

## Chapter 8: Recruitment/ Selection and training of workers

### Key terms

1. 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.
2. Job analysis: identifies and records the responsibilities and tasks relating to a job.
3. Job description: outlines the responsibilities and duties to be carried out by someone employed to do a specific job.
4. Job specification: is a document which outlines the requirements, qualifications, expertise, physical characteristics, etc. for a specified job.
5. External recruitment: is when a vacancy is filled by someone who is not an existing employee and will be new to the business.
6. Part-time employment: is often considered to be between 1 and 30-35 hours a week.
7. Full-time: employees will usually work 35 hours or more a week.
8. 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.
9. On-the-job training: occurs by watching a more experienced worker doing the job.
10. Off-the-job training: involves being trained away from the workplace, usually by specialist trainers.
11. Workforce planning: is establishing the workforce needed by the business for the foreseeable future in terms of the number and skills of employees required.
12. Redundancy: is when an employee is no longer needed and so lose their job. It is not due to any aspect of their work being unsatisfactory.
13. Ethical decision: a decision taken by a manager or a company because of the moral code observed by the firm.
14. Industrial tribunal: is a legal meeting which considers workers' complaints of unfair dismissal or discrimination at work.
15. Contract of employment: is a legal agreement listing the rights and responsibilities of workers.

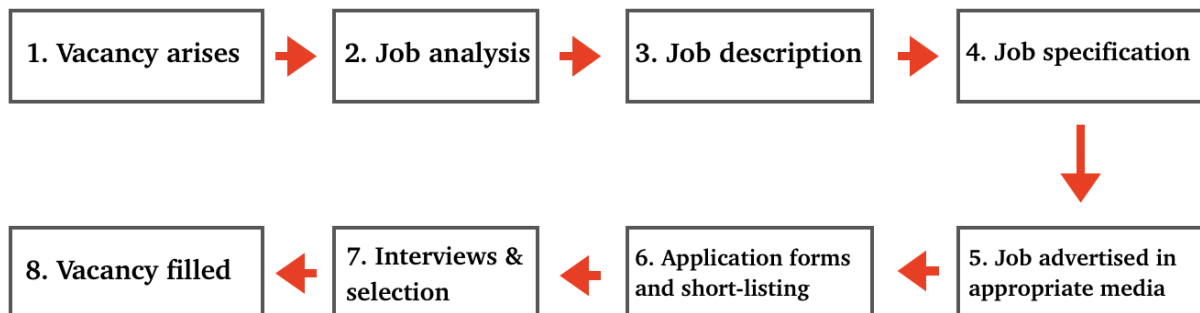
## 1. Human resource department

### The role of human resource department :

- **Recruitment and selection** : involves attracting and selecting the best candidates for position
- **Wage and salaries** : retain and motivate employees
- **Industrial action** : it must be effective in communication between representatives of the management and of the workforce.
- **Training Programme** : provides training programme linked with future plan of the business.
- **Health and Safety**
- **Redundancy and Dismissal**

## 2. Recruitment Process

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.



**2.1 Job analysis** : identifies and records the responsibilities and tasks relating to a job.

**2.2 Job description** : outlines the responsibilities and duties to be carried out by someone employed to do a specific job.

**2.3 Job specification** : is a document which outlines the requirements, qualifications, level of education, experience , personal characteristics etc. for a specified job.

**2.4 Advertising Vacancy:**

**2.4.1 Internal Recruitment** : vacancy may be advertised on a company board, filled by someone who is an existing employee of business.

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>• It saves time and money from advertising and interviewing costs.</li> <li>• The person is already known to the business.</li> <li>• It is easier to work with others.</li> <li>• It can be motivating for other employees</li> </ul>	<ul style="list-style-type: none"> <li>• No new ideas or experience come into the business.</li> <li>• There may be jealousy and rivalry among existing employees.</li> </ul>

**2.4.2 External Recruitment** : is when a vacancy is filled by someone who is not an existing employee and will be new to the business.

- Local newspaper: It is usually for clerical (office) or manual (factory) positions which do not require high skills.
- Specialist magazines and journals
- Recruitment agencies : They will advertise and interview people for a type of jobs.
- Job Centre

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>• Receive new ideas or experience come into the business.</li> </ul>	<ul style="list-style-type: none"> <li>• It might be higher cost since companies need to advertise in public and spend longer recruiting.</li> <li>• New employees might not know the business overview so companies need to provide training courses which are expensive.</li> </ul>

**2.5 Application form** : A job advertisement will require the applicant to apply in writing.

Eg. a curriculum vitae (CV) or resume (a summary of a person's qualifications, experience and qualities which is written in a standard format), cover letters.

**2.6 Interviews**: this can arrange into one-to-one / two-to-one or panel of people

interviews. This can also include other selection tasks; for example, written tasks, practice tests, presentation for skills evaluation. ( Skills tests / aptitude test / personality tests / group situation tests)

**2.7 Select suitable applications**: select and offer them the job, and reply to unsuccessful applicants.

### **3. Benefits and limitations of part-time employees and full-time employees**

**Full-time worker** : employees will usually work 35 hours or more a week.

**Part-time workers**: worker is someone who works fewer hours than a full-time worker. (Full-time workers usually work an average 35 hours/week; however, it varies from one country to another.)

#### **Advantages and disadvantages of part-time workers**

Advantages	Disadvantages
<ul style="list-style-type: none"><li>• More flexible in the hours of work</li><li>• Easier to ask workers just to work at busy times</li><li>• Easier to extend business opening during peak-time or weekends</li><li>• Fits in with looking after children</li><li>• Less expensive than employing a full-</li></ul>	<ul style="list-style-type: none"><li>• Less likely to be trained from employers</li><li>• Takes longer to recruit two part-time workers than one full-time workers</li><li>• Can be less committed to the business</li><li>• Less likely to be promoted</li><li>• More difficult to communicate with part-time workers when they are not in work</li></ul>

### **4. The importance of training and the methods of training**

#### **Why is training important?**

- Introduce a new process or new equipment
- Improve the efficiency of the workforce
- Provide training for the unskilled workers
- Decrease the supervision needed
- Improve opportunity for internal promotion
- Decrease the chances of accidents

**There are three main types of training**

**4.1 Inducing training:** is an introduction given to a new employee, explaining the firm's activities, customs and procedures and also introducing them to their fellow workers.

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>• It helps new employees to settle into their jobs quickly.</li> <li>• Workers are less likely to make mistakes.</li> <li>• It may be a legal requirement to give</li> </ul>	<ul style="list-style-type: none"> <li>• Time consuming</li> <li>• Wages are paid but no work is being done by the worker.</li> <li>• It delays the start of the employee to work.</li> </ul>

**4.2 On-job training:** occurs by watching a more experienced worker doing the job.

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>• Individual tuition.</li> <li>• Some products are created from the workers while they are training.</li> <li>• The cost is usually lesser than off-the-job training.</li> <li>• It is training to the specific needs of the</li> </ul>	<ul style="list-style-type: none"> <li>• The trainer will not be as productive as usual because they are showing the trainee what to do.</li> <li>• The trainer may have bad habits and pass on them to the trainee.</li> <li>• It may not necessarily be recognised</li> </ul>

**4.3 Off-the job training:** involves being trained away from the workplace, usually by specialist trainers.

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>• Trainees can get a broad range of skills.</li> <li>• If these courses are taught after work, the employees still carry out their work.</li> <li>• Employees may be taught a variety of skills, they become multi-skilled and they can be moved around the company.</li> <li>• It often uses expert trainers who have up-to-date knowledge of business</li> </ul>	<ul style="list-style-type: none"> <li>• Costs are high.</li> <li>• It means wages are paid but no work is being done by workers</li> <li>• After training, it is easier for the employee to leave and find a new job.</li> </ul>

## **5. Why reducing the size of the workforce might be necessary**

**Workforce planning** : is establishing the workforce needed by the business for the foreseeable future in terms of the number and skills of employees required. This can be because of

- Introduction of automation
- Falling demand for their goods and services
- Factory / shop and office closure
- Relocating their factory abroad
- A business has merged or been taken over

### **2 ways to reduce the number of employees.**

#### **5.1 Dismissal**

: Worker is told to leave their job because of unsatisfied behaviour.

#### **5.2 Redundancy**

: is when an employee is no longer needed and so loses their job. It is not due to any aspect of their works being unsatisfactory.

## **6. Legal controls over employment issues and their impact on employers and employees**

Employees need protection in the following areas:

### **6.1 Protection against unfair discrimination**

: e.g. different race or color / belong to a different religion / opposite sex / disability

### **6.2 Health and safety at work**

: e.g. protect workers from dangerous machinery / provide safety equipment and clothing / maintain reasonable workplace temperatures / provide hygienic conditions

### **6.3 Protection against unfair dismissal**

: e.g. in the UK, if workers feel that they have been dismissed unfairly. Then they can take their case to an industrial tribunal. ( is a legal meeting which considers workers's complaints of unfair dismissal or discrimination at work)

### **6.4 Wage protection**

: Workers have a right to be paid for work. There should be a written agreement between worker and employer in terms of the wage rate and how frequently wages will be paid.

### Advantages and disadvantages of a legal minimum wage

Advantages	Disadvantages
<ul style="list-style-type: none"><li>• It encourages people to find jobs.</li><li>• Low-paid workers will earn more and they will be able to afford more products.</li><li>• Unskilled workers will be receiving higher payments, it might encourage employers to train and make employees more productive.</li><li>• It prevents employers from exploiting</li></ul>	<ul style="list-style-type: none"><li>• It increases cost to business.</li><li>• Some employers might lay off some workers, resulting in higher unemployment.</li><li>• Other workers receiving just above minimum level may ask for higher wage to keep the same differential between themselves.</li></ul>

