



# Cambridge (CIE) IGCSE Business



Your notes

## 2.3 Recruitment, Selection & Training

### Contents

- \* Recruitment Methods
- \* Choosing the Right Employee
- \* Part-Time Versus Full-Time
- \* Types of Training
- \* Downsizing the Workforce
- \* The Impact of Legislation on Employment



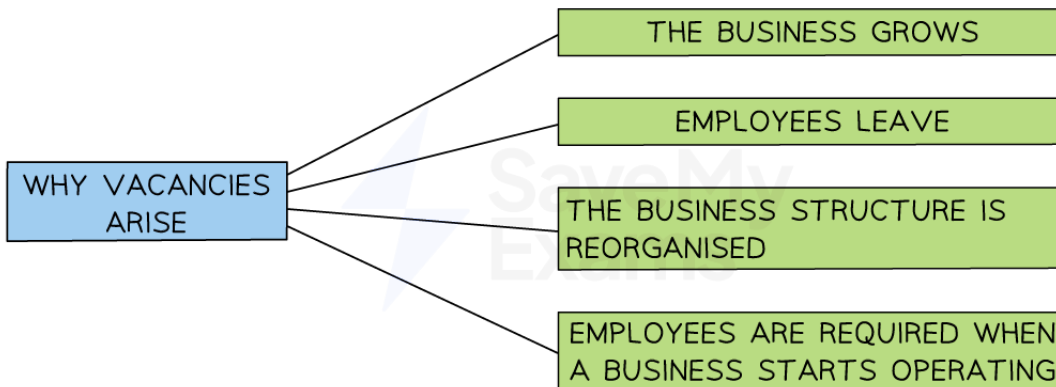
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## Recruitment Methods

# An Introduction to Recruitment and Selection

- **Recruitment** is the process of **attracting and identifying potential job candidates** who are suitable for a particular role
  - Recruitment activities include **job advertising, job fairs, social media outreach and referrals** from current employees
  - The goal of recruitment is to **create a pool of qualified candidates** who can be considered for the role
- **Selection** is the process of **choosing the best candidate** from applications received
  - The goal of selection is to hire the **most suitable candidate** for the job
- A business will need to recruit and select a new employee(s) **when a vacancy arises** within the business

## Diagram: reasons why vacancies arise



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*Vacancies can arise for reasons including business growth, employees leaving and reorganisation*

- **During periods of business growth** more employees are needed as the business expands its operations
- When an employee **leaves their job** and needs replacing
- Businesses often reorganise their **organisational structure** which may result in the need for additional staff



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- A **new business start-up** needs to recruit workers for the first time
- Businesses can choose to use a **recruitment agency** to carry out the recruitment and selection process on their behalf
  - New employees may be found **quickly** from its pool of available talent
  - Management **time** can be saved
  - Recruitment agencies usually charge a **finding fee** for their specialist services



### Examiner Tips and Tricks

Make sure you know the difference between a job description and a person specification. You will be expected to know specific types of recruitment documentation for the exam

## Internal and External Recruitment

- **Internal recruitment** involves **promoting or redeploying** employees that **already work for the business**
- **External recruitment** involves appointing an employee from **outside of the business**

### Benefits and Drawbacks of Internal and External recruitment

Method	Explanation	Benefits	Drawbacks
Internal	<ul style="list-style-type: none"> <li>▪ Where a <b>person who already works for a business is appointed</b> to a job role</li> <li>▪ This is commonly achieved through <b>promotion</b> or <b>redeployment</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ The member of staff is already <b>familiar</b> with the business culture and working practices</li> <li>▪ The business is <b>aware of the employee's strengths and weaknesses</b></li> <li>▪ There is no need for induction training</li> <li>▪ Expensive advertising is not needed</li> </ul>	<ul style="list-style-type: none"> <li>▪ When an employee moves to a new role their old job needs to be filled</li> <li>▪ There may be <b>resentment amongst employees</b> who are overlooked</li> <li>▪ <b>No new ideas or experience</b> come into the business which could limit creativity and innovation</li> </ul>



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		<ul style="list-style-type: none"> <li>Employees can be ready to <b>start their new role immediately</b></li> </ul>	
<b>External</b>	<ul style="list-style-type: none"> <li>Where a business hires an employee from <b>outside of the business</b></li> </ul>	<ul style="list-style-type: none"> <li>A <b>large number of applicants</b> may be attracted</li> <li><b>New recruits are usually highly motivated</b> and keen to impress</li> <li>New ideas and experience are brought into the business</li> </ul>	<ul style="list-style-type: none"> <li>New employees may need support from colleagues and induction training which slows down productivity initially</li> <li><b>Advertising</b> for external staff <b>can be expensive</b> and take a long time</li> <li>A candidate who performs well at interview may be unsuitable for the job when they start work</li> </ul>



## Examiner Tips and Tricks

Be prepared to analyse why a business might recruit a senior manager externally rather than from internal applicants. One of the main reasons is to bring in outside expertise or skillset that does not exist in the business



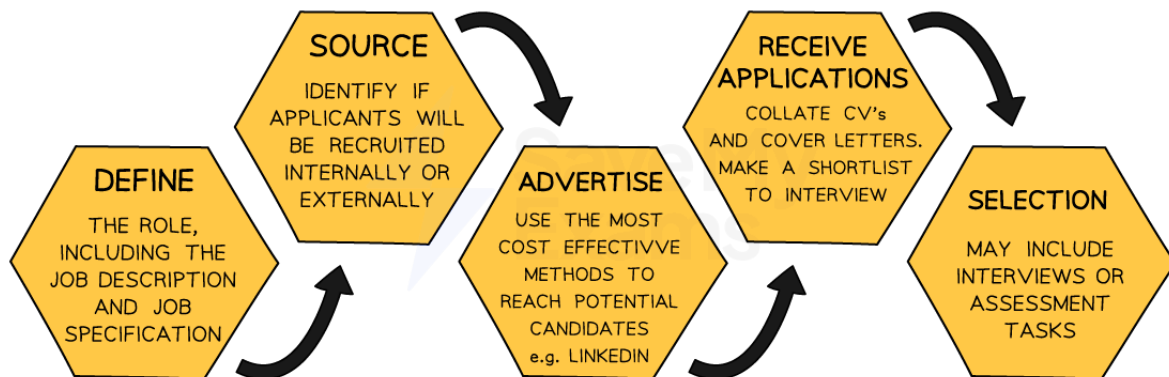
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## Choosing the Right Employee

# The Employee Recruitment Process

- The **recruitment and selection process** details the **steps a business takes when bringing new employees into a business**
- A manager or HR employee is usually nominated to **manage the application process**
  - This person (possibly together with others) will draw up a **shortlist** of candidates from the applications received
  - The shortlist is a list of candidates who are **invited to interview** or asked to complete an assessment task

## Diagram: stages in the recruitment process



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*The recruitment process starts by defining the role the business wants applicants to apply for*

## Step 1: Defining the role

- Businesses should determine exactly what is required and part of that is developing a job description and a person/job specification
  - **A job specification** (sometimes known as a **person specification**) outlines the qualifications, skills, experience, and personal qualities required **from a candidate** for a specific job e.g. problem solver, good communicator, able to code in Java etc.
  - **A job description** outlines the duties, responsibilities, and requirements of a particular job

### Comparison of the Person Specification and Job Description



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Job Specification	Job Description
<ul style="list-style-type: none"> <li>▪ Details the essential and desirable characteristics of the <b>person</b> suitable for the job including <ul style="list-style-type: none"> <li>▪ Qualifications</li> <li>▪ Experience</li> <li>▪ Skills such as the ability to drive or IT capabilities</li> <li>▪ Personal characteristics and attributes</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Details the features of the <b>job</b> including <ul style="list-style-type: none"> <li>▪ Duties</li> <li>▪ Hours and location of the job</li> <li>▪ Managerial or supervisory responsibilities</li> <li>▪ Pay and conditions</li> </ul> </li> </ul>

## Step 2: Identifying the source of required employees

- **Internal recruitment** involves a business promoting or **redeploying** workers that already work for them
  - Internal recruitment can be beneficial as it encourages employee development, builds morale and can save time and money on training
- **External recruitment** involves bringing in new workers from outside of the business
  - External recruitment can bring fresh ideas, experiences and perspectives to the organization

## Step 3: Advertising the role

- Roles may be **advertised internally** or **externally**
  - If the business is seeking an **internal candidate** business newsletters, staff noticeboards or internal email can be used to display job advertisements
    - **Line managers** may be asked to **recommend suitable candidates** following **appraisals**
  - **External candidates** can be targeted with advertisements in newspapers, industry magazines, specialist recruitment websites, agencies and government-run agencies
    - **Existing employees** may be asked to **nominate people they know** for roles - sometimes they receive a reward of their nominee is successfully recruited
    - **Headhunting** can be used to fill high level roles
    - Businesses with a strong social media presence can use these platforms to advertise cost effectively e.g. Facebook, LinkedIn, TikTok
    - **Specialist recruitment portals** may be used to advertise

- These tend to be expensive but target specific groups of potential applicants
- E.g. The Times Educational Supplement is one of the main publications in the UK used to recruit teaching staff



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## Step 4: Receiving applications

- The business may **accept applications from candidates** via **Curriculum Vitae** (CV) and **covering letter** or **application form**
- A **curriculum vitae** should be well laid out and clear and usually contains the following details:
  - Name and contact details
  - Qualifications and work experience
  - Positions of responsibility
  - Interests
  - The names and addresses of referees
- The accompanying **letter of application** should outline
  - Why the applicant wants the job
  - Why they would be suitable for the advertised role
- **Application forms** are often preferred in place of a CV
  - They usually ask for the **same information as the CV**
  - Sometimes **further information** that is specific to the job is requested
  - Applications from a selection of candidates can be **easily compared**
  - Many application forms are now **completed online**

### Comparison of Application Methods

Application Form	Curriculum Vitae (CV)	Covering Letter
<ul style="list-style-type: none"> <li>▪ A <b>standardised</b> form <b>designed by the recruiter</b> to collect the same details from each candidate</li> <li>▪ Responses are collected in a <b>consistent format</b> and comparison is straightforward</li> </ul>	<ul style="list-style-type: none"> <li>▪ A <b>professional document compiled by the applicant</b></li> <li>▪ Details <b>career experience</b>, key <b>skills</b> and <b>strengths</b></li> <li>▪ Includes <b>qualifications</b> and character/professional <b>referees</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ A letter that <b>accompanies the candidate's application</b> form or CV</li> <li>▪ Gives <b>reasons for submitting</b> an application</li> <li>▪ Draws attention to the <b>applicant's particular</b></li> </ul>



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| <ul style="list-style-type: none"> <li>A large volume of candidates can be <b>narrowed down</b> for interview</li> </ul> | <ul style="list-style-type: none"> <li>Provides <b>contact details</b> for the recruiter to get in touch with the applicant</li> </ul> | <ul style="list-style-type: none"> <li><b>suitability</b> for the role</li> <li>Allows recruiters to <b>sift applications</b> without having to compare detailed application forms/CVs</li> </ul> |
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## The Employee Selection Process

### Step 5: Selection

- Once candidates have **submitted their applications** and the business has **shortlisted** suitable candidates, a variety of methods can be used to **select the right worker** for the role

### Interviews

- Interviews are commonly used to meet with candidates
  - They usually include a face to face, telephone or online **discussion between a manager and the candidate** about their **suitability** for the role
  - It is important to prepare a **set of relevant questions** to ask all candidates and to ensure that the interview is conducted in a fair and consistent manner
  - Interview questions may focus on
    - Skills and experiences** that are relevant to the job
    - Successes and failures** - and how these were overcome
    - Personal **interests and experiences**

### Selection tests

- Candidates may be asked to **undergo a test** to demonstrate their skills and suitability for the job
- Candidates may be asked to complete** tests individually or within groups to assess how they may work as part of a team
- The different types of tests may include:
  - Skills** tests (e.g. numeracy) show the ability of candidates to carry out certain tasks
  - Aptitude** tests show the candidate's potential to improve or increase their skills
  - Intelligence** tests are used to assess the candidate's ability to work at a desired level



- **Personality** tests are used to identify desired characteristics or traits such as the ability to work effectively in a team

## Recommending Which Applicant to Employ

- The final decision of which applicant to employ depends on several factors
- Even when a suitable candidate is identified the business will need to think about **whether it can finalise their appointment**
  - Can the business fulfil the applicant's **pay and conditions demands**?
  - Can appropriate **fringe benefits** be offered?
  - Are attractive **development opportunities** available to the applicant?

### Factors used to Select the Best Applicant

Factor	Explanation
<b>Experience</b>	<ul style="list-style-type: none"> <li>▪ Which applicant has the most relevant work experience?</li> <li>▪ How might broader experiences help an applicant succeed in a specific role?</li> </ul>
<b>Qualifications</b>	<ul style="list-style-type: none"> <li>▪ Are formal qualifications <b>essential</b> for filling the post? <ul style="list-style-type: none"> <li>▪ E.g. A teacher may require a degree in their specialist subject, whilst a retail store manager's experience is likely to be more relevant than formal qualifications</li> </ul> </li> </ul>
<b>Internal or external candidate</b>	<ul style="list-style-type: none"> <li>▪ How important is it that the <b>applicant already has a good understanding</b> of how the business operates?</li> <li>▪ Time may be saved on induction training and <b>productivity</b> may reach expected levels sooner than with an external candidate</li> <li>▪ How important is it that the new worker has <b>experience and skills gained from outside</b> the business?</li> <li>▪ New ideas, insights into competitor activities and different ways of working could contribute towards a businesses competitive advantage</li> </ul>
<b>Gut feeling</b>	<ul style="list-style-type: none"> <li>▪ Will the worker 'fit' in with the business's culture and values?</li> </ul>



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## Choosing between two different applicants

- A small children's bookshop business has received two applications for its advertised **sales assistant** role
- The shop owner is keen to select a **knowledgeable** candidate who is capable of delivering **good customer service**, **communicating effectively** with its (often young) customers and being willing to **support administrative tasks** such as banking cash
- Which of these two applicants would likely be appointed?

**COLLETTE DEVERE**



**QUALIFICATIONS**

IGCSEs in Maths, French & ICT

Studying for IB Diploma

**EXPERIENCE**

Currently a part-time cafe assistant

**SKILLS**

Full driving license

Good IT skills including spreadsheets and social media

**INTERESTS**

Playing hockey


Travel in Europe

**ASSESSMENT TESTS**

Numeracy 74%

Communication 45%

**AMIRA SAMRA**



**QUALIFICATIONS**

IGCSEs in Maths, English Business, ICT & History

**EXPERIENCE**

2-week placement in a local kindergarten

**SKILLS**

Basic first aid

Good word-processing skills

**INTERESTS**

Basketball

Playing the piano

**ASSESSMENT TESTS**

Numeracy 80%

Communication 62%

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## Applicant analysis

- Amira scored better in the assessment tests. She was nearly 20% better in communication
- Amira has had two weeks experience of working with kids, which will suit this role nicely
- Amira also has a first aid qualification, which is a useful skill when working with kids
- Overall, Amira is a better fit for the role advertised



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## Part-Time Versus Full-Time

### Part-time or Full-time Contracts

- Businesses can employ workers on a variety of employment contracts including **part-time and full-time**
  - Part-time** employment is often considered to be **between 1 and 30 hours a week**
  - Full-time employees** will usually work **35+ hours a week**
- Flexible working** is the development of a culture where workers are able to work in a range of employment patterns (full-time, part-time, **zero hours contracts**, work from home etc)

### Evaluating full-time contracts

- Hiring full-time workers is expensive but it generates significant benefits

#### The Impact of Full-time Contracts on a Business

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>Full-time contracts <b>encourage loyalty</b> to the business from employees</li> <li>Having a <b>stable and consistent workforce</b> reduces the need for frequent hiring</li> <li>Full-time employees are often more motivated, leading to higher levels of <b>productivity</b></li> </ul>	<ul style="list-style-type: none"> <li>Providing benefits and a steady salary to full-time employees is <b>more expensive than hiring part-time</b> or contract workers</li> <li>Full-time employees may be <b>less flexible with working hours</b> which can be a challenge in industries with fluctuating workloads</li> <li>If business demands fluctuate, having a full-time workforce <b>may lead to overstaffing</b> during slow periods</li> </ul>

### Evaluating part-time contracts

#### The Impact of Part-time Contracts on a Business

Advantages	Disadvantages
<ul style="list-style-type: none"> <li><b>Part-time contracts</b> can help businesses attract and retain staff who value work-life balance</li> </ul>	<ul style="list-style-type: none"> <li><b>Part-time contracts</b> can create challenges in terms of communication and collaboration</li> </ul>

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| <ul style="list-style-type: none"><li>▪ <b>Productivity may improve</b> as staff feel valued, having been given the option of working part-time</li><li>▪ Can <b>enhance workforce flexibility</b> as it may be easier to schedule employees to work at busy times</li><li>▪ <b>Low business costs</b> if the worker is only needed for part-time hours</li></ul> | <ul style="list-style-type: none"><li>▪ <b>Monitoring and managing part-time workers</b> can be challenging<ul style="list-style-type: none"><li>▪ E.g. an employee may be absent from a weekly meeting regularly as it is their day off</li></ul></li><li>▪ It may be <b>harder for part-time employees to be promoted</b> as they have less opportunity to gain the skills needed</li><li>▪ Part-time employees may be <b>less committed to the business</b> and may be more likely to leave to get another job</li></ul> |
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## Types of Training

# The Importance of Training to a Business

- **Training** is the process of increasing the knowledge and skills of the workforce to enable them to perform their jobs effectively
- Businesses need to make sure that **new and existing staff are trained and developed appropriately**
  - Training is the teaching of **new skills** E.g. a learning a new process or how to use new equipment
  - Development is the **improvement** of **existing skills** E.g. a refresher course for an existing piece of software used

## Reasons why firms train & develop their employees

- A **well-trained workforce is important** for several reasons
  - Well-trained staff are likely to be more **productive**
  - Staff may feel **valued** if a business invests in training and development
  - Staff are more likely to be **flexible** and **resilient** in the face of change
  - Training decreases errors or waste in the production process
  - Improves the opportunities for internal promotion

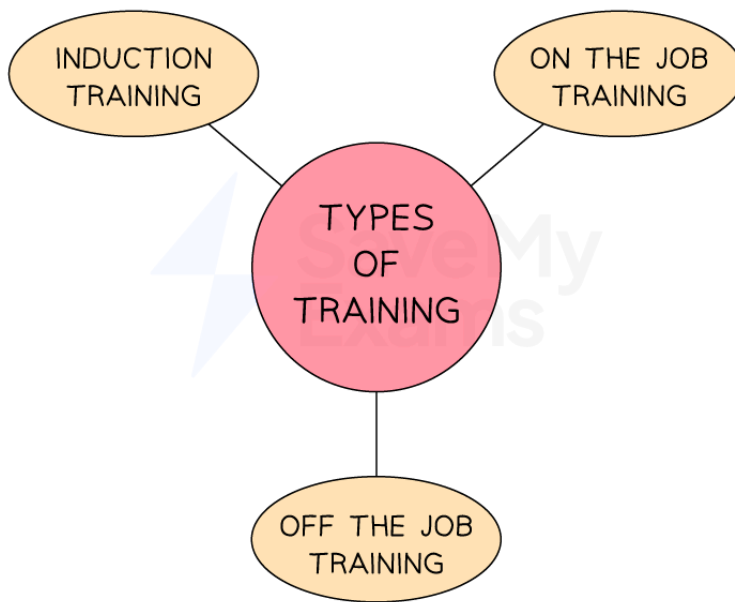
## Types of Training

- There are three main types of training that a business uses

### Diagram: show types of training



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*Three common types of training that businesses put their new employees through*

## Induction training

- Induction training is given to **new employees** when they start working for a business
  - It introduces them to the organisation, its culture, policies, procedures and their job roles and responsibilities
    - E.g. when new employee joins Marks & Spencer they receive induction training that covers customer service, product knowledge, store policies, and safety procedures

### The Advantages & Disadvantages of Induction Training

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>▪ Helps new employees to <b>understand their job roles</b> and responsibilities</li> <li>▪ Improves employee confidence and motivation</li> <li>▪ <b>Reduces the time</b> taken for new employees to become <b>productive</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ Can be time-consuming and <b>expensive to organise</b></li> <li>▪ May not cover all aspects of the job role</li> <li>▪ May not be effective in all cases, <b>leading to employee dissatisfaction</b> and higher turnover rates</li> </ul>



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## On-the-job training

- A type of training that takes place **while employees are working** in their job roles
  - It allows employees to **learn new skills and knowledge** from colleagues while performing their job duties
  - For example, a sous chef at The Ivy Restaurant in York receives **on-the-job training** from the Head Chef to learn how to prepare new dishes, **use equipment** or improve cooking techniques

### The Advantages & Disadvantages of On-the-Job Training

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>▪ Employees learn new skills and knowledge while performing their job duties</li> <li>▪ <b>Training is tailored</b> to the employee's specific job role and responsibilities</li> <li>▪ Training is often <b>more practical and relevant</b> to the employee's job duties</li> <li>▪ <b>Can be cost-effective</b> as it takes place during working hours</li> </ul>	<ul style="list-style-type: none"> <li>▪ Employees may make mistakes while learning or trainers could pass on bad habits which may <b>impact productivity and quality</b></li> <li>▪ Can be disruptive to the workplace as it <b>requires the trainer to devote time</b> to training the employee</li> <li>▪ May not be effective in all cases, leading to <b>employee dissatisfaction</b> and higher turnover rates</li> </ul>

## Off-the-job training

- A type of training that takes place **outside of the workplace**
  - It can be in the form of workshops, seminars, conferences or online courses
    - For example, teachers attend exam board training days at which they learn how to deliver the syllabus and help their students to prepare for exams

### The Advantages & Disadvantages of Off-the-Job Training

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>▪ Employees learn new skills and knowledge outside of the workplace, which can <b>bring fresh ideas and perspectives</b> to the workplace</li> <li>▪ <b>Training can be tailored</b> to the employee's specific needs and interests</li> </ul>	<ul style="list-style-type: none"> <li>▪ Can be expensive to organise, especially if <b>travel and accommodation</b> are required</li> <li>▪ Employees may <b>miss work</b> while attending training, which can impact</li> </ul>



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| <ul style="list-style-type: none"><li>▪ Training can be <b>used as a reward</b> or incentive for high-performing employees</li><li>▪ <b>Can be cost-effective</b> if training is provided online or through webinars</li></ul> | <p>productivity</p> <ul style="list-style-type: none"><li>▪ The training <b>may not be directly applicable</b> to the employee's job role or the needs of the firm</li></ul> |
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### Examiner Tips and Tricks

Different types of training are required for different job roles. You may need to evaluate a particular type of training or recommend one to a business. Think about the nature of the role and whether on or off-the-job training would be the most appropriate.

E.g. On-the-job training may be suitable for a hotel porter who has many hands on aspects to the role and needs to learn quickly. In comparison, employees that need training in a new software may need training sessions from an expert so show step by step how to use it in their role



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## Downsizing the Workforce

### Dismissal & Redundancy

- **Dismissal** (firing or sacking) is the **termination of employment by an employer** against the will of the employee
  - Employees are usually terminated due to their **misconduct** (e.g. violating company policy) or **poor performance**
  - The employer may choose to dismiss them immediately (without notice or compensation) or provide a notice period which they can work out
  - In some countries, an employee can take the business to court if they feel they were unfairly dismissed
- **Redundancy** is where a job role is no longer needed by a business and a worker is dismissed, usually with compensation
  - The legal process for selecting workers for redundancy must be very clear and fair

#### The Factors used to Determine who is made Redundant

Worker Productivity	Lateness or Absence data	Length of time Employed	Workers with Essential Skills
<ul style="list-style-type: none"> <li>▪ Productive workers are most likely to remain employed</li> </ul>	<ul style="list-style-type: none"> <li>▪ Reliable workers are less likely to be made redundant</li> </ul>	<ul style="list-style-type: none"> <li>▪ Long-standing employees are usually more expensive to replace</li> </ul>	<ul style="list-style-type: none"> <li>▪ Skilled workers could be transferred to other roles</li> </ul>

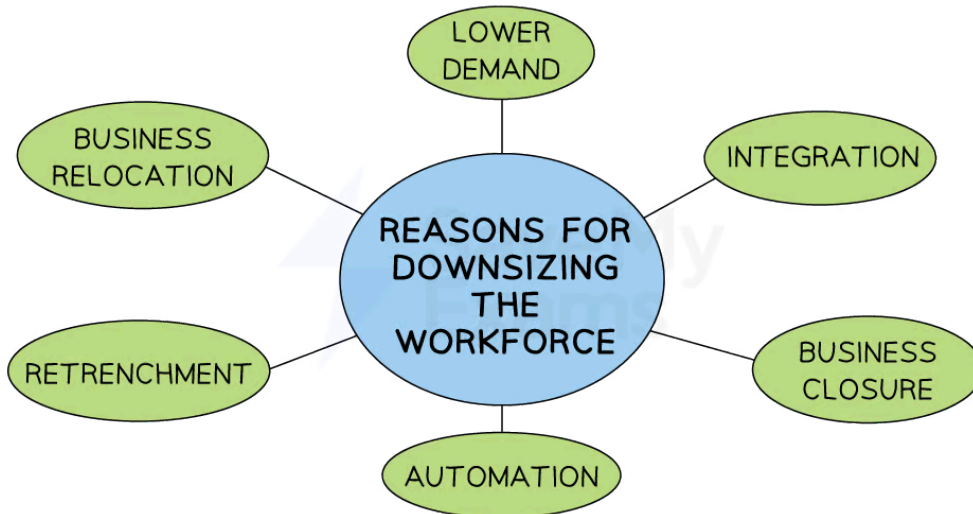
- Some workers are **happy** to be made redundant
  - This may be because they have another job they can go to, they want to retire early or they want to start their own business
  - Some businesses offer a good redundancy 'pay out' which is attractive to workers

### Downsizing the Workforce

- **Workforce planning** is the process of determining the human resource needs for the foreseeable future, in terms of the **number and skills of employees required**
  - When expanding, a business often requires more employees

- However, on some occasions they need to **downsize** the workforce (**reduce the number of employees**)

## Diagram with the reasons for downsizing



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*Reducing business size can be caused by a range of factors including business relocation, falling demand and automation through the introduction of technology*

- **Lower demand** is likely to reduce the volume of output a business needs to produce
  - Fewer workers are required to produce a reduced level of output
- **Integration** with other businesses through **mergers** or **takeovers** could mean that some workers' roles are duplicated
- **Business closure** will mean that only a few workers will be required to legally **dissolve** the organisation
- **Automation** involves more machinery being used in the business
  - Workers' jobs are replaced, with remaining workers focused on operating machinery
- **Retrenchment** is likely to mean that fewer resources of all types are required, including employees
- Business **relocation** may allow a business to reorganise its operations, requiring fewer employees



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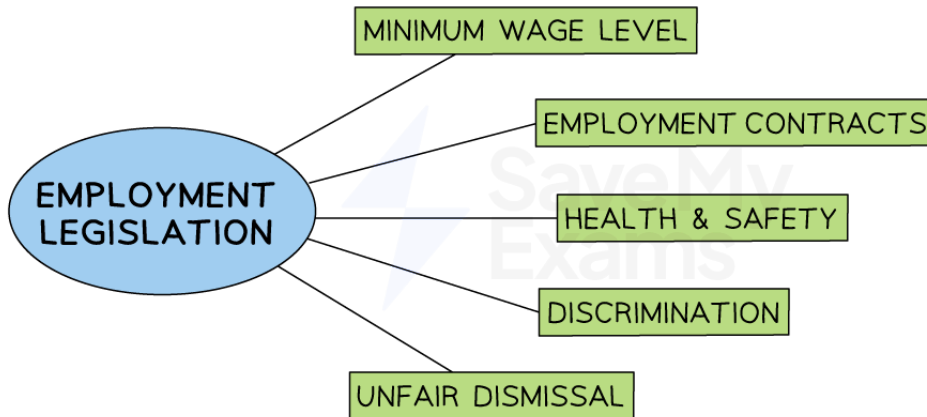
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## The Impact of Legislation on Employment

### Legal Controls & Their Impact on Business

- Legislation refers to **laws and regulations** passed by governments that require businesses to conduct their behaviour in a particular manner
- Many countries have **passed laws** that determine the required behaviour of employers towards their workers

#### Diagram: legal controls over business



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*Employment legislation helps to reduce worker exploitation and unfair dismissal from the workplace*

### Legal Minimum Wage

- A **national minimum wage (NMW)** is a **legally imposed wage level** that employers must pay their workers
  - It is set **above** the market rate of pay
  - In some countries, the minimum wage **varies by age**
  - A minimum wage makes it illegal for an employer to pay an hourly rate below the minimum wage set

#### Impact of Legal Minimum wage on Employers and Employees

Employers	Employees



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| <ul style="list-style-type: none"> <li>Implementation and periodic increases of a minimum wage increase <b>variable costs</b> as all workers must be paid the minimum legal limit</li> <li>Employers may <b>invest more in training unskilled workers</b> as they are being paid a higher wage</li> <li>Skilled workers who are receiving slightly more than the NMW may <b>demand higher pay</b> to maintain their <b>wage differential</b></li> </ul> | <ul style="list-style-type: none"> <li>Low-paid workers' earnings are increased and their <b>living standards</b> are likely to improve as a result</li> <li><b>Reduces exploitation of workers</b>, as without a minimum wage powerful businesses can legally pay their workers very poorly</li> <li>Acts as an <b>incentive to enter the workforce</b> due to the attractiveness of higher pay</li> </ul> |
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- Businesses in some countries are free to **pay their workers very low wages** leading to much **lower business costs**
- Businesses are often questioned about this decision as it compromises **business ethics**

## Employment Contracts

- An employment contract is a **legal agreement between the employer and employee**, which sets out the terms and conditions of employment
  - It is often a **legal requirement** for employers to provide a new employee with a contract of employment
- The **contract of employment** will usually include
  - The name of employee and employer
  - Employment start date
  - Working hours
  - Remuneration
  - Holiday entitlement
  - Duties and responsibilities of the role
  - Place of work
  - Notice period
- The main types of contract **include full-time, part-time, job share** and **zero hours contracts**
  - Often, a business will have a mixture of employees with a **range of different employment contracts**



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- A contract of employment **reduces misunderstandings** around issues such as working hours, pay, and holidays
  - Both employers and employees know what is expected of them
- The contract provides some **security of employment to the employee**
  - E.g. If an employer ignores any terms of the contract, such as paying the worker less than the agreed amount, then the worker could take legal action against the employer
- If the **employee does not meet the conditions of the contract**, then legal dismissal is allowed
  - E.g. this could occur if the worker refuses to work the agreed amount of set hours in the contract of employment

## Health and Safety

- Health and safety legislation requires businesses to operate in a way that protects the **physical and mental wellbeing** of its employees, contractors and customers
- Health and safety legislation covers areas including
  - The provision of **adequate breaks and rest periods**
  - Temperature and noise levels
  - The provision of safety equipment
  - Hygienic, safe and sanitary conditions
  - **Preventing stress**
- Implementation of procedures and equipment required to maintain healthy working conditions are likely to **incur financial and time costs, such as**
  - Staff **training** and supervision
  - Changes to **working hours** and rest provisions
  - Arrangement of manuals, signage and safety **documentation**
  - Purchase and maintenance of safety **equipment**
  - Drawing up and implementing a **code of practice**
- Serious health and safety breaches can lead to **fines** or **investigations by the Health and Safety Executive** and, in some cases, **prison sentences**

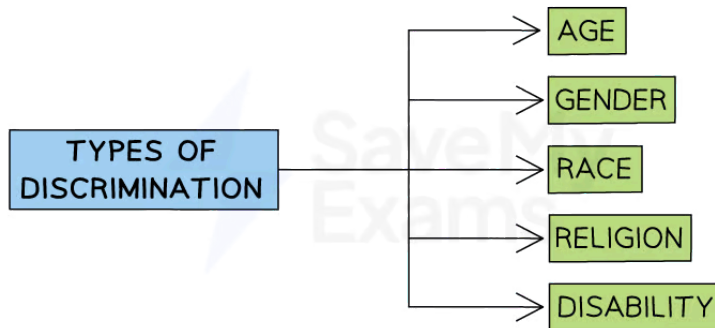
## Discrimination

- **Discrimination** at work occurs when the employer treats employees with protected characteristics such as gender or race less favourably than one without these characteristics
  - In many countries, **discrimination** based on these characteristics is **illegal**



Your notes

## Diagram: the main forms of discrimination



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*Laws are in place to protect workers from discrimination based on gender, age, race, disability and religion*

- Employees who are victims of discrimination in the workplace can take **legal action against the employer**
  - **Trade unions** often support employees with legal claims against employers and **provide legal advice and support**
- Businesses can **miss out on recruiting the best applicant** if recruitment policies are discriminatory
- **Reputational damage** may result if a business is found to have discriminated against employees

## Unfair Dismissal

- **Dismissal** takes place when an employer **ends an employee's contract of employment with the business**
- **Dismissal can be fair** for a number of reasons
  - The job no longer exists, which means the employee is made **redundant**
  - An employee cannot do the job properly e.g. they may **lack the right skills**
  - Long-term **illness**
  - Gross **misconduct**, such as theft or violence at work
  - For other "substantial" reasons, such as the employee has been sent to prison

- **Unfair dismissal** is when an employee of a business has their **employment terminated without a valid reason** or against **government legislation**
  - Reasons for unfair dismissal include **discrimination** or avoidance of paying for **redundancies**
- In cases where there is unfair dismissal, the worker may take his/her **complaint** to a court called an **industrial tribunal** to decide whether there is a case to answer
  - If the independent tribunal finds that the worker was **wrongfully dismissed**, then the worker receives **compensation** and their job is offered back to them



Your notes