

Exercise walk-through

Human resource management ■ 2.1

eXercise

You must be able to

- describe the roles of HRM and the steps in recruitment
- compare internal and external recruitment, and types of training
- calculate **labour turnover** and explain what it shows

Method — Recruitment, training and labour turnover

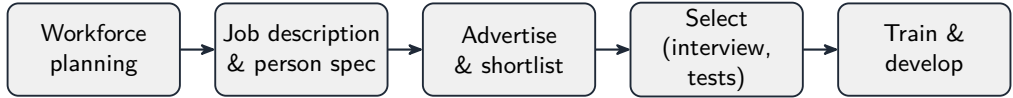
- **Recruit** with a **job description** (the duties) and a **person specification** (the right person's skills).
- **Internal** recruitment: cheaper, faster, person known — but no new ideas.
External: new skills — but costlier, slower.

$$\text{labour turnover} = \frac{\text{number of staff leaving}}{\text{average number employed}} \times 100\%$$

Worked: 12 staff leave from an average of 150 employed $\rightarrow \frac{12}{150} \times 100 = 8\%$.

Answer shapes: AO1 knowledge + AO2 application + AO3 analysis (reasoning chain) + AO4 a supported judgement *in context*.

Method — Recruitment, training and labour turnover



The recruitment and selection process, from workforce planning through to training

Method — Recruitment, training and labour turnover



Managers plan and organise the workforce — the core of HRM

Practice 2.1 ■ 2 marks

Define the term *recruitment*.

Solution 2.1

Worked steps

the process of finding and attracting people to apply for a job in the business (2 for a clear definition; 1 for a partial idea).

Practice 2.2 ■ 2 marks

In one year, 9 staff leave a firm that employs on average 60 people. Calculate the labour turnover.

Solution 2.2

Method: Recruitment, training and labour turnover

Worked steps

$\frac{9}{60} \times 100 = 15\%$ (2; award 1 for a correct method with the wrong figure).

Practice 2.3 ■ 2 marks

State the difference between a *job description* and a *person specification*.

Solution 2.3

Method: Recruitment, training and labour turnover

Worked steps

a job description lists the duties and tasks of the job; a person specification lists the skills, qualifications and qualities the right person needs (2 for a clear difference; 1 for a partial idea).

Exam-style 3.1 ■ 3 marks

Explain one benefit to a business of training its staff.

Solution 3.1

Method: Recruitment, training and labour turnover

Worked steps

[3] **AO1** 1 — name a benefit (higher productivity; better quality; higher motivation; staff stay longer). **AO2** up to 2 — develop it, e.g. trained staff make fewer mistakes → less waste → lower costs per unit (2 developed / 1 limited).

Exam-style 3.2 ■ 8 marks

Analyse two benefits to a business of recruiting staff **internally**.

Solution 3.2

Method: Recruitment, training and labour turnover

Worked steps

[8] For **each** of two benefits: **AO1** 1 + **AO2** 1 + **AO3** up to 2. Example chains — *cheaper and faster*: no advertising or agency fees → lower recruitment cost → money saved for other uses. *Known and motivating*: the worker's ability is already known → lower risk of a bad hire → and the chance of promotion motivates other staff. Maximum 4 per benefit, 8 total.

Exam-style 3.3 ■ 12 marks

A growing business needs to fill several senior posts. Evaluate whether it should recruit these staff internally or externally.

Solution 3.3

Method: Recruitment, training and labour turnover

Worked steps

[12] **AO1** 2 / **AO2** 2 / **AO3** 2 / **AO4** up to 6. **Internal:** cheaper, faster, known, motivating — but no fresh ideas and it leaves another gap. **External:** new skills and ideas for senior roles — but costlier, slower, and the person is an unknown risk. **Judgement:** for *senior* posts a firm often needs the new ideas and experience of external hires, but it depends on the strength of internal candidates and how quickly the posts must be filled.