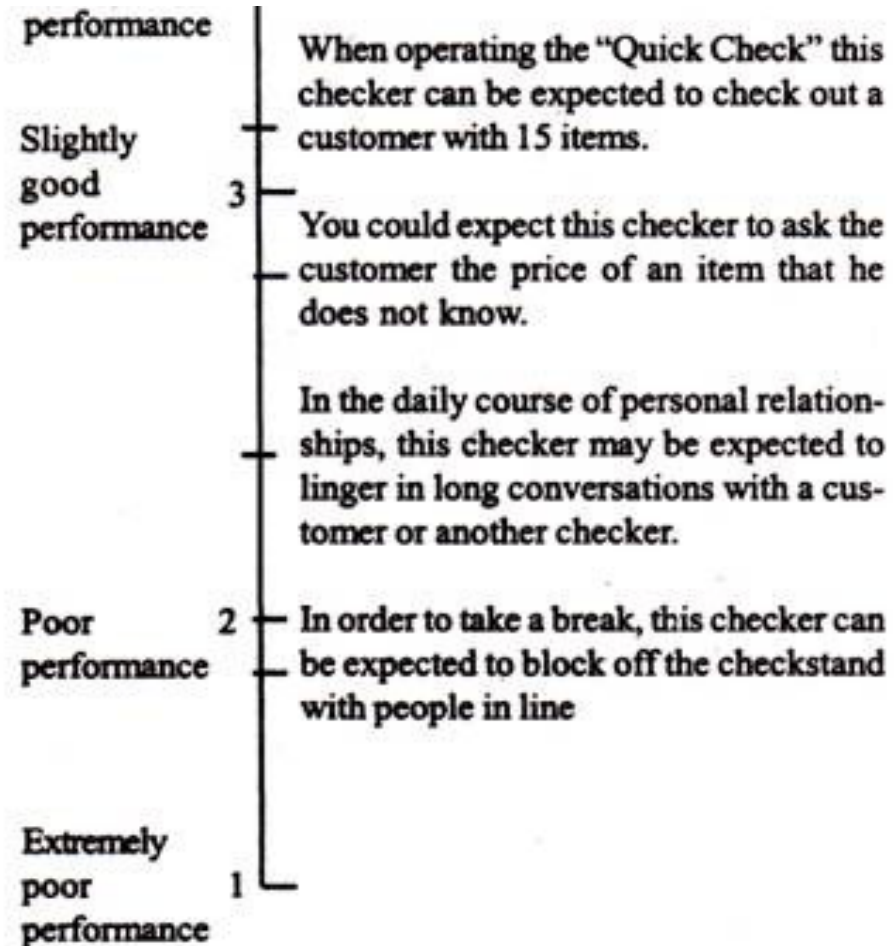
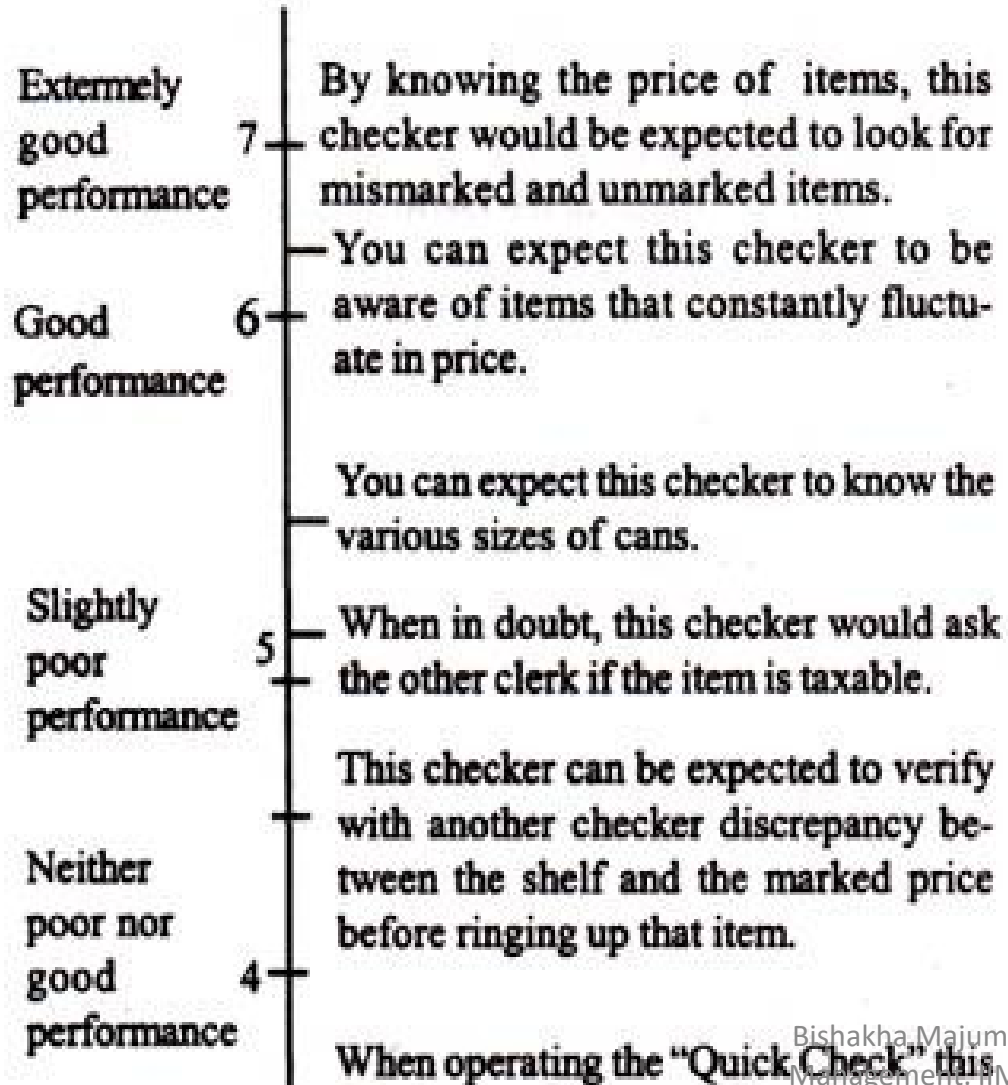
# Critical Incidents for a Chef

Employee: \_\_\_\_\_ Department: \_\_\_\_\_  
 Supervisor: \_\_\_\_\_ Date: \_\_\_\_\_  
 Evaluation period: \_\_\_\_\_ to: \_\_\_\_\_

Control Safety Hazards in Kitchen DATE: Positive Employee Behavior	Control Safety Hazards in Kitchen DATE: Negative Employee Behavior
<p>10/12: Employee reported a broken rung on the kitchen utility ladder and flagged the ladder as unsafe.</p> <p>10/15: Employee put out small trash can fire promptly.</p>	<p>11/3: Employee used kitchen grease mop to clean main dining room floor.</p> <p>11/24: Employee was caught smoking a cigarette in the kitchen.</p>
Protects Company Assets DATE: Positive Employee Behavior	Protects Company Assets DATE: Negative Employee Behavior
<p>10/3: Sorted through damaged shipment of glassware to salvage usable wine glasses.</p>	<p>11/3: Used hotel guest room bath towel to clean kitchen countertops, resulting in ruined towel.</p> <p>11/19: Left empty sauté pan on range and ruined pan.</p>

Critical examples of the employee's behavior, either outstanding or problematic, during the performance period

# Behaviourally Anchored Rating Scale for a Grocery Checker



Examples of different behaviors at work ranked according to their desirability

**Fig. 28.5 : BARS for Appraising of a Grocery Checker's Job**

Bishakha Majumdar, Advanced Strategic Human Resource Management, IIM Visakhapatnam, December 2024 - June 2025. bishakha@iimv.ac.in

# MBO Appraisal: ADOBE Check-in

- Setting written expectations at the start of the year (no set format)
- Revisiting goals quarterly – minimum every quarter
- Ongoing feedback – as real-time as possible (no ‘rear view mirror approach’)
- No mandated appraisal timing, method, or written reviews
- Check-in conversations: employees to share their own ideas or growth and development (min. every quarter)
- Annual rewards check-in – for salary raises, rewards, and equity grants
  
- *80% of employees are aligned on expectations and report receiving regular feedback*
- *Involuntary attrition has risen by 2-3%*
- *Adobe’s stock rose from \$33 to \$ 90 per share between 2012 and 2016*
- *75% state “I would recommend Adobe as a good place to work” in Exit interviews.*

Self- and Superior  
evaluation of an  
employee on goals set  
with mutual consent

# Technology in Performance Management

# Technology in Performance Management: HSBC

- **HSBC** has an HR mobile app where employees and managers can easily capture achievements and share feedback.
- Employees can access an HR-to-do list, their performance and development plans, online learning resources, and manage their personal employment information. Managers can handle approvals on the go, set goals, and regular check-ins to maintain productivity and facilitate continual growth.
- The app lends itself well to flexible and remote working models without compromising results. It has created a stronger relationship between managers and employees, where employees feel more supported, and end-of-year appraisals feel more meaningful.

[https://www.youtube.com/watch?v=1ISjvk\\_BJhg](https://www.youtube.com/watch?v=1ISjvk_BJhg)

# AI-driven Performance Management: “Nudge”

## IBM

- **Watson:** Daily & automatic assessment of skills and skill proficiency levels based on the digital footprint at work and data patterns
- **MYCA (My Career Advisor) & Your Learning :** AI virtual assistant provides personalized feedback on where employees need to increase their skills. Aids in PA and Mentoring

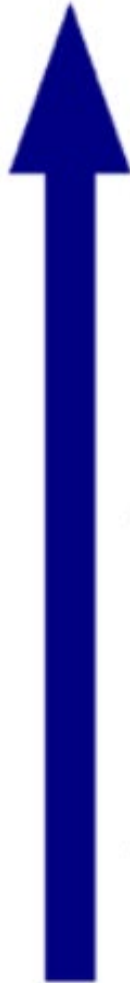
## ADP

- **Compass:** Turns employee-survey feedback into personalized, weekly email-based coaching (*10% improvement on coached items*)
- **StandOut:** tool that drives managers and employees to connect weekly

## Humu

- **Nudge Engine**
  - machine learning models to identify company’s unique drivers of business outcomes
  - thousands of customized nudges—small, personal steps—for every employee

**POTENTIAL**



high  
moderate  
low

<b>“Potential Gem”</b> High potential / Low performance	<b>“High Potential”</b> High potential / Moderate performance	<b>“Star”</b> High potential / High performance
<b>“Inconsistent Player”</b> Moderate potential / Low performance	<b>“Core Player”</b> Moderate potential / Moderate performance	<b>“High Performer”</b> Moderate potential / High performance
<b>“Risk”</b> Low potential / Low performance	<b>“Average Performer”</b> Low potential / Moderate performance	<b>“Solid Performer”</b> Low potential / High performance

low

moderate

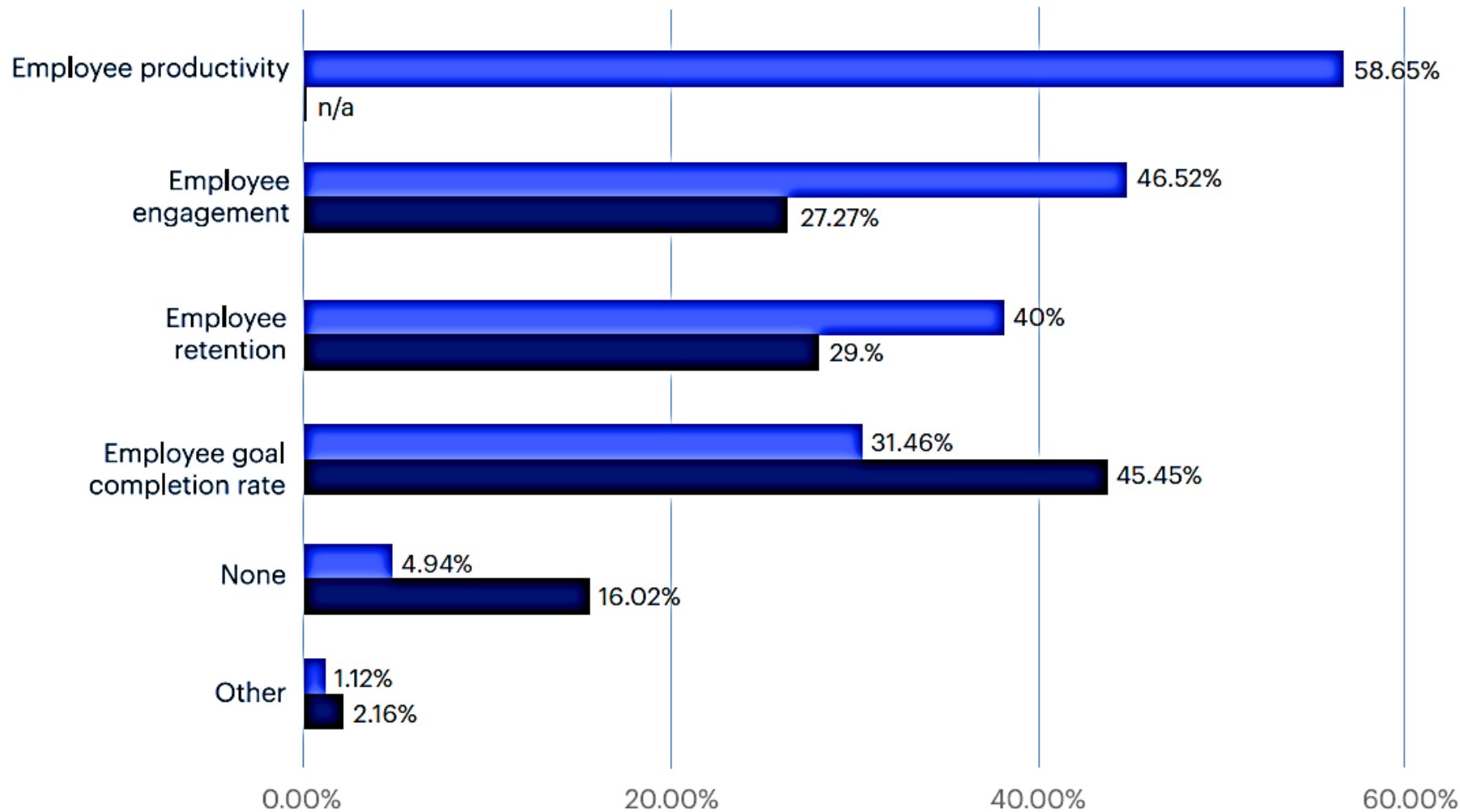
high



**PERFORMANCE**

Performance-Potential  
Matrix

# Auditing the Performance Management System

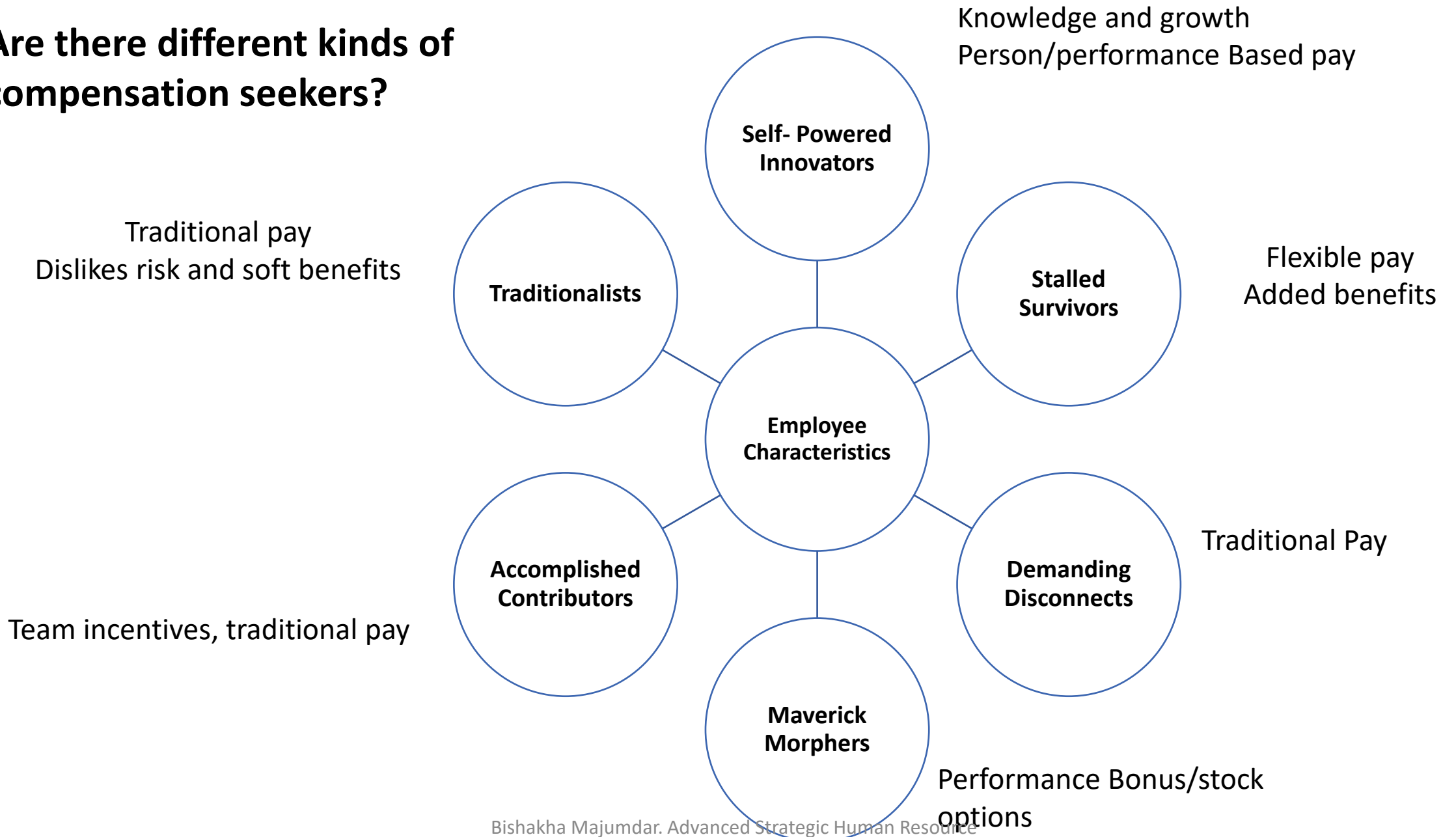


How do you  
measure the health  
of your  
performance  
management  
process?

PM Benchmark Report 2020

# Compensation

# Are there different kinds of compensation seekers?



# What are the Drivers of Compensation Decisions?

## Internal Consistency

Clearly shows relative value of jobs

Jobs needing greater qualifications, with greater responsibilities and more complex duties fetch greater pay

### Techniques:

Job analysis  
Job Evaluation

## Market Competitiveness

Reflects the environmental conditions, industry benchmarks and long-term prospects

Reflects the firm's strategy and financial capabilities

### Techniques:

Strategic Analysis  
Compensation Surveys

## Individual Contributions

Reflects the performance level of the employee

Reflects the employee's credentials

### Techniques:

Performance Appraisal,  
Competency analysis

## Legal/Political Forces

Labour Laws for minimum compensation, etc.

Workers' Union Demands

Wage gap debates

### Techniques:

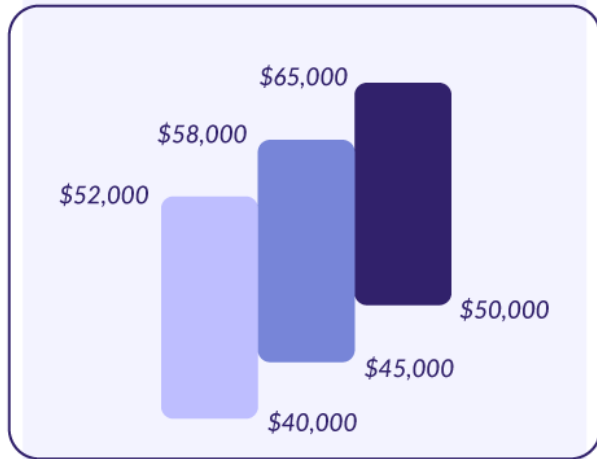
Compliance,  
benchmarking, bias  
rectification

# Compensation maturity of firms

		<b>Developing (34%)</b> Consistent compensation philosophy Uses market data to set pay for most jobs Also uses ranges or grades.	
	<b>Advancing (21%)</b> Solid, reliable, structured Using multiple data sources Regularly monitored for adjustments.		<b>Emerging (21%)</b> Uses market data Moving toward a mature, consistent compensation structure May have ranges for some critical jobs.
<b>Optimizing (12%)</b> industry-leading continuous monitoring transparent reward performance. innovative compensation strategies Future-focused			<b>Initiating (13%)</b> Mostly reactive to employees asking for raises No formal consistent processes for setting compensation Moment of job offer - moves

# Types of Pay Structures

## Traditional salary structure



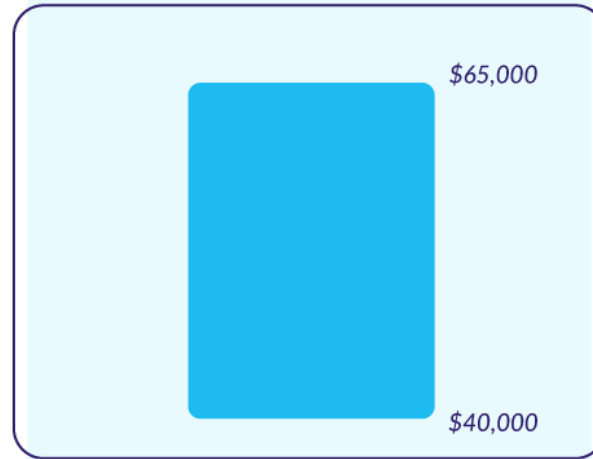
## Traditional pay grades

A group(s) of comparable jobs (e.g., same level and job family) with one pay range that may or may not have been created using market data

## Step structure

A pay rate for a job with pre-defined increases with experience or tenure

## Broadbanding



## Broadbands

A wide group of jobs (e.g., more than one level and/or job family) with one pay range that has been created predominately using market data

## Market-based pay ranges (*job-based*)

A range created using market data that only applies to one job. Each job has its own range

## Market-based pay ranges (*grade-based*)

A group(s) of comparable jobs (e.g., same level and job family) with one pay range that has been created predominately using market data