

# Chapter 14: Recruitment, Training, and human resources

## The work of the Human Resources department

We all know that recruitment and selection is one of the tasks that the HR department fulfills. The other tasks will be discussed below:

- **Recruitment and selection:** Involves selecting and attracting the best workers.
- **Wages and salaries:** Must be enough to motivate or attract workers.
- **Industrial relations:** There must be effective communication between departments.
- **Training programmes:** Must meet the training needs of employees and accomplish business objectives.
- **Health and safety:** Must do things according to the law.
- **Redundancy and dismissal:** Must obey all laws when firing workers.

### Recruitment and selection

Workers are needed when a business **starts up, expands** or an existing employee **leaves**. Businesses use the **recruitment process** to successfully employ the right people. This process is usually undertaken by the HR department, but in small business, HR departments do not exist since the businesses employ too little workers for it to be of much use. Here is a diagram summarising the recruitment process:

1. Vacancy arises.
2. A **job analysis** is done, which identifies the responsibilities and tasks of the job.
3. A **job description** lists that responsibilities and tasks to the candidates who apply for the position.
4. A **job specification** outlines the required **qualifications, expertise and experience** a candidate needs so that they can be accepted.
5. The job is **advertised** in the **appropriate media**. (e.g. newspapers)
6. Candidates fill out **application forms**, which are **short-listed** so that only the best candidates remain.
7. **Interviews** are held with remaining candidates, and the ones suitable for the job are **selected**.

8. Vacancy filled.

## **The recruitment process**

### **Job analysis and description:**

When a new employee is needed, a **job analysis** needs to be taken to identify the tasks and responsibilities of the position. This should be easy for a job that needs replacement, but not so much for a job that has just been created.

Once all the details of the job has been gathered, a **job description** needs to be drawn up. This job description has several functions:

- Given to **candidates** so they will know what the job will involve.
- Allows a **job specification** to be drawn up which will state the **requirements** for the job.
- Shows whether an employee carries out the job **effectively** or not. It helps **solve disputes** between employees and employers about wages, working hours, etc.

The job description for any business will usually contain:

- The **title** of the job.
- The **department** one will work in.
- Who will be **in charge of** the job-holder.
- Who the job-holder will be **in charge for**.
- The **purpose** of the job (job summary).
- The **main duties** of the job.

Job description sometimes contain information about:

- The **conditions of employment** – working hours, wages, pension schemes.
- **Training** that will be offered.
- Opportunities of **promotion**.

### **Job specification**

After the job description has been drawn up, the **qualifications** for the job can be identified. They usually include:

- The **level of educational qualifications**.
- The **amount and type of experience**.

- **Special skills, talents or knowledge.**
- **Personal characteristics.** (e.g. type of personality)

### Advertising the vacancy

The next stage is on how to get people to know that you have a job to be filled.

### **Internal recruitment**

The vacancy can be filled by an employee already in the business. It might be suitable for employees seeking **promotion**.

#### **Pros of internal recruitment:**

- Saves **time** and **money**.
- The candidates' **reliability, ability** and **potential** are **already known**.
- The candidates know the **expectations** and **rules** of the company.
- **Motivates** other employees to work harder to get promoted too.

#### **Cons of internal recruitment**

- No **new ideas** or **experience** come into the business.
- May create **jealousy** and **rivalry** between existing employees.

### **External recruitment**

Most vacancies are filled with **external recruitment**, which always involves advertising the vacancy. Here are some suitable media of advertising:

- **Local newspaper:** Usually for **office** and **manual** workers. These people are plenty since the job does not require too much skill.
- **National newspaper:** Used to find workers for **senior positions** that requires a lot of skills. It can be read by people anywhere in the country or overseas.
- **Specialist magazines:** Used for particular **technical specialists** such as physicists. Can be used to hire people in the home country or abroad.
- **Recruitment agencies:** Keeps details of qualified people, and will send the suitable applicants to interviews when a business asks for a worker. Many businesses prefer to use recruitment agencies to find them workers because it is easier. However, it is expensive since their fee is based on a **percentage** of the workers **pay**.
- **Government job centres:** Place where businesses can **advertise** their vacancies. These vacancies are usually for **unskilled** or **semi-skilled** workers.

## Possible effects of government legislation on the recruitment process

Many governments pass laws to create equal **employee opportunities**. They state that all employees should be treated **equally** in the work place and receive the **same salary** for doing the same job. People of any sex and people with disabilities are treated equally. Therefore, businesses need to be careful when **advertising** and **treating** their employees because they could be **prosecuted** and **fined**.

## Job advertisement

This is what a business needs to decide when drawing up an advertisement:

- **What** should be included.
  - Job description
  - Job specification
- **Where** the ad will be placed.
  - (depends on job)
- Advertising **budget**.
  - (depends on job)

## Applications forms and CVs/résumés

When a person applies for a job, he will have to fill out an **application form**, or write an **application letter** with a **CV** enclosed. **CVs** are descriptions about one's qualifications and skills in a set **format**.

Businesses will use application forms and CVs to see whether an applicant match the **job specifications** or not. The closest matching applicants are invited to **interviews** in the **selection stage**. A **short-list** is drawn up.

These are what CVs should contain:

- Name
- Address
- Telephone Number
- Date of Birth
- Nationality
- Education and qualifications

- Work experience
- Positions of responsibility
- Interests
- Names and addresses of **references**.

The letter of application should contain briefly:

- Why the applicant wants the job.
- Why the applicant feels he/she would be suitable.

Applicant forms ask for the same information as the application letter and CV, but may ask for other types of information.

### **Interviews**

Applicants who are invited to interviews will have provided the names and addresses of their **references**. These people can give their opinions on the reliability, honesty and skills of the applicants and they will be likely to tell the truth because the applicants will not know what they have said.

Interviews are the most popular form of **selection**. However, interviews are not always the most reliable process of selection. They aim to find out these things:

- The applicant's ability to do the job.
- Personal qualities that are advantageous and disadvantageous.
- General characteristics – whether they can "fit in"?

These are the likely questions in an interview:

- Why have you applied for the job?
- What do you know about this company?
- What qualities do you have to offer the company?
- What ambitions do you have?
- What are your hobbies and interests?
- Do you have any questions to ask us?

Interviews can be one-to-one, two-to-one, or a **panel** of people to interview people which is used to select people for important jobs. Some businesses include tests in their selection.

- **Skill tests:** To test the skills of the candidates.

- **Aptitude tests:** To test how easily candidates can be trained/learn new things.
- **Personality tests:** To test for people who have specific personal qualities which will fit into jobs – e.g. that has a lot of stress; requires you to work with a team.
- **Group situation tests:** To test how well applicants work with other people.

### Rejecting unsuccessful applicants

When applicants fail to get the job, they should be informed and thanked for applying.

## Training

Training is often needed to do achieve the needs listed below. These needs can be long-term or short-term.

- Introduce a **new process** or **equipment**.
- **Improve efficiency**.
- **Decrease supervision** needed.
- **Improve** the opportunity for **internal promotion**.
- **Decrease** the chance of **accidents**

Employees should know the benefits of training for them to take it seriously. Here are some **objectives** of training:

- Increase **skills**.
- Increase **knowledge**.
- Change **attitude**, raise **awareness**.

There are three main types of training:

- **Induction training:**
  - Introducing a **new employee** to their business/management/co-workers/facilities.
  - Lasts **one to several days**.
- **On-the-job training:**
  - Employees are trained by **watching professionals** do a job.
  - Only suitable for **unskilled** and **semi-skilled** jobs.

- Cuts **travel costs**.
- The trainee may **do some work**.
- The trainer's **productiveness** is **decreased** because he has to show things to the trainee.
- The trainer's **bad habits** can be passed to the trainee.
- **Off-the-job training:**
  - Workers go to another place for training (e.g. school).
  - Methods are **varied** and usually more **complex**.
  - Usually **classroom training**.
  - Employees still **work** during the day.
  - Employees can learn **many skills**.

## Workforce planning

A business will need to forecast the **type** and **number** of employees needed in the future. This depends on the firm's growth and objectives. The forecast can be done by:

- Finding out the **skills** of all current employees.
- Counting out people who are **leaving** soon (e.g. retirement).
- Talk to staff about who would want to **retrain** for new jobs.
- Provide a **recruitment plan**. (how many new staff are needed, and how they should be recruited, internal or external)

## Dismissal and Redundancy

There are some situations when businesses need to reduce the number of employees they have. This can be done in two ways:

- **Dismissal:**
  - A worker is **fired** for **unsatisfactory work** or **behaviour**.
  - **Fault** of the employee.
- **Redundancy:**
  - Employees are **no longer needed**.
  - **Not the fault** of the employee.

- Some **reasons** are:
  - A business is **closing down** a factory.
  - A business wants to **cut costs** by reducing the number of employees.
  - A business has merged/taken over another and there are too many staff in certain departments.
  - New machinery replaces workers.
- Employees are given some **money** to compensate for their lost job.
  - The money is often negotiated with **trade unions**.
  - Some government have **laws** that makes businesses pay for their workers this way.
- If only some employees are to be made redundant, trade unions will agree with the **fairest** way to see who goes. These terms are negotiated with the **HR department**.
  - Sometimes there will be **voluntary redundancy** by members.
  - **Older** workers.
  - There may be some who wants to leave because they have **other ideas**.