

Chapter 15 : Recruitment, Selection and Training

1. Recruitment

: when business hire new employees they need to attract and appoint the best people- those with right skills and appropriate experience. A business may need to hire new staff because :

- The business is expanding and more labour is needed
- People are leaving and they need to be replaced
- Positions have become vacant due to promotion
- People are required for given period to cover temporary staff absence, due to maternity or paternity leave

2. Stages in the recruitment and selection process

- 2.1 Identify the type and number of staff needed
- 2.2 Prepare job description and person specification
- 2.3 Advertise the job using appropriate media
- 2.4 Evaluate applicants and select a shortlist for interview
- 2.5 Carry out interviews
- 2.6 Evaluate interviews and make appointments
- 2.7 Provide feedback for unsuccessful candidates

3. Job description and person specification

3.1 Job Description : States the title of a job and outlines the tasks, duties and responsibilities associated with that job. If a new job is created, a new job description may have to be prepared. The main purpose of a job description is to show clearly what is expected from employee.

3.2 Person Specification : provides details of the qualifications, experiences, skills, attitudes, and any characteristics, experiences, that would be expected of a person appointed to do a particular job.

4. Internal and External Recruitment

4.1 Internal Recruitment

: is recruitment from within business. An employee may be chosen to be offered a post.

Advantages	Disadvantages
<ol style="list-style-type: none">1. It is cheaper because of no adverts2. Internal recruits might already familiar with the producers and working environment of the business. Therefore, it is less training cost3. The qualities, abilities and potential of the candidate should be better known to employer4. Regular internal recruiting can motivate staff.	<ol style="list-style-type: none">1. Less creativity from outsiders2. Not specialise

4.2 External recruitment

: is when someone is appointed from outside the business.

(Advantages and disadvantages opposite to internal recruitment)

How to apply external recruitment

4.2.1 Word of mouth : This means a person hearing about job from someone else, often someone who works in the place of employment.

4.2.2 Direct application : Many jobseekers send their details to employers for whom they would like to work just in case they have a vacancy.

4.2.3 Advertising : The employers may place advertisements in local or national newspaper. The internet is another way to advertise job vacancy.

4.2.4 Private employment agencies : The business may employ a private employment agency to find candidates .

5.) Costs of recruitment, selection and training

Some of the main costs incurred are outlined below;

5.1 Recruitment and selection cost :

- Human resource department : since staffs are required.
- Administration cost increases : when checking and updating job description and person specifications.
- Job will have to be advertised. If internal recruitment => advertising cost will be lower.
- Time will be spent handling and sorting applications.
- The interviewing process can also be expensive for a business. It is likely to involve some highly paid senior staff.
- Sometimes the new person recruited will negotiate a higher salary or better benefits than the outgoing person they are replacing, again adding to the business's costs.

5.2 Training cost :

- **Training courses and other resources** : Businesses will have to pay training providers if they use external training. Even internal training and equipment is needed.
- **Loss of output** : In workers are involved in off-the-job training they will not be producing anything. This will result in lower output levels.
- **Employees leaving** : Businesses are likely to get very frustrated if employees leave and join a rival company after they have invested in training them.

6.) Training :is the process of increasing the knowledge and skills of workers so that they are better able to perform their jobs. The objectives of training differ from business to business include:

6.1) Induction training

: It is designed to help employees settles quickly into business and their jobs. Most induction training attempts to introduce workers to the natural of the business and work practices including health and safety issues.

6.2 On-the-job training

: is training given in the workplace by the employer.

- Learning from other workers
- Mentoring : This is where a more experienced employee is asked to provide advice and help to a less experienced worker.
- Job rotation : This is where a worker spend a period of time doing one job, then the another period of time doing another job.
- Traditional apprenticeship: Workers in traditional skilled trades, such as woodwork or engineering , would undertake training over, say, 3 to 5 years in an apprenticeship. This would involve a mix of training methods.
- Graduate training : Medium-to-large sized businesses may offer graduate training programmes. They are typically designed to offer those with university degrees either professional training, such as in accountancy or law.

6.3 Off-the-job training is training which takes place away from the immediate workplace. It might take place at a company-owned training centre or at college or university. Off-the-job training can provide courses which a business internally would be unable to provide. But it can be expensive, particular if the business is paying not just for the course but also salary for the time the employee is attend the course

7.) Benefits of training

Managers	Owners	Employees	Customers
<ul style="list-style-type: none"> • Managers will benefit because workers may be better motivated and more satisfied. This makes them co-operative and easy to work with • More flexible since higher skills • Improve image of business and easier to attract and retain high-quality staff 	<ul style="list-style-type: none"> • Higher productivity and hence lower cost • Higher competitiveness 	<ul style="list-style-type: none"> • Workers able to work faster and effectively . • Reduce anxieties about their work and provide more job satisfaction. • More motivation and able to gain promotion or get a better job 	<ul style="list-style-type: none"> • training improves quality and skills then consumers will benefit from better quality products and improve in customer services.

