

## Chapter 9

# Human Resource Management

2014 Q5 (A)

Outline the stages in a 'recruitment and selection' process, using the following headings: (i) Internal and External Recruitment (ii) Job Description and Person Specification (iii) Job Interview.

**MS: 5m (3m & 2m) x 5 – Candidates lost marks here as they only gave one piece of key information for each point – make sure to know at least two points of relevant information per heading, especially when you are given the heading in the question.**

### Internal recruitment

This is hiring a current employee for a **new position within the firm**. The employee is **familiar with the culture, policies and work practices** of the firm. **Training and advertising costs are decreased** as the job is advertised internally e.g. on a **staff noticeboard/e-mail**

### External recruitment

The job is **advertised outside the firm** e.g. on a **jobs website/in a recruitment agency/in the newspaper** to attract external candidates. The new employee may have skills and experience that may be required by the business but is **not present** among existing staff. An external candidate might bring a **fresh perspective** to the workplace and also **avoid jealousy** amongst the present staff if an internal candidate was promoted.

### Job Description

Sets out the **responsibilities** of the job and the **key tasks** to be performed.

It defines where the job is **positioned** in the **organisation** structure and who **reports** to whom.

It shows potential candidates the **job title, salary, hours, duties** and **responsibilities** associated with the job available.

### Person Specification

## *The Business Guys*

A person specification sets out the kind of **qualifications, skills, experience** and **personal attributes** a successful **candidate** should **possess**.

The HRM can compare candidates against each other using this e.g. level of academic achievement.

### **Job Interview**

A job interview is a process in which an employer **evaluates** a potential employee for prospective employment in the company.

Interviews generally take the form of **interview panels** where a number of **interviewers** interview **one candidate**.

The process attempts to **determine the candidate's ability to do the job, get along with other employees, work in teams** and **contribute to the business** in an innovative and effective manner.

**2018 Q6 (A)**

Read the information supplied and answer the question which follows.

*The Area Manager Programme is a critical part of our business. What sets us apart from our competitors is the calibre of people in our stores.*

**Source: [www.aldirecruitment.ie](http://www.aldirecruitment.ie)**

Discuss the role of the following in the effective recruitment and selection of an Area Manager for a large supermarket chain:

**Person Specification; Job Description; Panel Interview. (20 marks)**  
**MS: 2@7(5+2); +2m for reference to 'Area Manager'; 1@4 (Panel interview)**

**Person Specification**

Sets out the professional qualifications, experience and key characteristics and skills required by the successful candidate.

Allows the business to define the kind of person required and helps in the writing of an accurate job advertisement.

It determines how important qualifications and skills are for the successful candidate.

The person specification allows the HR department to compare evidence from each applicant against the requirements of the job.

With requirements stated in the person specification the recruitment and selection process is free from bias and the HR department is most likely to get the best candidate for Area Manager.

**Examples:** Area managers would require detailed knowledge of retail trade/an ability to meet deadlines/ability to work under pressure/at least three years' experience of leading sales teams.

**Job Description**

A job description relates directly to the nature of the position itself, rather than the person required to fit it.

Main duties, tasks and responsibilities involved in the job

Job title

Where the job fits in the overall organisation structure

Who the Area Manager reports to

The salary

Employees for whom the job holder/Manager is responsible to

The expectations (targets to be achieved).

## *The Business Guys*

Both the Person Specification and the Job Description form the basis of the job advertisement and subsequently the interview questions.

### **Panel Interview**

A selection technique used to choose the candidate who most closely matches the criteria set out in the person specification. The candidate is interviewed by a group of interviewers who meet the candidate in order to reduce the effect of a single interviewer's personal bias.

To avoid gender balance

To distribute questions across the panel

To determine the candidate fits with the corporate culture.

**2016 Q5 (A)**

*SuperSave, a supermarket chain located in the south west, is considering updating its IT system to link all its stores and to modernise all its operations. It intends to implement a new Quality Assurance programme throughout all its stores. It is also considering a major recruitment campaign.*

Discuss the benefits of both internal and external recruitment for management positions, for a business such as SuperSave.

**MS: 4 x 5m (2+3) (2 Internal/2 External)**

**Internal recruitment**

1. If a SuperSave employee was promoted in to management, they would be **familiar with the culture, policies and work practices** of the firm, so could be **efficient and effective straight away** in the role.
2. If a SuperSave employee was promoted in to management **they would need less induction training, reducing costs and advertising costs** are also **decreased** as the job is advertised internally e.g. on a **staff e-mail**.

**External recruitment**

1. The new employee may have **skills and experience** that may be required by the business but is **not present** among **existing SuperSave** staff.
2. An external candidate might bring a **fresh perspective** to the workplace and also **avoid jealousy** amongst the present SuperSave staff if an internal candidate was promoted.

## 2013 Q5 (B)

Explain the different types of financial **and** non-financial rewards for employees in a business. (20 marks)

**MS: 2 @ 5m (2+3) x 2 financial and non-financial**

**Financial reward: Time Rate**

With time rate, payments of a **fixed amount per hour** for a **fixed number of hours per week** are made to employees. If the employee works more than the fixed number of hours **overtime** is paid at different rates above the minimum e.g. **time and a half or double time**.

**Financial reward: Commission**

This is a type of financial reward where **payment is made according to value of the amount sold**, e.g. payments to a sales person (**10%**) in **proportion to the level of sales achieved**. It has the advantage of **directly encouraging sales**.

**Other: Piece Rate, Bonus, Profit-sharing schemes; Employee Share Ownership Scheme**

**Non-financial Rewards: Benefit-in-kind**

This is also known as a **perk** or a **fringe benefit**. It takes the form of goods or a service given to employees **rather than money**. Benefits-in-kind are often used to raise the **status** of a position in a firm and **to boost morale**.

E.g. **meal vouchers, company cars and health insurance**.

(NOTE: Benefit-in-kind can be **considered financial or non-financial** depending on whether it is taxable or not).

**Non-financial Rewards: Flexi-time**

This allows employees the **freedom to choose their own work hours** within an **agreed time frame** e.g. workers may have to be in the workplace between 10am and 1pm only. This allows employees to **work from home** and organise for **example their childcare arrangements more efficiently**.

**Other: Work Conditions e.g. canteen/gym; Job sharing; Job Satisfaction/ Job enrichment/ Job enlargement**

**2017 Q6 (A) – As answered above (financial points only as per Q)**

Outline the financial rewards used for motivating employees. (15m)

## 2010 Q5 (A)

*Performance appraisals are a valuable way to communicate with employees and may boost business productivity in difficult times.*

- (i) Explain what is meant the term *performance appraisal*.  
 (ii) Outline the benefits of performance appraisal for a business.

**MS: 5m (3m + 2m) + 3 x 5m (3m + 2m)**

(i) The Human Resource usually carries out the appraisal which **reviews /evaluates /assesses the performances** of the **employees** in business.

They **review** the **quality of the work**, the **progress** the person has made or the **capability** of the person in a **formal discussion** with the employee.

They **set targets/expectations**, **highlight problems** employees may be encountering or **resources needed e.g. training**.

(ii) **Increased productivity**

**Targets are set with management** which can increase employee motivation knowing that they will be **re-assessed in the next appraisal**. Performance appraisals **open communication** and **make staff feel more involved in the business**, improving **attitude** and **behaviour development**, **fostering a positive relationship** between management and staff. This leads to greater productivity from employees.

**Retain the right staff/ identify poorly performing staff:**

Regular appraisals can help a business **identify top talent** and ensures that these employees are **retained** and **guided towards reaching** the business's **plans** and objectives.

A business can **identify employees who are not reaching their potential**. They can try to **motivate them with targets** or look to move them on from the company. E.g. **redundancy/not renewing contracts**

**Selection and Training:**

It helps a business decide if **too much or too little training is being delivered** in various departments of the business. e.g. they may need to reduce training in some departments that have a high staff turnover and thereby reduce business costs. They might find some departments require more training e.g. in Excel, if a lot of employees are weak in the same area.

**2015 Q6 (B)**

Outline the benefits of *performance appraisal* for **employees** in a business.  
(15 marks)

**MS: 3 @ 5m (2+2+1) State, explain, benefit for the employees**

**Motivation/Job satisfaction**

Regular appraisals **open communication** with management and the employee. This helps **foster a positive relationship between management and staff** and helps ensure high performance standards.

The benefit to the employee is the **employee is much happier** in work and should get better **job satisfaction** and help them **reach their potential**.

**Training and development**

The performance appraisal interview **can identify training and career development needs for employees** and **provide appropriate training**.

They can also evaluate the effectiveness of training programmes already provided.

The benefit to the employee is that **the level of training they receive is reviewed so that it can be improved if needed**.

**Promotional path/Recognition**

It identifies **hidden strengths in employees** which can be used and **recognizes achievements**. **Promotion decisions** can be influenced by an appraisal.

The benefit to the employee is that they get a chance to **tell management all the great things they've done in their job** that management may otherwise have **been unaware of**.

**Other: Industrial Relations, Feedback, Prioritising goals**

2018 Q10 Short

Distinguish between **induction training** and **staff development****MS: (3+3) + (2+2)**

Induction training is necessary for **all new employees** joining a business. It familiarises new employees with the business, its employees, its culture and its systems and procedures/It demonstrates to new employees the requirements of every day **technical operations/work skills** in the business/aim is to make employees fully productive as soon as possible.

Staff Development is a long term approach taken with **existing employees** to encourage them to take on new challenges and to realise their full potential /focus is on **career development/ professional development** less job specific than induction training/ **brings all employees to a higher level in terms of their general skills** of leadership, and communication.