

Exercise walk-through

Recruitment, selection and training of employees ■ 2.3

eXercise

You must be able to

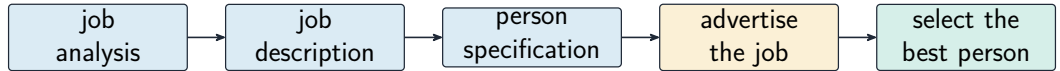
- describe the recruitment and selection process
- compare internal and external recruitment, and types of training
- distinguish redundancy from dismissal

Method — Recruiting and training

- **Documents: job description** 工作描述 (the duties) and **person specification** 人员规格 (the right person's skills).
- **Internal** 内部招聘: cheaper, faster, known — but no new ideas. **External** 外部招聘: new skills — but costlier, slower.
- **Training: induction** 入职培训, **on-the-job** 在职培训, **off-the-job** 脱产培训.
- **Redundancy** 裁员: the job is no longer needed. **Dismissal** 解雇: the worker is removed for a reason.

Answer shapes: K + App + An + Ev (a justified judgement, for “do you think” questions).

Method — Recruiting and training



From analysing the job to choosing the best person

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 (2 for a clear definition; 1 for a partial idea).

Practice 2.2 ■ 2 marks

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

Solution 2.2

Method: Recruiting and training

Worked steps

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

Practice 2.3 ■ 2 marks

State the difference between *redundancy* and *dismissal*.

Solution 2.3

Method: Recruiting and training

Worked steps

redundancy is when the job is no longer needed (not the worker's fault); dismissal is when a worker is removed for a reason such as poor work (2 for a clear difference; 1 for a partial idea).

Exam-style 3.1 ■ 2 marks

Identify two methods a business could use to select the best applicant.

Solution 3.1

Method: Recruiting and training

Worked steps

any two of: application form; CV; interview; skills test (1 + 1).

Exam-style 3.2 ■ 6 marks

Explain two benefits to a business of training its workers.

Solution 3.2

Method: Recruiting and training

Worked steps

[6] For **each** of two benefits: $K_1 + A_n$ up to 2 — e.g. *higher productivity*: trained workers make fewer mistakes $\rightarrow$ less waste $\rightarrow$ lower costs. *Motivation*: training shows workers are valued $\rightarrow$ they stay longer $\rightarrow$ lower labour turnover. Maximum 3 each.

Exam-style 3.3 ■ 6 marks

A business needs to fill an important job quickly. Do you think it should recruit internally rather than externally? Justify your answer.

Solution 3.3

Method: Recruiting and training

Worked steps

[6] Both sides + judgement. **For internal:** cheaper, faster, the person is already known, and it motivates other staff — useful when speed matters. **Against:** it brings in no new ideas and leaves another vacancy to fill. **Judgement (Ev):** internal recruitment is good for filling a job quickly and cheaply, but if no suitable internal candidate exists, external recruitment is better — it depends on the skills available inside.