

# Staffing and recruiting planning for qualcomm



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- Develop a written recruiting scheme

QUALCOMM, Inc. is a planetary leader in digital radio engineering and has pioneered engineering used in wireless webs and headsets all across the universe. The San Diego-based company has 35 installations numbering more than 3.5 million sq. ft. running in 10 U. S. provinces and 15 states. From its beginnings in 1985, Qualcomm has grown from seven persons run intoing in a lair to a world-leading supplier of radio engineering and services.

Qualcomm continues to hammer industry-leading wireless solutions ; it remains committed to Inventor Irwin Jacobs ' s end of endeavoring to do the universe a better place. " Qualcomm was founded on the desire to be advanced – to make engineering that make a difference in people ' s lives – and on the house belief that our employees ' diverseness, civilizations and thoughts are indispensable to this invention. Twenty-five old ages subsequently, our radio engineering are used by more than a billion people across the Earth to entree each other, information, instruction, wellness attention and chance. By encompassing our single and corporate creativeness, we are constructing stronger and more affiliated communities. " Dr. Paul E. Jacobs ( Qualcomm Chairman and Chief Executive Officer ) . [www.qualcomm.com/citizenship/diversity](http://www.qualcomm.com/citizenship/diversity).

Qualcomm ' s HR vision has been to stimulate and steer the company in countries of motive, employee satisfaction and the accomplishment of corporate aims, every bit good as maximise the house ' s operation efficiencies. In add-on, ensures a diverse, qualified, healthy, and extremely motivated work force focused on accomplishing the critical results, through <https://assignbuster.com/staffing-and-recruiting-planning-for-qualcomm/>

the development and disposal of cost-efficient and results-oriented human resource and occupational plans, policies, services, and patterns.

## VALUE AND BELIEFS OF ORGANISATION

### RESEARCH Focus:

In the present concern environment, organisations are faced with the force per unit area to bring forth more with less resources. Employees, on whom an organisation ' s profitableness depends, consist the largest fixed cost that an organisation incurs. Organizations excessively used to believe in the lifetime employment construct. However, such constructs are being eroded as a consequence of the unpredictable concern environment. Hence, organisations have to germinate methods non merely to better productiveness but to besides maintain the costs down. A ( Punnett & A ; Shanker, 2004 ) . On the human resources forefront, better organisations productiveness by guaranting to pull the best endowment at the lowest possible cost. This nonsubjective translates into the acceptance of the best Staffing and enlisting methods and establishing steps to retain and develop them. Further, to promote quantitative measuring of enlisting and choice to turn out one ' s point. ( Gallic, 2006 ) . With regard to quantitative steps to better HR effectivity, the field is still in its nascent phases. Nevertheless, a few attacks and prosodies have been developed and applied among several organisations. Employee enlisting and sequence planning ( to analyze those who ' Fit ' ) are critical HR processes in a extremely competitory labour market. ( Ivancevich, 2010, p. 97 ) .

Businesss that do non make these nucleus procedures are wasting their investing in enlisting and damaging their chances of corporate growing.

This Research Study builds on concentrating into Engineering section, one of the built-in portion of the organisation, and farther narrow down in analyzing a smaller unit to analyse informations in item. The entire Engineering Department comprises of AssociateEngineer ( 102nos ) , Engineer ( 1497nos ) , Senior Engineer ( 2648nos ) , Staff applied scientist ( 2211nos ) , Senior Staff Engineer ( 753nos ) , Principal Engineer ( 344nos ) . Refer Fig 1 ( Beginning: Internal staff ) .. It is of import here to understand the technology grading Guideline, function and duty. Fig 3 Illustrates the Job place Hierarchy with in the Engineering Division.

Fig 1

Engineering Leveling GuideLine Principal and Hierarcy

Fig 2

GOAL AND RESPOSIBILITY OF SENIOR

RESEARCH AREA: Reseach Study is limited to Audio Division which consists of 80 nos of Entire Engineers. ( Associate Engg - 3, Engineer - 24, Senior engg: 28, Staff engg: 14A , Senior Staff engg: 8. ) Refer Fig for the Hierarchy

The Role and duty: Acting as the cardinal affair between technology and clients, applied scientists interact with selling, trial technology and gross revenues to guarantee client merchandises are received favourably and on clip in the market place. It is a really ambitious place necessitating to larn

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and internalise package and operation constructs really rapidly, back uping a broad scope of. It exposes them to the key participants in the radio industry worldwide and places him or her right in the bosom of the dynamism of radio deployment. This Unit supports clients with understanding, integrating, proving and optimising public presentation. The function requires interfacing with French telephone developers, base-station inter-operability proving spouses and radio bearers worldwide. Training, printing application notes, helping clients with package integrating, development, and system debugging are some of the cardinal day-to-day activities.

Fig 3

## **DATA COLLECTION**

### **JOB ANALYSIS**

Job analysis refers to the procedure of roll uping and analysing information about the undertakings, duties, and the content of occupations. “ There are four basic method, which can be used individually or in combination, of roll uping occupation analysis data-observation, interviews, questionaaire and occupation incumbent journals and Sons. ” . ( Ivancevich, 2010, p. 152 ) . It involves a systematic reappraisal of the organisation ‘ s demand for human capital. Human resource directors determine occupation demands by carry oning occupation analysis and so explicating programs to make full these places Once the company performs this analysis, it will supply with the cognition, accomplishments, and abilities an applier will necessitate to win in a given occupation. . ( Ivancevich, 2010, Chapter 6 ) .

Needed POSITIONS IN QUALCOMM:

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After making the occupation hunt at O\*NET and Qualcomm website I have found that there is one place opened late for senior /staff degree applied scientists at Audio Department that needs to be filled rapidly. ( [hypertext transfer protocol: //jobs. qualcomm. com/public/jobSearch. xhtml](http://jobs.qualcomm.com/public/jobSearch.xhtml) # messages, feb 16, 2011 ) .

## JOB DESCRIPTION

Associated or derived from series of occupation analysis, Job description is a detail statement of an employee ' s educational background and ego characteristic which is required to transport responsibilities or execute specific undertaking or map. A well-written occupation description consists of more than a list of the undertakings and duties that the occupation entails. . ( Ivancevich, 2010, Chapter 6 ) . Below given is drumhead of occupation duties, map and educational demand in short - occupation description for two late opened up places at Qualcomm. ( [hypertext transfer protocol: //jobs. qualcomm. com](http://jobs.qualcomm.com), feb 16 2011 ) .

## JOB # 1

Requisition # G1693209

Job Title Audio Software Engineer ( Senior/Staff Level Merely )

Post Date 02/16/2011

Division Qualcomm CDMA Technology

Job Area Engineering - Software

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Location California - San Diego

### Job Function

developing embedded package back uping the sound, voice, and multimedia maps of CDMA, and UMTS French telephones. Positions exist for motivated persons interested in fall ining a dynamic organisation constructing the following coevals of nomadic phone devices.

### Skills/Experience

4+ old ages of experience developing commercial package in countries such as Speech and Audio Decoders / Encoders, Multimedia Drivers, or Hardware Mixed Signal and Serial Drivers Proficient in C/C++ programming linguistic communication with strong industry embedded programming experience on multiprocessor platforms and SOCs Hardware cognition, including ability to read schematics and develop / debug package in real-time, hardware interrupt driven embedded systems Ability to debug HW and SW interfaces and extremely embedded package crossing multiple processor nucleuss in multitasking and multithreaded environments Hands-on experience with logic analysers, CROs, JTAG debuggers Coursework cognition and industry experience in Operating Systems, Data Structures, Computer Architectures

### Job Duties

Low-level device driver experience a plus Knowledge and experience in parsing of audio multimedia file formats like MIDI, MP3, AAC, PCM, etc is a plus Knowledge of Microsoft Direct Show and COM architecture a plus

Knowledge of PERL a plus Knowledge of address and audio codecs, Windows Media Audio a asset

### Education Requirements

Bachelor's/Master ' s grade in Computer Science. Computer Engineering/Electrical Engineering orA Equivalent grades are accepted.

## **WHY THIS Occupation OPENED UP: Purpose? ?**

The present occupation is core occupation of forming and it links to mission vision and scheme. Audio unit is spread outing due to the growing, enlargement and variegation of businessactivities of an enterprise. The demand for enlisting may be due to Vacancies due to publicities, transportation, retirement, expiration, lasting disablement, decease and labour turnover.

Furthermore, Data aggregation is categorized into two parts: Primary informations aggregation and Secondary informations aggregation.

### **Primary informations Collection:**

Set of Questionnaire were prepared as a beginning of primary informations aggregation utilizing “ KISS-Keep it short and simple ” methodological analysis. ( Rich, n. d ) . Questionnaire is a less expensive manner to outreach potentially big figure of respondents, including people at some distance. Depending upon the manner of distribution, this method is faster and informations analysis can get down right off. The questionnaire avoids interviewer prejudice, guiding, and cues that can impact the cogency and dependability of the informations aggregation. Anonymity insures more



responses that are valid. Response quality is better because respondents may garner and confer with beginnings needed to react good.

A comprehensive set questionnaire designed to suit the medium here, integrating required informations with its operational definitions, choosing appropriate format of response and measuring its cogency and dependability. Questionnaire is design in such manner to maximise the end product consequence. Directors at senior Level places were given to make full out the questionnaire.

Questions where grouped under three chief classs:

1. Company related
2. Growth related
3. Job relatated.

### **SAMPLE QUESTIONNAIRE:**

Note - Please click the appropriate option.

1. In your sentiment, which among this is the best beginning of qualified campaigners? A
  - a. Employee referral
  - B. Campus recruitmentA
  - c. Ad
  - d. Recruitment bureaus

e. Job portals

2. How many degrees of interviews are done to take a campaigner?

a. 1

B. 2

c. 3

d. 4

e. More

3. Which among the followers, in your sentiment, is the best trial to place right campaigner?

a. Write

b. Aptitude

c. Group Discussion

d. Personal Interview

e. Psychometric trial

4. If a place opens up under you, it is largely filled by:

a. advancing campaigner with in.

B. Employee referral campaigner.

c. applier through advertizement.

d. Others, pls specify

6. How many Job posters open up quarterly under you

a. 1-5

B. 5-10

c. 10-25

d. More than 25

6. How many sketches are received for a individual poster.

a. 25-50

B. 50-100

c. 100-200

d. More than 200

7. How long does it take to make full up a place

a. 1-3 hebdomad

B. 4-6 weekA

c. 6-8 hebdomad

d. More than 8 hebdomads

8. Make you follow different enlisting procedure ( except interview procedure/questions ) for different occupation rubric?

a. No

B. Yes

9. What is the back out per centum of campaigners after being offered?

a. less than 5 %

B. 5-10 % A

c. 10-15 %

d. 15-20 %

e. More than 20 % A

10. In your sentiment what is the primary attractive force for a campaigner towards the company

a. Repute of the company

B. Salary Package

c. Working Environment

d. Job Prospect

e. Location of the Company

f. Career growing chance

## **Secondary Datas**

Secondary beginning like Academic text editions, Newspaper, Journals, magazines, cyberspace and other relevant records is used to roll up informations about the industry, its mission, vision, value, scheme, growing, people, etc.

## **Beginnings of Recruitment:**

A Three factors which is impacting enrolling from organisation point of view are:

Enrolling demand, organisation policy and process, and the organisation ' s image.

The beginnings of enlisting can be internal or external.

## **Internal Recruiting:**

Identifying internal appliers for occupation vacancies

Recruiting policy

Impermanent and parttime employees

Internal occupation posting and command

Moonlighting by present employees

Company ' s growing and enlargement

Cost of enlisting

Employee Referrals

## **External Recruiting:**

External beginnings are those who are non at present affiliated with the organisation.

Media advertisement

vitamin E recruiting,

employment bureaus,

executive hunt houses,

particular events recruiting,

college recruiting, internships etc ( Ivancevich, 2010, p. 190 ) .

LEGAL RESTRAIN: External factors besides includes authorities and brotherhood limitations, the province of labour market, the composing of labour force, and the location of organisation. Some of the legal restriction for beginnings of enlisting are mentioned briefly below. Examples are few illustrations of enforced Torahs / Act by Government:

Title VII of 1964 Civil Rights Act, Age Discrimination Act ( ADEA ) , Equal Employment Oppurtunity Right, Executive Order11246, Affirmation Action Plan, Civil Right of 1991, Equal Act Pay ( EPA ) .

## MISCELLANEOUS

In recent times, new signifier of sub-contracting, franchising, home-work and contractual norms of enrolling methods are emerging. A

## DATA ANALYSIS

This is done based on the Received Survey.

### **Scheme OF RECRUITING:**

The general intent of enlisting is to supply a pool of potentially qualified occupation campaigners. Specifically, the intents are to:

Determine the present and future demands of the organisation in concurrence with its personnel-planning and job-analysis activities.

Knowledge, accomplishments, abilities ; willingness, desire, motive ; diverseness considerations. V. tony

Increase the pool of occupation campaigners at minimal cost.

Help increase the success rate of the choice procedure by cut downing the figure of visibly, under qualified or overqualified occupation appliers.

Help cut down the chance that occupation appliers, one time recruited and selected, will go forth the organisation merely after a short period of clip.

Get down placing and fixing possible occupation appliers who will be appropriate campaigners.

Induct foreigners with a new position to take the company.

Infuse fresh blood at all degrees of the organisation.

Develop an organisational civilization that attracts competent people to the company.

Search or caput hunt/head pouch people whose accomplishments fit the company ' s values.

Devise methodological analysiss for measuring psychological traits.

Search for endowment globally and non merely within the company.

Design entry wage that competes on quality but non on quantum.

Anticipate and happen people for places that do non be yet.

Increase organisational and single effectivity in the short term  
and long term.

Measure the effectivity of assorted enrolling techniques and  
beginnings for all types of occupation appliers

1. Determine the present and future demands of the organisation on concurrence with its personnel-planning and occupation analysis activities.
2. Increase the pool of occupation campaigners at minimal cost.
3. Help increase the success rate of the choice procedure by cut downing the figure of visibly under qualified or overqualified occupation appliers.
4. Aid cut down the chance that occupation appliers, one time recruited and selected, will go forth the organisation merely after a short period of clip.
5. Meet the organisation ' s legal and societal duties sing the

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composing of its work force

Get down placing and fixing possible occupation applicers who will be appropriate campaigners.

7. Increase organisational and single effectivity in the short term and long term.

### **Recommendations:**

Future Requirement System: Analyze informations that is combined with informations on planned capital undertakings to foretell future endowment demand every bit far as three old ages ' out. Predictive mold functionality enables the effectual usage of both short/long term beginnings.

Automated sourcing. Labor demands are automatically communicated to specify beginnings ( both internal and external ) based on each single beginning ' s efficiency ( cost, clip ) and effectivity ( quality of hire, dependability ) .

Make Effective Use of E-RECRUITING.

Make Job posting expression Attractive. Besides Upload campaigners into the applicant trailing system based on both current and jutting demands. Ads are automatically broadcast as portion of the machine-controlled sourcing attack.

New Theory: There should be automotive system implemented to supervise macro and micro degree reuirements. These may include Future employee

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demand, ( efficiency, cost, velocity, quality, keeping, client service, and dependableness per dealing, integrated procedures to make a talent supply concatenation.

University recruiting that leverages learning helpers as endowment lookouts on targeted campuses, letting Valero to procure housemans and new grads prior to on-campus calling events.

A resume-builder tool and on-line vacancy proclamations that are shorter and easier to read ;

A cosmopolitan sketch development and entry map that is compatible with all bureau automated application processing systems ;

An application trailing characteristic for appliers ; and

A information excavation characteristic that allows directors to turn up occupation campaigners at the Jobs site

## **STRATEGIC RECRUITMENT Plan:**

COMPANYS Image: A There ' s merely one long-run enlisting scheme, and that is utilizing a strong external employment trade name image to pull applicants. Building your image by being positively talked-about in the professional and concern imperativeness provides for a flow of high-quality appliers that will go on for old ages without the demand for paid enlisting advertisement. Employment branding works much like restaurant reappraisals and word-of-mouth.

RETENTION PLAN If keeping is ignored or done ill, it has a dramatic impact on recruiting. Dramatic addition in turnover, particularly among top performing artists and in cardinal occupations causes more problem to company Without concentrating on keeping, the recruiting map will hold to work twice every bit difficult to make full the vacancies that result from high turnover rates. High turnover rates will besides damage external image and do enrolling new top performing artists much more hard. Strategic actions include first placing which beginning ( s ) have the lowest turnover rates and developing a program to place mission-critical places and cardinal persons where turnover would significantly ache the house. Following place the grounds why top performing artists stay and leave house.

Stop procrastinating and eventually mensurate the on-the-job public presentation of your hires ( quality of hire ) . A Cutting clip to engage and the cost of hire is surely a good tactical move, but it makes perfectly no sense if you ' re engaging people that 1 ) quit right off, 2 ) are mean or below-average performing artists, or 3 ) began at a get downing wage that is so far above norm that it overcomes any purported " nest eggs " that occurred with a " low cost of hire. " All strategic measuring attacks include five measurement elements ( measure, quality, clip, money, and client satisfaction ) . Enrolling must larn to mensurate and describe each of them. Identify which " beginnings " ( by and large employee referrals ) produce the highest on-the-job performing artists and so concentrate your resources on those beginnings.

Focus on referrals. A Not merely are referrals great hires but they get produced via a procedure that frees up a great trade of recruiting clip and resources for other strategic attempts.

Prioritize your clients and your jobs. A When budgets are tight, one of the smartest things any recruiting director or recruiter can make to better their public presentation is to prioritise their recruiting activities so that the most attempt and resources are focused on the highest precedence concern units, occupations, and directors.

Test your systems with existent inputs. A Enrolling directors should besides see a full “ enrolling audit ” in order to continually better everything they do.

Blow up the website. A Enrolling directors must recognize how ugly and dysfunctional their current corporate jobs/career web sites have become and how they negate other stigmatization and advertisement attempts. A sketch posting site with deadening engineering and generic information sends a clear message to exceed appliers that your house merely does n’t acquire it. The benchmark websites that supply exciting information and convince people to use are non found in recruiting, but in selling and gross revenues sites.

## **Develop a written recruiting scheme**

Wages directors for great recruiting. A Work with compensation to develop procedures so that directors are measured and rewarded on how good they do enrolling and keeping.

Measure satisfaction. A It ' s no longer approve to presume that directors, applicers, and new hires are satisfied with what we do. Develop a procedure for sporadically mensurating satisfaction with all recruiting services.

Reward internal recruiters. A It is a standard pattern outside of corporate recruiting to honor consequences, but corporate recruiting directors seem to believe honoring “ demoiing up and seeking difficult ” with basal wage is all that ' s necessary. The ground that the mean external recruiter is about ever better than the mean corporate recruiter is at least partly due to the wages system.

A successful enlisting planning policy will help an organisation in run intoing corporate aims by developing schemes designed to enroll people with the right accomplishments and experience. A Recruitment planning should take into history the cardinal rules of Equal Opportunities policies every bit good as guaranting virtue, equity, efficiency and effectivity.

Recruitment planning demands to organize an indispensable and incorporate portion of the planning procedure ; each industry needs to turn to enlisting planning and integrate strategic long-run every bit good as operational short-run demands.

he “ you find us ” class is the most normally used, where a house basically posts a notice that it is looking for person to hireThe more proactive class, nevertheless, is the “ we find you ” attack, where a house alternatively efforts to place the names of top performing artists as persons and so reach them straight. The first attack about by design attracts “ the multitudes, ”

while the other is more targeted to minimise the volume of applications and maximise the quality of the applicants. A

#### ANALYSIS – LONG PROCESS OF INTERVIEWING AND SELECTION

hypertext transfer protocol: [//www.glassdoor.com/Interview/QUALCOMM-Senior-Software-Engineer-Interview-Questions-EI\\_IE640.0,8\\_KO9,33.htm](http://www.glassdoor.com/Interview/QUALCOMM-Senior-Software-Engineer-Interview-Questions-EI_IE640.0,8_KO9,33.htm)

how you know occupation is successful

Cost associated

Timeline of how long it last

No of old ages of individual in company