

# HOW DO BUSINESSES FIND THE RIGHT EMPLOYEES?

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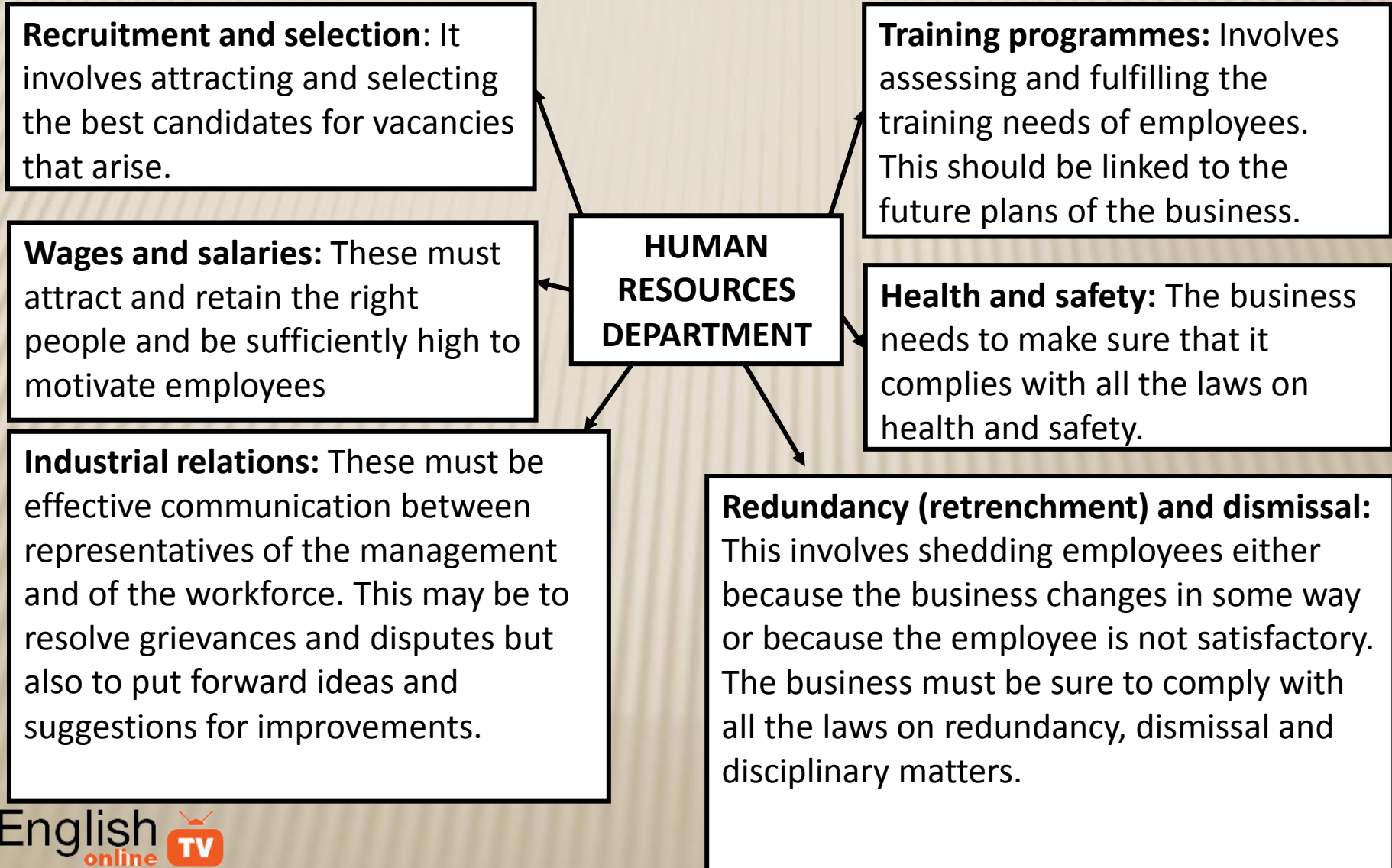
*In this unit you will learn how businesses identify, attract and select suitable employees, and the different types and purposes of training offered by employees.*

# THE WORK OF THE HUMAN RESOURCES DEPARTMENT

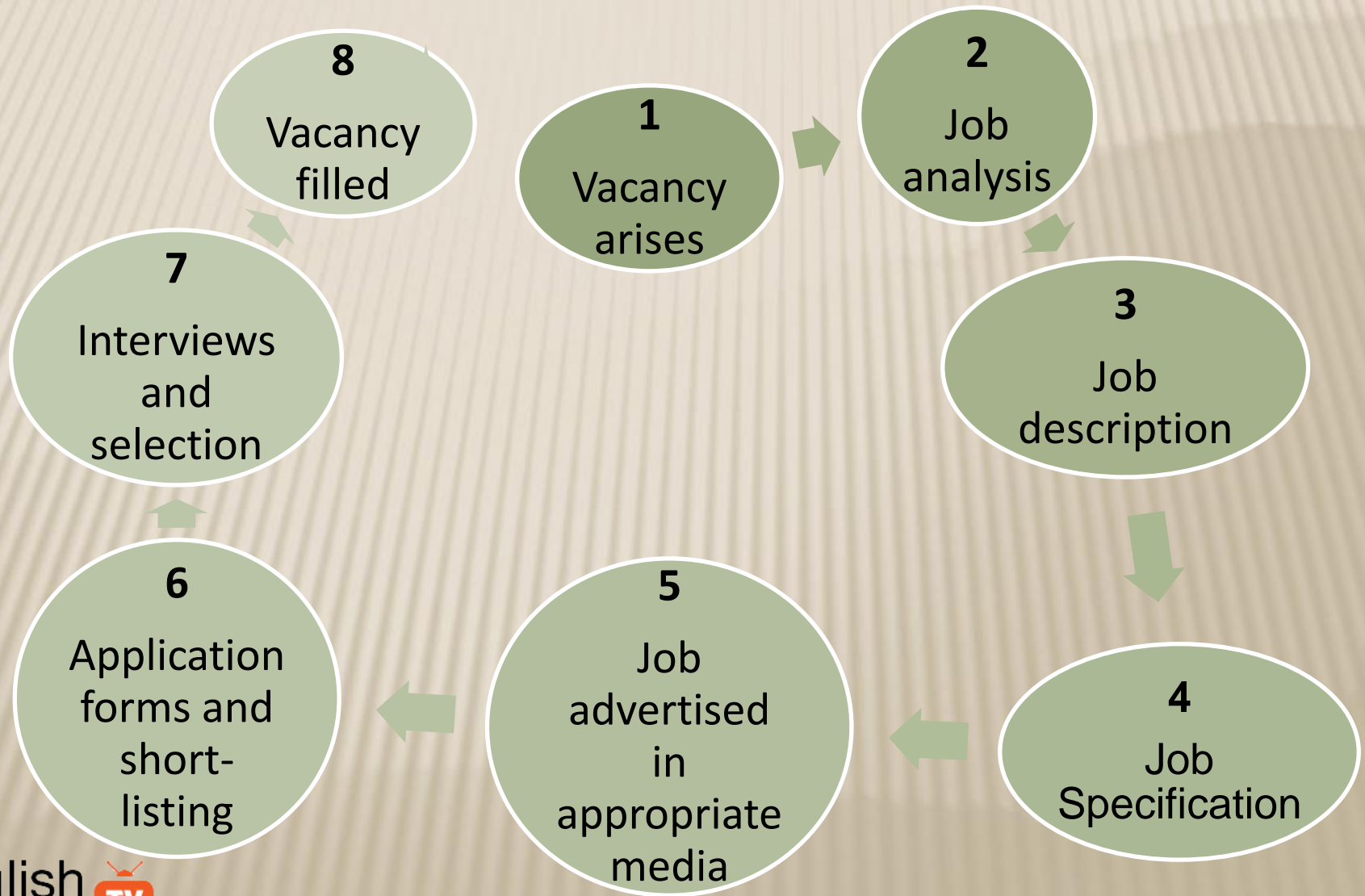
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Recruitment and selection are the most familiar roles of the Human Resources department.

# THE RESPONSIBILITIES OF THE HUMAN RESOURCES DEPARTMENT ARE:



# RECRUITMENT AND SELECTION





# JOB DESCRIPTIONS

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- A job description is a written account of what a job involves and should be constructed before commencing the recruitment process.
- This will help in advertising for suitable applicants for the job, and help ensure that only those with appropriate qualifications or skills will apply.
- A clear job description tells applicants about the job and helps them decide if it is the kind of job they should apply for.
- Job descriptions are normally prepared by the Human Resources Department in consultation with the manager of the department that has the vacancy.

# A JOB DESCRIPTION SHOULD INCLUDE:

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- The job title (for example Accounts Clerk; Computer Programmer)
- The duties involved (for example filing; word processing)
- Responsibilities: staff the job holder will be in charge of.
- Accountability: the person who will be in charge of the job holder.
- Most job descriptions also state the department in which the job holder will work, and give a description of the overall purpose or function of the job.

# THIS IS AN EXAMPLE OF A JOB DESCRIPTION FOR A HOUSEKEEPER IN A HOTEL.

<b>Job title:</b>	Housekeeper
<b>Department:</b>	Housekeeping
<b>Responsible to:</b>	Hotel Manager
<b>Responsible for:</b>	Cleaners, room attendants

## **Main purpose of the job:**

Responsible for domestic services in the hotel, with an aim to keeping accommodation clean and maintained for the hotel guests. Responsible for the cleaners and room attendants. To take a supervisory role.

## **Main duties:**

- Allocation of duties, such as cleaning
- Advising staff when queries arise
- Sending soiled linen to the laundry
- Organizing repairs and replacement of worn items from rooms
- Checking that belongings have not been left in rooms
- Checking that the rooms are ready to receive guests
- Informing reception when rooms are ready for occupancy

## **Occasional duties:**

- Appointment of new staff
- Training new staff in their duties
- Training new staff to use the equipment
- Disciplining staff as and when required
- Dismissing staff if necessary



# THIS IS A TEMPLATE OF A JOB DESCRIPTION

## JOB DESCRIPTION

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**Position:** Lead Advisor (Level 1)

**Reports to:**

**FLSA:** Exempt

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### Position Summary

Lead Advisors are the primary managers of the client relationship and are the most experienced advisors in the firm. The position has responsibility for managing existing client relationships and formulating and implementing advice, but may rely on technical specialists to develop recommendations within a given area of expertise. Lead relationship managers are also expected to develop new client relationships and often work with, train, and supervise other staff in client service delivery. Position titles vary among firms, but the most common are Wealth Manager, Investment Advisor, Financial Advisor, Financial Planner, and Portfolio Manager.

### Specific Duties

- Meet requirement for client acquisition as defined by firm.
- Establish primary contact with firm clients as assigned.
- Manage the members of the ensemble to ensure quality client service, alignment of job performance, and fulfillment of client objectives.
- Schedule and participate in client meetings as agreed.
- Perform case analysis tasks: reviewing and interpreting client data, performing numerical calculations, running hypothetical illustrations, and preparing written suggestions for client on strategies that could be used to achieve financial goals.
- Participate in client/prospect meetings as needed.
- Participate in new client review requests.

# JOB SPECIFICATION

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A job specification or person specification analyses the type of person required to do the job. Job specifications are not given to applicants, but are used by the business recruiting as a checklist of qualities to look for in applicants.

# THE LISTED REQUIREMENTS WILL USUALLY INCLUDE:

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- The level of educational qualifications
- The amount of experience and type of experience
- Special skills, knowledge or particular aptitude
- Personal characteristics, such as type of personality

# THIS IS AN EXAMPLE OF A JOB SPECIFICATION FOR THE POST OF HOUSEKEEPER IN A HOTEL.

**Job title:** Housekeeper

**Job department:** Housekeeping

**Details of job:**

Responsible for domestic services in the hotel, with an aim to keeping accommodation clean and maintained for the hotel guests. Responsible for cleaners and room attendants. To take a supervisory role.

**Qualifications:**

Essential: 4 GCSEs (A–C) including Maths and English

Desirable: Minimum 1 year's experience of working in hotels

**Skills:**

- Communicates effectively with people
- Ability to manage people

**Physical fitness:**

Fit, needs to be on feet all day

**Personal characteristics:**

- Honest and responsible
- Friendly, helpful, organised



# THESE ARE A TEMPLATES OF A JOB SPECIFICATION

## MERLIN PRIMARY SCHOOL

72 Ballamore Road, Downham,  
Bromley, Kent BR1 5LW.

Tel: 020 8697 2804.

Group 2 School

## Headteacher

Salary range: £54,495 - £59,382 pa inc

Merlin is well resourced 1.5 entry school of 335 pupils which the 2004 OFSTED report viewed as successful, offering a sound education and where the whole community is proud.

Our pupils are looking forward to welcoming their new energetic and enthusiastic Headteacher who will lead our very capable and committed staff.

There are still plenty of challenges to address: responding to 'Every Child Matters'; developing more community links; and further improving the performance of the school.

To achieve this you will need to inspire and motivate our staff, governors and parents with your passion for enhancing the education experience of all our pupils within the context of the school's ethos.

**Application forms & further details available from:**  
Children and Young People Directorate, Personnel (Schools), 3rd Floor, Laurence House, 1 Catford Road, London SE6 4RU. or online at [www.toreadmore.info/merlin](http://www.toreadmore.info/merlin) Tel: 020 8314 8331. Email: [anne.clarke@lewisham.gov.uk](mailto:anne.clarke@lewisham.gov.uk)

**Closing date: 12 noon on 27 June 2005** and visits to the school by short listed candidates will be essential.

**Interviews: 12 July 2005.**



## AiR

### PERSON SPECIFICATION Job title:

Film Around Richmondshire Co-ordination and Development

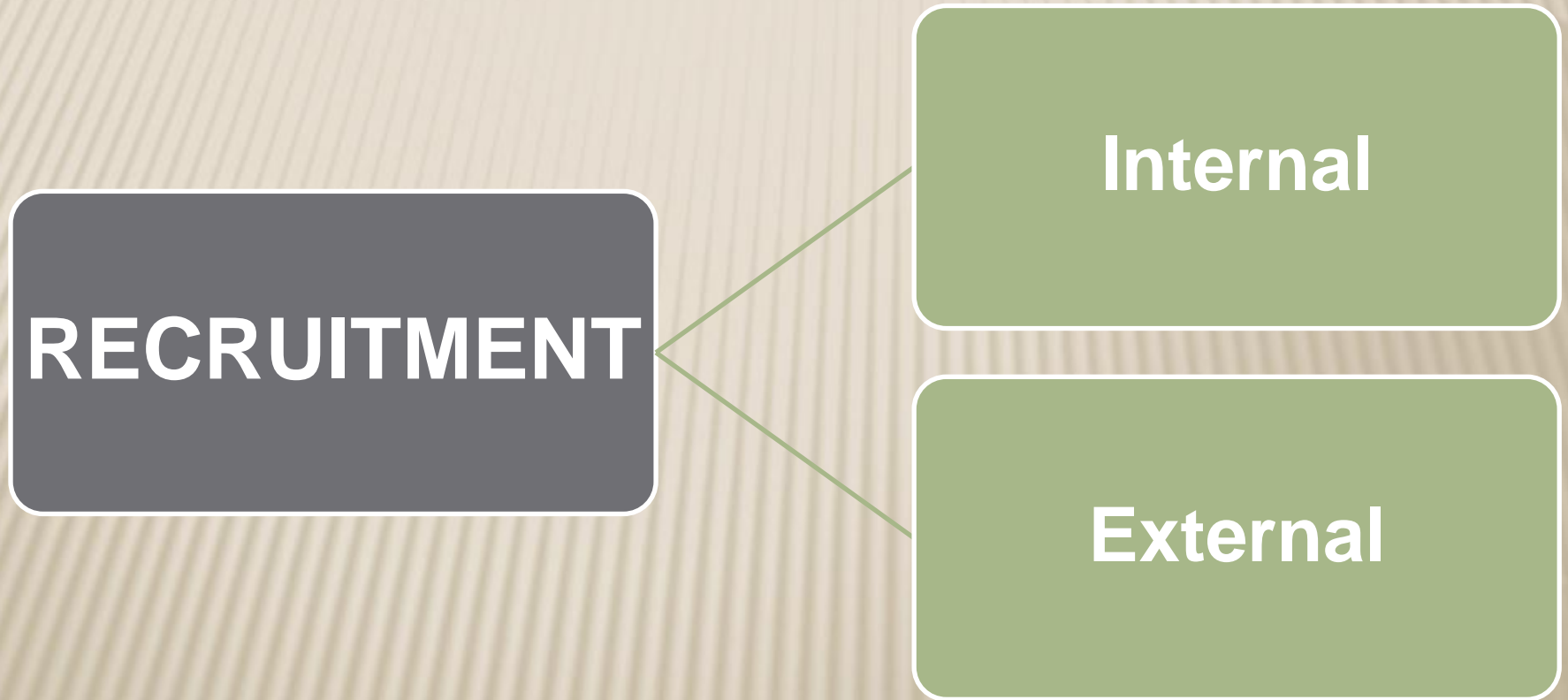
	ESSENTIAL	DESIRABLE
<b>Qualifications</b>	Good general education, with A level qualifications or equivalent.	Relevant arts qualification. qualification
<b>Experience</b>	A minimum 2 years experience in office/project administration. Experience of: - financial management and budget monitoring. - IT including Word and Excel.	Experience of: - arts administration and project management - applying for and administering arts funding - marketing/publicity - film exhibition - supervising staff
<b>Knowledge</b>	A commitment to, understanding and appreciation of the arts.	Professional knowledge and an appreciation of film .
<b>Personal aptitude &amp; skills</b>	Excellent interpersonal and communication skills, written and verbal. Good organisational and time management skills. Ability to work on own initiative. Ability to prioritise tasks and adopt a flexible approach to working methods and time. Ability to enthuse others Good team player	Ability to work under pressure. Self motivated
<b>Disposition</b>	Be positive and committed.	To be outgoing and possess a sense of humour!
<b>Other requirements</b>	Able and willing to work evenings and weekends as required. To hold a current driving licence and have access to a vehicle. To work in a freelance capacity Able to lift heavy equipment.	To live in, or close to Richmondshire

English   
online

Get ready to speak English!

# ADVERTISING THE VACANCY

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# INTERNAL RECRUITMENT

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The post could be filled from inside the organization – INTERNAL RECRUITMENT.

This would be suitable for an employee who seeks promotion within the business.

# ADVANTAGES OF INTERNAL RECRUITMENT

- 😊 It saves time and money, rather than recruiting someone from outside the business (advertising, interviewing, etc.)
- 😊 The person is already known to the business and their reliability, ability and potential are known. The person also knows the organization's way of working and what is expected from employees.



# DISADVANTAGES OF INTERNAL RECRUITMENT

- ☹️ No new ideas or experience come into the business.
- ☹️ There may be jealousy and rivalry amongst existing employees.

# EXTERNAL RECRUITMENT

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Most vacancies are filled by EXTERNAL RECRUITMENT. This involves advertising the vacancy in local newspapers, national newspapers, specialist magazines and journals, recruitment agencies.

# JOB ADVERTISEMENT

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After the business has decided to advertise externally, the next step is to draw up the advertisement. When drawing the job advertisement, the business will need to decide:

- What should be included in the advert
- Where the advertisement should be placed
- How much the advertisement will cost and is it too expensive? Can they afford it?)

# THESE ARE TEMPLATES OF JOB ADVERTS



## Account Manager

- ★ \$100K Package
- ★ Prestigious City HQ
- ★ Industry Leader

This is the body text of a 2 column ad as it might appear in the Sydney Morning Herald. This is the body text of a 2 column ad as it might appear in the Sydney Morning Herald. This is the body text of a 2 column ad as it might appear in the Sydney Morning Herald. This is the body text of a 2 column ad as it might appear in the Sydney Morning Herald.

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**Contact Information Here**

**Company Name, email address, phone and/or fax.**

English  
online TV

Get ready to speak English!

**Highly Motivated, Ambitious  
Agent / Rep required to represent  
Brand Fusion International Ltd.  
in the Midlands, U.K.**

**As part of this energetic, fast-growing  
company you will be selling an extensive  
range of products from accessories to high  
profile brands such as Adams Golf  
and Sun Mountain**

**For more details and to apply for this exciting  
role please contact:**

**Keith Friend (Sales Director)**  
**Keith@brandfusionltd.co.uk**

**brand fusion**  
INTERNATIONAL LTD



# APPLICATION FORMS AND CVS/RESUMÉS

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- A job advertisement will require the applicant to apply in writing.
- This can either be by requesting and then filling in an APPLICATION FORM, or by writing a letter of application and enclosing a CURRICULUM VITAE (CV) or resumé.
- A CV or resumé is a summary of a person's qualifications, experience and qualities, and is written in a standard format.
- A curriculum vitae (CV) or resumé must be well laid out and clear.

# IT SHOULD USUALLY CONTAIN THE FOLLOWING DETAILS:

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- Name
- Address
- Telephone number
- Date of birth
- Nationality
- Marital status
- Education or qualifications
- Work experience
- Positions of responsibility
- Interests
- Names and addresses of referees (for references)

# THIS IS AN EXAMPLE OF A CV

## Curriculum Vitae of

Full name

### Personal Details

Address

Telephone number

Date of birth

Marital Status (May not be relevant)

Number of children (May not be relevant)

### Education

Secondary School Attended:

Dates

Subject Studied

Name

Address

College attended (if appropriate)

Name

Address

### Qualifications

List here all qualifications you have gained, including dates and grades.

### Other achievements

Give full details here of all achievements – both in school and outside. Include any positions of responsibility.

### Work experience

Give details here of any work experience you have had – paid or unpaid.

Give the name and address of the employer, the dates you attended and a description of your duties.

### References

Give the names and addresses of two people who will give you references for future employers.

# INTERVIEWS

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The applicants who are short-listed will be invited for an interview. The main purposes of an interview are to assess, in the shortest possible time:

- The applicant's ability to do the job
- Any personal qualities that are an advantage or disadvantage
- The general character and personality of the applicant – will they fit in?



# THE TYPES OF QUESTION ASKED AT AN INTERVIEW ARE LIKELY TO INCLUDE:

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- Why have you applied for the job?
- What do you know about this company?
- What qualities do you have to offer the company? (Why should we offer you the job?)
- What ambitions do you have?
- Tell me about your hobbies and interests. (What do you do in your leisure time?)
- Do you want to ask any questions to ask us?

# SOME BUSINESSES INCLUDE TESTS IN THEIR SELECTION PROCESS, FOR EXAMPLE:

- Skills tests aim to show the ability of the candidate to carry out certain tasks.
- Aptitude tests aim to show the candidate's potential to gain additional skills. Either general intelligence tests or more specific tests are used to assess the candidate's ability to train for a particular job.
- Personality tests are used if a particular type of person is required for the job, if the job requires the ability to work under stress or if the person will need to fit in as part of a team of people.
- Group situation tests give tasks to applicants to complete in groups situations and the group is observed. Each applicant will be assessed on the way they work as a member of the team and the way they tackle the tasks themselves.

# TEMPLATES OF CVS ARE:



## DAVID H. PEARLMAN

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**ADDRESS** Home: 1234 Parkview Boulevard, Colorado Springs, Colorado 80906 Phone: (719) 555-1234  
Office: 1234 East Kiowa, Colorado Springs, Colorado 80903 Fax: (719) 555-1234

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**PROFILE**

- Licensed attorney in private practice since 1969 (Colorado and New Mexico).
- Board Certified Civil Trial Specialist, National Board of Trial Advocacy, with extensive litigation experience (initially certified 1980, recertified 1985, 1990, and 1995).
- Recognized specialist in workers' compensation law by the New Mexico Legal Specialization Board.
- Admitted to practice before the U.S. Court of Appeals, 10th Circuit; U.S. District Court for the District of New Mexico; U.S. District Court for the Western District of Texas; District Courts of the State of Colorado; and all courts in the State of New Mexico.
- Successful Federal Administrative Law Judge applicant (awaiting placement).
- Extensive experience in the preparation and trial of injury claims resulting from both workers' compensation and off-the-job injuries.
- Exceptional knowledge of administrative procedures, rules of evidence, and trial practices.
- Able to communicate clearly and concisely with people of diverse backgrounds and levels of authority.

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**EXPERIENCE**

- Member of a three-attorney panel appointed by the New Mexico Court of Appeals to issue advisory decisions in pending civil appeals.
- Wrote the advisory decision in the appeal of *Miller v. NM Dept. of Transportation*, the essence of which was adopted by the New Mexico Supreme Court.
- Selected twice in fifteen months as an arbitrator for the New Mexico trial-level court to arbitrate cases with damage claims less than \$15,000, using procedures similar to those governing American Arbitration Association proceedings.
- Currently prepare from three to five jury trials per year.

**Personal Injury**

- Lead counsel or sole counsel for the injured plaintiff / worker in at least 30 jury trials with a minimum trial length of three days, plus another 50 non-jury trials of at least two days.
- Since 1983, have prepared and prosecuted to conclusion, either by trial or settlement, over 650 workers' compensation cases involving both physical and economic injuries.
- Interviewed witnesses, propounded and responded to interrogatories, requested productions and admissions, took and defended depositions, briefed interlocutory motions, filed requested findings and conclusions in non-jury cases, and prepared and argued requested instructions in jury trials.
- Developed considerable experience in determining when the record should be closed or supplemented.

**Expert Witnesses**

- Defined case issues and facts, then determined what type of expert witnesses would be needed.
- Located highly competent and persuasive experts in the required field.
- Consulted with and prepared the experts based on the definition of the issues and facts.
- Examined and cross-examined all types of fact witnesses and expert witnesses from nearly all areas of medicine and many scientific fields.

**Management**

- Managed a private law practice for more than twenty years, including all aspects of administration, accountability for profit and loss, controlling costs, and achieving revenue objectives.
- Recruited, supervised, motivated, and evaluated employees, including clerical staff and paralegals.
- Met deadlines for pretrial procedures, trials, and appellate briefings by effectively utilizing attorney associates and support staff.
- Designed a complete set of recurring forms to manage a typical workers' compensation claim from initial client interview through requested findings and conclusions.
- Competent in IBM, Windows, and WordPerfect computer software.

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**EDUCATION**

**JURIS DOCTOR** 1969  
University of New Mexico School of Law, Albuquerque, New Mexico

**GRADUATE SCHOOL** 1966 – 1967  
University of New Mexico, Albuquerque, New Mexico  
• 18 hours of Modern European History

**BACHELOR OF ARTS** 1965  
University of Minnesota, Minneapolis, Minnesota



# TRAINING

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Training is often needed to:

- Introduce new process or new equipment
- Improve the efficiency of the workforce
- Provide training for the unskilled workers to make them more valuable for the company
- Decrease the supervision needed
- Improve the opportunity for internal promotion
- Decrease the chances of accidents



# THERE ARE THREE MAIN TYPES OF TRAINING:

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- × Induction training
- × On-the-job training
- × Off-the-job training

# 1.- INDUCTION TRAINING

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- × The purpose of induction training is to introduce new employees to the business and the staff and familiarize them with the procedures and practices of the organization.
- × Induction training often includes background information, such as a tour of the premises to familiarize the employee with the layout and location of facilities, and information on health and safety policies and procedures.

8.30 a.m.	Introduction
8.45 a.m.	Company history
9.00 a.m.	Company structure
10.30 a.m.	Break
10.45 a.m.	Workplace: Map of the premises showing places of work Staffroom Staff canteen
11.45 a.m.	Conditions of employment: Rate of pay Hours worked Sickness and holiday pay Pensions
1.00 p.m.	Lunch
1.30 p.m.	Job training: Customer service Using tills How to deal with difficult customers Security
5.00 p.m.	Close

## 2.- ON-THE-JOB TRAINING

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✘ This training involves learning job-specific skills at the place of work. Often an experienced worker works alongside the employee receiving the on-the-job training, showing him or her how the job is done.



## 3.- OFF-THE-JOB TRAINING

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✘ The worker goes away from the place where they work. This may be in a different part of the building or it may be at a different place, such a specialist training centre. Off-the-job training often involves classroom learning using lecture, case studies or computer simulations.

# DISMISSAL AND REDUNDANCY (RETRENCHMENT)

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There may be occasions when a business needs to reduce the number of employees. This can be done in one of two ways:

- × Dismissal
- × REDUNDANCY

# DISMISSAL

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✘ This is where a worker is asked to leave the job because their work or behavior is unsatisfactory. In this case **COMPENSATION** has to be paid.

# REDUNDANCY (RETRENCHMENT)

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There may be occasions when a business needs to reduce the number of employees, because:

- × It is closing down a branch/factory
- × It is experiencing falling sales and profits
- × It has merged or been taken over
- × It has introduced new machinery

When an employee is made redundant, they are usually given some money to compensate for losing their job.