

Chapter 8: Recruitment, selection and training of workers

The work of the Human Resources department

- Recruitment and selection- involves attracting and selecting the best candidates for vacancies that arise
- Training programs- involves assessing and fulfilling the training needs of employees. This should be linked to the future plans of the business
- Wages and Salaries- these must attract and retain the right people and be sufficiently high to motivate employees
- Health and safety
- Industrial Relations
- Redundancy (retrenchment) and dismissal

Recruitment and Selection

- Recruitment is the process from identifying that the business needs to employ someone up to the point at which applications have arrived at the business

1. Vacancy arises → 2. Job analysis → 3. Job description → 4. Job specification



8. Vacancy filled ← 7. Interviews and selection ← 6. Application forms ← 5. Job advertisement

The recruitment process

- A **job analysis** identifies and records the responsibilities and tasks relating to a task
- A **job description** outlines the responsibilities and duties to be carried out by someone employed to do a specific job
- A **job specification** is a document which outlines the requirements, qualifications, expertise, physical characteristics etc. for a specified job
- **Internal recruitment** is when a vacancy is filled by someone who is an existing employee of the business
- **External recruitment** is when a vacancy is filled by someone who is not an employee and will be new to the business

Job advertisement

- When drawing up a job advertisement, the business will need to decide:
 1. What should be included in the advert
 2. Where the advertisement should be placed (local/national newspapers, specialist magazines and journals, recruitment agencies, job centers)
 3. Affordability

Application forms and CVs/resumes

- A CV should be inclusive of the following:
 1. Name
 2. Address
 3. Telephone number
 4. Date of birth
 5. Nationality
 6. Education and qualifications
 7. Work experience
 8. Positions of responsibility
 9. Interests
 10. Names and addresses of referees
- The letter of application should outline briefly:
 1. Why the applicant wants the job
 2. Why the applicant feels suited to the job

Interviews

- The main purpose of an interview is to assess the following:
 1. The applicant's ability to do the job
 2. Any personal qualities that are an advantage or disadvantage
 3. The general character and personality of the applicant
- Some businesses include tests in their selection process:
 1. Aptitude tests
 2. Personality tests
 3. Group situation tests

The contract of employment

- Legal requirement in most countries
- It will set out the terms between the employer and employee, it is inclusive of the following:
 - i. Name of employer and employee
 - ii. Job title
 - iii. Date when employment is to begin
 - iv. Hours to be worked
 - v. Rate of pay and any other benefits
 - vi. When payment will be made
 - vii. Holiday entitlement
 - viii. Amount of notice for termination

Part-time and full time workers

- Part-time employment is often considered between 1 and 30-35 hours a week
- Full-time employees will usually work between 35 hours or more a week

Training

- Training may be used to:
 - i. Introduce a new process or equipment
 - ii. Improve the efficiency of the workforce
 - iii. Provide training for unskilled workers
 - iv. Decrease supervision
 - v. Improve opportunity for internal promotion
 - vi. Decrease the chances of accidents
- Training is usually trying to achieve one or more of the following:
 - i. Increase knowledge
 - ii. Increase skills
 - iii. Change people's attitudes

Induction Training

- Is an introduction given to a new employee, explaining the firm's activities, customs and procedures and introducing them to their fellow workers

Advantages

- Helps new employees settle into their jobs faster
- May be a legal requirement
- Workers are less likely to make mistakes

Disadvantages

- Time consuming
- Wages are paid but no work done
- Delays the start of the employee commencing work

On-the-job training

- Occurs by watching a more experienced worker doing the job

Advantages

- Individual tuition

- Ensures some production
- Costs effective
- Training specific to the business

Disadvantages

- The trainer will not be as productive
- The trainer may have bad habits
- May not be recognized as training qualifications outside the business

Off-the-job training

- Involves being trained away from the workplace, usually by specialist trainers

Advantages

- A broad range of skills can be taught using these techniques
- Cost effective → evening training
- Only pay for course but won't reduce production

Disadvantages

- Costs are high
- Wages are paid if no work is being done
- Additional qualifications means it is easier for the employee to leave and find another job

Training (management)

Advantages

- Greater flexibility (multi-skilled work force)
- Greater motivation and commitment
- Increased productivity
- Improved quality of output
- Improved customer service

- Ability to use new technology

Disadvantages

- Loss of output whilst training
- May raise employee expectations
- Cost of training
- Employees may leave once trained

Training Employees

Advantages

- May get increased pay
- Improved chance of promotion
- Easier to apply for jobs at other businesses

Disadvantages

- May be asked to undertake additional duties
- May have to work in a different way
- May be moved to another job

Situations in which downsizing of the workforce is necessary

- Introduction of automation
- Falling demands for goods or services
- Factory/shop/office closure
- Relocation
- Merge or takeover
- Workforce planning is establishing the workforce needed by the business for the foreseeable future in terms of the number and skills of employees required
- Dismissal is where a worker is told to leave their job because their work or behavior is unsatisfactory
- Redundancy is when an employee is no longer needed and so loses their job. It is not due to any aspect of their work or behavior being unsatisfactory.

Legal controls over employment issues

- This means a man and a woman who are both equally qualified for a job should be treated equally. It should not be the case that one rather than the other is given the job simply because of their sex.
- Employees need protection in the following areas:
 - i. Against unfair discrimination
 - ii. Health and safety
 - iii. Unfair dismissal
 - iv. Wage Protection
- In most countries there are now laws which make sure:
 - i. Workers are protected from dangerous machinery
 - ii. Provide safety equipment and clothing
 - iii. Maintain reasonable workplace temperatures
 - iv. Provide hygienic conditions and washing facilities
 - v. Do not insist on excessively long shifts
- Ethical decision- a decision taken by a manager or a company because of the moral code observed by the firm

- An industrial tribunal is a legal meeting which considers workers' complaints of unfair dismissal or discrimination at work
- A contract of employment is a legal agreement between employer and employee listing the rights and responsibilities of workers