

## **Chapter 14 : Approach to staffing**

### **1.) Approaches to staffing**

Different businesses have different approaches to their staff.

**1.1 Staff as an asset :** Employers who view their staff as assets will value their employees and have concern for their welfare. This might involve providing in

- Acceptable remuneration
- Reasonable holiday, sick leave, maternity/paternity leave or pensions
- A safe and comfortable working environment
- Training, so that staff can develop skills and carry out work tasks successfully and safely
- Job security and opportunity to interact with colleagues
- Recognition and professional relationships
- Clear and effective leadership
- Chances for promotion
- Opportunities to solve problems, work in teams and be creative

If employer treat staff as assets, they will also make an effort to retain them.

**1.2 Staff as a cost :** If employers view their staff as cost, their focus is likely to be different. -  
Paying just the legal national minimum wage

### **2) Flexible workforce**

: this helps a business to adapt to change more easily.

**2.1 Multi-skilling :** is a term used to describe the process of enhancing the skills of employees. It is argued that giving individuals the skills and responsibilities to deal with greater variety of issues.

#### **Evaluation:**

+ create motivation and improve their performance - Need more training + higher wage is required

**2.2 Part-time and temporary staff :** people who normally work for not more than around 20 hours per week except where it is stated otherwise.

#### **Evaluation:**

+ suit for lifestyle

+ Flexible for business eg. Hire only peak business cycle - limited period only

- No training and less opportunity for promotion

**2.3 zero-hour contracts** : eg. Piece-work or on-call work , means that workers are on call to work when the employer needs them OR employers do not have to give them work OR employee do not have to work when asked.

Eg. Hospitality industry such as hotels / restaurants and catering at events

**2.4 Flexible hours and home working** : The workforce is more flexible if staff work flexible hours. However, there are different way of arranging this. Eg. Staff might have to work a number of hours in particular time period. OR home workers eg. Farmer / shop owners / writers / designer etc

#### **Evaluation**

- + Business can be flexible if they can often remain open for longer hours.
- + Workers can take day off using a flexitime system.
- + Business less cost since less cost of office space / equipment / heating or etc
- Communication problems if staff cannot be contacted and it is more difficult to monitor the quantity and quality of work undertaken.

**2.5 Outsourcing** : This involves getting other people or businesses to carry out tasks that were originally carried out by people employed by business.

#### **Evaluation**

- + Allow a business focus on business
- + More specialists are employed
- + Cost will be lower since no need to pay for welfare
- Loss of control and the dependence on supplier
- Different culture therefore increase in conflict among groups of worker

### **3.) Distinction between dismissal and redundancy**

**3.1 Dismissal** : Misconduct or because employee is incapable of doing jobs.

**3.2 Redundancy** : Where is insufficient or no work for the employee to do. Workers are most likely to be made redundant during a recession or when a business struggling due to external factors.

#### **4.) Employers and Employee relationships**

: The relationship between employer and employee is important . However, there are different objective so might have conflict among parties. This is because the objectives of the two groups are sometimes in conflict,

**4.1 Rate of pay :** employers often attempt to restrain wage growth to help control cost and remain competitive. In contrast, employees want higher wages to keep up rises in cost of living and standard of living.

**4.2 The introduction of technology :** Employers are often keen to use new technology because it help to increase efficiency in their business. However, increase in technology might increase rate of unemployed.

**4.3 Flexible working:** Employers prefer to employ a flexible workforce since it helps to manage production more efficiency. While workers want permanent job and security

**4.4 Work conditions:** Employees may want their better condition or facilities from employers but employers need to control cost.

The relationship that exists between employers and employees can be shaped using two approaches. They are both often concerned with finding resolution to the areas of conflict outlined above.

- **Individual approach :** This means that terms of employment and disagreement are settled through negotiate between an individual employee and a representative of the employer. Also perhaps human resources . Eg. If employee feels that more training is required, they would have to have make a case and present it individually.

- **Collective bargaining :** This involves determining wages, conditions of work and other terms of employment through negotiation process between employer and employee representatives such as trade union.