

HRM



STEPS IN HUMAN RESOURCE MANAGEMENT

1. Human Resource Planning
2. Recruitment and Selection
3. Training and Development
4. Staff Appraisals
5. Rewarding Staff
6. Maintaining positive Industrial Relations

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HR PLANNING

To prepare a HRP plan the following steps must be followed

1. Audit the present human resource levels
2. Forecast future human resources needs of the business
3. Monitor the level or labour turnover
4. Prepare a HR Plan

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STEP IN RECRUITMENT AND SELECTION

- Step 1 Prepare a Job description
- Step 2 Prepare a person specification
- Step 3 Advertise the vacancy
- Step 4 Short list applicants
- Step 5 Interview applicants and select best candidate
- Step 6 Check Reference
- Step 7 Make offer to candidate

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STEP 1 - PREPARE A JOB DESCRIPTION (recruitment and selection)

1. This describes the vacancy that needs to be filled
2. It includes the following - Title, conditions, Duties, Responsibilities, Place of work and Supervision and assessment arrangements

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STEP 2 - PREPARE A PERSON SPECIFICATION (recruitment and selection)

1. This describes the qualities required by the person who will fill the job description.
2. They include some of the following Academic qualifications, Work experience, Level of physical fitness, Language skills

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STEP 3 - ADVERTISE VACANCY (recruitment and selection)

- Internal
This is using internal communication - notice boards, e-mail, Company newsletters to advertise vacancy. This means promoting existing staff from within the business
- External
This involves inviting applicants from outside the business. This can be done by Personal friends, Internet, Newspapers, Employment agencies.

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STEP 4 - SHORT LIST APPLICANTS (recruitment and selection)

1. A short list of the most promising candidates is then drawn up. Applicants with bad spelling, sloppy application and no cover letter will be rejected.
2. This list is usually 4-6 of the best applicants

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CURRICULUM VITAE (CV) (recruitment and selection)

- Definition
This is a short document usually 2 pages summarising Personal details, Education, Qualification, Work Experience, Interest and hobbies, Referees

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A COVER LETTER (recruitment and selection)

- This is a short letter highlighting why you think you are suitable for the job and requesting an interview (It should be included with the CV)

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STEP 5 - INTERVIEW APPLICANTS
(recruitment and selection)

1. The aim of an interview is to see if the applicant is suitable for the job.
2. Questions should be prepared that concentrates on the applicant's ability to perform the job, fit in and get along with existing staff,
3. Under the Employment Equality Act candidates can't be asked about their age or marital status,

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STEP 6 - CHECK REFERENCE
(recruitment and selection)

1. This is a written or verbal recommendation from a former employer or person the know the applicant.
2. They are usually checked after the interview for accuracy and honest before making a job offer to the applicant.

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STEP 7 - MAKE AN OFFER TO SUCCESSFUL CANDIDATE
(recruitment and selection)

1. If references are satisfactory a job offer will be made to the applicant.
2. Once accepted a contract of employment exists between each party and the employee is entitle to a copy of their basic terms and conditions of employment.
3. When going through the employment procedures all department should behave ethically and comply with legislation

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EQUAL OPPORTUNITIES

Definition

This means that all applicants of equal ability for post have an equal chance of being hired or promoted.

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TRAINING AND DEVELOPMENT

Training and development is usually completed by

1. Induction
2. Staff Training
3. Staff Development

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INDUCTION

Definition

This is the introduction of new staff into a job and an organization. Effective induction should familiarize staff with issues such as - The organization policies and rules,

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STAFF TRAINING

Definition

1. This ensures that all employees have up to date skills and knowledge needed to do their job.
2. This can be done by On the job and Off the Job (Courses)

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STAFF DEVELOPMENT

Definition

1. This teaches an employee multiple skill which they can use in many jobs.
2. It means that staff are more flexible and better able to adapt to change (filling in for absent work mates).
3. Are more suitable for promotion - because they have a wider understanding of the different work that is done

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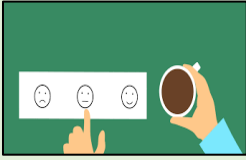
PERFORMANCE APPRAISAL

Definition

This is the process of setting performance standards for each employee and then assessing their performance regularly over a period of time.

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PERFORMANCE APPRAISAL

It involves the following

1. Agreeing targets
2. Reviewing progress
3. Discussing outcomes
4. Identifying any training needs
5. Identifying employees for promotion
6. Improving communication

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IMPORTANCE OF PERFORMANCE APPRAISAL

1. Identify training needs of employees
2. Identify employees who are suitable for promotion
3. Help in deciding pay raises and bonuses
4. Improve communication

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REWARDING STAFF

Financial

1. Flat Rate Pay
2. Time Rate Pay
3. Piece Rate Pay
4. Bonus Pay
5. Commissions
6. Benefit in Kind
7. Profit sharing options
8. Share ownership schemes

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REWARDING STAFF

Non - Financial

1. Improve working conditions
 2. Shorter working hours/longer holidays
 3. Less stressful work
 4. Safe working environment
 5. Flexible working arrangements
 6. Job enlargement - variety
- Job enrichment (More responsibility)

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FLAT RATE PAY

Definition

1. Employees receive an agreed set rate of pay per week/month based on a standard number of hours worked (€500).
2. There is no incentive to work harder or for longer.

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TIME-RATE PAY

Definition

1. Employees are paid a set amount for each hour they work. Overtime is usually paid at a higher rate
2. There is no reward for improved efficiency and employees may be tempted to work slower so they will receive more payment

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PIECE-RATE PAY

Definition

1. Employees are paid for each item produced that meets the desired quality standard.
2. It encourages maximum effort. Safety rules may be ignored if workers rush their work. Piece rate is not suitable for certain jobs (Teacher)

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BONUS PAYMENTS

Definition

This give employees a share of the profits resulting from their increase efforts

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COMMISSION

Definition

This is an extra payment based on a percentage of the value of sales achieved by the sales person

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BENEFITS-IN-KIND

Definition

These are taxable non-cash payments to staff. It includes

1. Free or subsidised meals
2. Lab-top and phone

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PROFIT-SHARING SCHEMES

Definition

This is when the firm shares part of their profits with the employees through the payments in addition wages through

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SHARE OWNERSHIP SCHEMES

Definition

1. This is when the company offers free or low-price shares to their employees (Facebook).
2. It is an incentive for staff to keep costs down. It breaks down 'them and us' mentality between employees and management

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HOW IS FINANCIAL REWARD DETERMINED?

1. Demand excess supply - highly skilled doctors are in smaller supply than bus drivers. So doctors earn more
2. Ability and skills - are required for some jobs
3. Long training periods - Vets and surgeons discourage people so keep the supply down
4. The risk, danger and responsibility
5. Trade unions

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PROMOTING POSITIVE IR

1. Train managers to deal with human resources problems so they can resolve them quickly
2. Recruit staff with positive attitude and provide proper training and development
3. Communicate regularly and honestly with staff
4. Have a clear grievance procedure for staff and management to follow when conflict arises

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GOOD IR IS IMPORTANT BECAUSE

1. Improves morale and motivation
2. Productivity is increases
3. Less risk of strikes
4. Reduction in labour turnover

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PAST QUESTION



REASONS WHY MANAGEMENT CARRIES OUT PERFORMANCE APPRAISAL.

1. To review the progress of employees to determine a reward.
2. Goals are set for future performance & targets can be agreed
3. Decide on suitable wages for employees or discuss a pay rise.
4. To provide employees with feedback.
5. To improve staff motivation.
6. To assess employee's potential for promotion or a bonus

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PAST QUESTION



DISTINGUISH BETWEEN INDUCTION TRAINING AND STAFF DEVELOPMENT.

Induction **training** is necessary for all **new employees** demonstrates the requirements of every day technical **operations/work skills** in the business

Staff Development is taken with **existing employees** is focus is on **career development** and **brings all employees to a higher level in terms of their general skills** of leadership, and communication

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PAST QUESTION



DISCUSS THE ROLE OF THE PERSON SPECIFICATION.

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

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PAST QUESTION

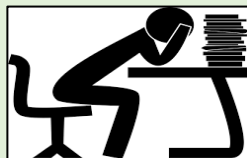


DISCUSS THE ROLE OF THE FOLLOWING JOB DESCRIPTION

A **job description** - relates directly to the nature of the position itself, rather than the person required to fit it. for example, the main duties, tasks and responsibilities involved in the job

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PAST QUESTION



DISCUSS THE ROLE OF THE PANEL INTERVIEW

Panel Interview - A selection technique used to choose the candidate who closely matches the criteria 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

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PAST QUESTION



BENEFITS OF INTERNAL RECRUITMENT

1. **Morale improves** in business as staff have greater variety and
2. **Employee's skills** and attitude to work will be well known
3. **Working knowledge** of how firm operates - reduces need for induction training.
4. **Reduces labour turnover** as the opportunity for promotion.
5. **Less disruption** within the business/vacancy can be filled fast

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PAST QUESTION



BENEFITS OF EXTERNAL RECRUITMENT

1. **Best candidate** for the job can be recruited
2. **New employee** brings fresh ideas/more open to change.
3. **Wide ranging experience** from previous employment
4. **No existing relationships** in the business - may reduce chance of conflict

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PAST QUESTION



THE BENEFITS OF PERFORMANCE APPRAISAL FOR EMPLOYEES

1. Rewards/Monetary and Non Monetary
2. Motivation/Job satisfaction:
3. Training and development
4. Feedback
5. Evaluate the performance
6. Promotional path/Recognition

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PAST QUESTION



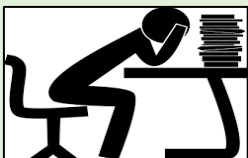
OUTLINE THE STAGES IN A 'RECRUITMENT AND SELECTION' PROCESS (1)

Internal recruitment

This is recruitment from within the business. The employee is familiar with the culture and work practices of the firm. Training and advertising costs are decreased. Motivation within the workplace improves as recognise the opportunities

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PAST QUESTION



OUTLINE THE STAGES IN A 'RECRUITMENT AND SELECTION' PROCESS (2)

External recruitment

This is recruitment for outside the Business. The new employee may have skills and experience that may be required by the business but is not present among existing staff.

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PAST QUESTION



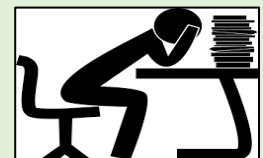
OUTLINE THE STAGES IN A 'RECRUITMENT AND SELECTION' PROCESS (3)

A job description

This sets out the purpose of a job. It defines where the job is positioned in the organisation It provides essential information to potential recruits and for recruiting the right kind of person to do the job

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PAST QUESTION



OUTLINE THE STAGES IN A 'RECRUITMENT AND SELECTION' PROCESS (4)

Job Interview

The job interview is used to determine whether the candidate and the job complement each other. It is a process in which a potential employee is evaluated by an employer. The process attempts to determine the candidate's ability to do the job. Interviews generally take the form of interview panels

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PAST QUESTION



EXPLAIN WHAT IS MEANT THE TERM PERFORMANCE APPRAISAL

Performance appraisal is reviewing the performance of the employees. It is carried out by the HR Manager to evaluate the employee. The HR Manager forms a judgement on a person's work by reviewing the quality of the work, the progress the person has made. An interview/discussion may take place between the employee and HRM to discuss goal setting targets

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PAST QUESTION



EXPLAIN THE FUNCTIONS UNDERLINED WORD

Performance Appraisal
This is the process of reviewing the performance of an employee. Performance appraisal of staff in an organisation requires the Human Resource Manager to form a judgement on a person's work by reviewing the quality of the work, the progress the person has made or the capability of the person.

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PAST QUESTION



EXPLAIN THE FUNCTIONS UNDERLINED WORD

Training & Development
involves supplying the skills, knowledge and attitudes needed by employees to do their jobs. On arrival new staff receives induction training, on-the-job training, and off-the-job training.
Staff development involves preparing the employees to take on more responsibility and new challenges in the workforce

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PAST QUESTION



EXPLAIN THE FUNCTIONS UNDERLINED WORD

Employer and Employee Relationships
The quality of the relationship that exists between employers and employees determines the quality of industrial relations between the parties. The implementation of the various health, safety and welfare regulations in the workplace together with interest in, and support for, the social and recreational needs of employees,

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PAST QUESTION



TWO BENEFITS OF THE UNDERLINED WORD

Performance Appraisal
1. Determines suitable pay levels.
2. Selecting suitable candidates for promotion
3. Monitors & controls recruitment, selection, training & development
4. Feedback is received on how people are doing their work
5. Weak areas are identified so that performance can be improved

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PAST QUESTION

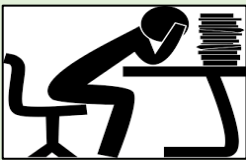


TWO BENEFITS OF THE UNDERLINED WORD

Training & Development
1. Better quality service to customers less in fewer complaints.
2. Improved quality of production.
3. Staff is better cared for and well motivated
4. Lower labour turnover rates due to high staff morale
5. Flexible and adaptable labour force allowing for changes to take place

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PAST QUESTION



TWO BENEFITS OF THE UNDERLINED WORD

Employer and Employee Relationships
1. Employees are motivated to work to the best of their ability.
2. All personnel are working towards the same goal.
3. Flexibility is increased.
4. Lines of communication are open and clear.

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PAST QUESTION



OUTLINE THE FUNCTION OF THE HR MANAGER

1. Manpower planning
2. Recruitment and selection
3. Training and Development
4. Performance and appraisal
5. Industrial Relations

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