

C234: Workforce Planning

Task 1: Task-in-Day

Task Overview:

Write a paper (using the template linked below) to discuss a recruiting and hiring strategy for 25 new police officers.

Good to Know:

All the task resources can be found through the [Quick Start Guide](#) or by accessing Course Tips → Task 1 Resources → Quick Start Guide; they are also linked throughout the table below.

Getting Started:

1. Print and read the [directions](#).
2. Print and read the [rubric](#) to provide an understanding of how your work will be evaluated.
3. Download the [task template](#). You may choose to format your paper as a more traditional research style paper, but the template allows for easy organization and assistance for insuring all points are addressed appropriately.
4. The following directions are intended to explain each task prompt and provide links to vital resources as you need them for each prompt.



For any discussion prompt, be sure to include 2-3 sentences per response. Discussion prompts are marked by an asterisk in the table below. That means for A1, your total response will be 6-9 sentences total.

Task Prompt	Textbook Resource	Task Resource	Notes
*A1. Discuss three (3) factors that are influencing labor demand.	Section 1.4 "Forecasting Section"	Directions (Scenario section) Memo on Proposed Employee Referral Plan	• Labor demand = need; i.e., what is driving the need for the additional officers? • This is a discussion prompt so remember to provide the "why" after your stated cause.
*A2. Discuss three (3) factors that are influencing labor supply.	Section 1.5	Memo on Proposed Employee Referral Plan	• Labor supply = have; i.e., what is affecting our ability to have an adequate supply of workers? • This is a discussion prompt so remember to provide the "why" after your stated cause.
B1. Identify three (3) recruitment objectives for your organization.	Section 2.3		• What do you want to happen as a result of your recruitment process? • Remember the best goals are specific, measurable, and bound by time. • Non-related example: Increase sales revenue by 10% by the end of next fiscal year. • Just the objectives are required here; no discussion is necessary.

Task Prompt	Textbook Resource	Task Resource	Notes
B2a. Determine the size of the applicant pool needed to produce 25 viable candidates.		“Yield Ratio” video Exhibit 3: Recruitment Data on Police Officers	Yield Ratio Help For each group listed in Exhibit 3, you will calculate the yield ratio that determines the percentage of applicants who are successful at receiving a job offer. You will then transfer the yield ratio for each group to the table in the template. Think of the calculations using the following: X=number in step 6 column of Exhibit 3 Y=number in step 1 column of Exhibit 3 Z=Yield ratio (in this case percentage of applicants who actually received job offers) $X/Y=Z$ For example, let’s say there is another group...private investigators. We had 100 applications from private investigators and 20 received job offers, which means for the private investigators, X=20 and Y=100; therefore, $Z=20/100$ or $Z=.20$ or 20%. We use the result as a percentage for the table. Be sure to round to the nearest whole number. For candidate pool: Select two groups you want to target for recruitment and calculate how many candidates you would need from those two groups to get 25 viable candidates based on the yield ratio. X for Group 1 + X for Group 2 = A Y for Group 1 + Y for Group 2 =B $A/B=C$ (leave as decimal) $25/C$ =number of candidates needed Complete the sentence that appears under the table in the template: By utilizing the <insert Group 1> and <insert Group 2> groups, the applicant pool needed to produce 25 viable candidates is <insert your answer to $25/C$>.

Task Prompt	Textbook Resource	Task Resource	Notes
B2b. Recommend two (2) types of individuals who should be targeted for recruitment.		Exhibit 3: Recruitment Data on Police Officers Yield Ratio Calculations	Using the two groups you identified in the above task prompt to produce 25 viable candidates, list the two groups again. This may seem redundant, but all you're doing here is listing the group names. There is no discussion necessary.
*B2b1. Justify your recommendations.		Yield Ratio Calculations	• Why did you choose the two groups you did? • What are the benefits that individuals from that group can bring to the police force? • What do you think makes candidates from those groups successful?
*B2c. Describe two (2) effective methods for reaching each target group.		Exhibit 3: Recruitment Data on Police Officers "Notes on Target Groups and Recruitment Methods" section	Here you need two (2) methods for each group or a total of four (4) methods. This is a discussion prompt so you will need some explanation/rationale here. Some aspects to think about include: • Effective methods to make potential candidates aware of the open jobs • Why these methods may be particularly effective for that group • Consider costs, ease, ability to reach large numbers or diverse potential candidates, etc. as part of your rationale.
C1. Recommend three (3) appropriate selection methods for all target candidates.	Section 4.1 Section 4.2 Section 4.4		For these C prompts, you can think of what you're suggesting as a multi-stage selection process. Now that you have all the applications/resumes in front of you, what would you do first? Remember, early in the selection process we want to eliminate unqualified candidates quickly and cheaply. The further along in the selection process, the more in-depth and expensive our selection methods may become. HINT: You are using a multiple hurdle approach here but that is not a selection method and should not be identified as one of your selection methods. <i>For this first prompt, you are simply listing the method; you will discuss each method in the next prompt. Also, keep in mind you will suggest selection tests and background verification checks in subsequent prompts and you cannot repeat any methods/tests/checks within any of the C prompts.</i>
*C1a. Justify each of your three (3) recommendations.	See above		Describe the benefits and advantages of each of the selection methods you listed above considering time, cost, effectiveness, and standards of use, which may help you develop your responses.

Task Prompt	Textbook Resource	Task Resource	Notes
*C2. Describe two (2) selection tests you will use to assess a candidate's suitability for the job of police officer.	Section 4.3	Assessment Methods Job Description of City Police Officers	Review the Job Description for the Police Officer position; as you're reviewing the KSAs, think of appropriate tests that will help you assess those KSAs and help you distinguish among the highly qualified candidates who made it through your first three selection methods. This is a discussion prompt; you may think about why the KSAs you're assessing are important and describe some advantages or benefits associated with using the tests. NOTE: You cannot use any selection test you included in your selection methods (prompt C1).
C3. Identify two (2) background verification checks that should be used in the selection process and when in the process you would use them.	Section 4.5	Job Description of City Police Officers	• What background checks are most appropriate for a police officer? • At different points in the selection process, we perform different checks. If a certification/qualification is "absolutely" necessary, we might do the check early so we don't waste precious time/money interviewing and performing additional testing. Some checks may be done as part of a conditional job offer. Other checks are part of a due diligence process or used to further differentiate among several highly qualified candidates. NOTE: You cannot use any selection test/method already used in selection methods (prompt C1) or selection tests (prompt C2).
*C4. Identify and describe four (4) methods of evaluating the overall effectiveness of your recruitment and selection plans.	Section 2.6		This is a discussion prompt. The following are some aspects to think about to help you formulate your response to this prompt: • Think more globally in terms of metrics that would be good to use for any company's process; it does not have to specifically relate to your plan. • Explain what the metrics measure or what they will "show." • Think of the benefits/advantages of the metrics.
Sources		Writing Center https://owl.english.purdue.edu/owl/	• You may or may not have citations/references. • Any paraphrased or directly quoted material, must be cited and have a reference included; use APA for cite/reference format. • You do not need to cite the course resources provided to you to complete the task (unless you directly quote something) nor do you need to cite/reference the textbook unless you directly quote from it. Use the proper jargon, but use your own words to explain. • If your submission is identified as 30% or higher duplicated from sources based on the Turnitin.com originality report, it will be returned.

Task Prompt	Textbook Resource	Task Resource	Notes
Articulation			• Please take care to use proper grammar and mechanics throughout your writing. • Your word processor should have a grammar/spell check feature that is, by default, always working for you. Any underlined words or phrases indicate errors. Grammarly is a free application that can be downloaded to your computer; it is more robust and will highlight errors your word processor software may not “catch.” You should still proofread your paper though because these tools are not foolproof. Reading your paper aloud in front of a mirror may help you identify run-on sentences or awkward phrasing provided you read the words on the paper/screen and not what you think you wrote. Our Writing Center is a terrific resource for you if you have any questions regarding your writing; content questions should be discussed with a Course Instructor. • In your papers, please use professional language appropriate for business environments and academic writing. If in doubt, don’t utilize that word or phrase. For example, for the E3 prompt about situational interview questions, you may be tempted to create a scenario using inappropriate language since people sometimes say inappropriate things when in conflict. Rather than stating those inappropriate words specifically, you might instead state “used obscenities” or “cussed loudly”. If you have questions about this guideline, please contact a Course Instructor.