INTRODUCTION

A company will have three types of resources. These are
      1. Buildings and equipment
      2. Finance
      3. People
Each of these resources requires management.

For example, the buildings and equipment have to be maintained, kept in good working order and kept up-to-date. There are regulations to be observed with regard to different aspects of buildings which are used for work, for example, there are safety regulations, use regulations, space regulations and so on. It is not unusual for medium to large companies to have a manager who will take special responsibility for this resource.

The financial resource also requires managing. Budgets have to be drawn up, money has to be allocated, invested, borrowed and so on.
Quite often a company will employ a Financial Controller to look after the money concerns of the business.

The people resource also requires management. In referring to "people" as a resource it is important to bear in mind that people are not "things" so their management is more complicated than the management of buildings or money . People management requires a combination of good communication skills, intuition, procedural skills, knowledge of the behavioural sciences, personal maturity and so on.

As with buildings and finance the management of the people resource requires the type of skills which go with good planning , for example, the manager of people needs to know how to determine the right numbers of people needed to achieve the objectives of the company. He / she needs to have methods which will enable her / him to know what skills the people resource need to have and so on. This resource requires to be kept up-to-date-, therefore the training needs of the people in the company have to be attended to. As with the other two resources, there are regulations to be observed in the management of people, for example, laws of safety, employment, allocation of space and so on.

In regarding the employees of the company as a "resource" there is the danger that a manager may become too impersonal in his / her approach to management. If this happens it may lead to misunderstandings, industrial relations problems and so on. People have always to be treated as "people" not "things", therefore one has to approach the management of people with great respect for oneself and others. Having made that very important point, it is helpful when establishing policies and procedures to be able to take a somewhat objective approach to an understanding of what managing people is about.

This would seem to call for an approach which recognises that human beings work to satisfy a variety of needs. Some of these needs can be met through the context of the work situation, for example, the pay, the level of security, the

social aspects of meeting other people, but other important needs such as the need to have a sense of achievement from the work, to feel good about oneself as a result of the work, these may be more difficult for a manager to provide. This topic will be explored in the section on motivation.

In addition to having a number of resources a company will have a business plan. This plan will specify the immediate and long-term objectives of the company. It goes without saying that this plan is crucial to the success of the company. Alongside this business plan the company also needs an equivalent plan for its three resources. That is, the business plan has to be supported by each of its resources : will the current buildings and equipment enable the plan to be achieved ? Will the current level of finance be sufficient to meet the plan ? Have we the right quality and numbers of employees to enable the objectives to be achieved ?

You can see how fruitless it would be for a company to draw up a business plan without linking it, at every point, to the current and future resources it has at its disposal. For example, if an order is taken which has to be ready by a certain date and the raw materials to complete the order are not available, or the money to buy the materials, to pay the staff to make the items is not available, then the company cannot achieve its objective in this instance. If an order is received and the equipment to make the items is "out of order" then the company is presented with a major problem. OR, if the company has not got enough employees to make the product, or enough employees with the skills necessary to make the product, or the skills to make the product to the required standard, then the company has a problem. There are ways around some of these problems, but a company needs to consider these issues very carefully when drawing up the business plan. It is not possible to make the plan without considering all of the resources available to it now and in the immediate future.

This short book will confine itself to examination of what it means to manage the people resource of the company. People are the lifeblood of an organization. And their effective management is one of the pivotal characteristics of high-performing companies. Managing people is no easy task. Unlike buildings and equipment,

> people talk back,
> people get sick,
> need cloak-rooms,
> need canteens,
> need to be motivated,
> have attitudes,
> have personality,
> have needs.

These together make managing people one of the most difficult tasks for everyone who has responsibility for any other employee. Therefore all owners, managers, supervisors have to know something about the effective management of people. This in turn means that all places of work, whether small, medium or

large, will have the problem of managing people. One could even argue that managing other people requires that one be firstly able to manage oneself. Therefore companies often send their managers on courses loosely called "personal development" courses. And there is a recognition that *Management Development* is a recognised area in the education of managers.

Companies have different ways of organising the management of people. This quite often depends on size, for example, a large multi-national company will usually have a specialist Personnel Department in addition to each of its Departmental managers having care of the day-to-day managing of its employees. The specialist Department will deal with issues common to all Departments within the company. For example, planning the company need for employees, or dealing with company-wide training needs and so on. An example of such a company is Intel.

A medium sized company may not have a specialist Personnel Department. It may have a General Manager and some manager/s who together deal with issues relating to the management of all of the resources of the company, including the people resource. The general manager may be more involved in the day-to-day running of the company than the General Manager of a large company. An example is a local branch of a supermarket such as Superquinn.

A small company may have an owner manager who may deal with all the management problems of the company. He / she may have no other management staff. A local hotel may be an example.

There is a distinction made between *line managers* and *staff managers.* The former are managers directly involved in achieving the objectives of the company, for example, a production or sales manager. While an example of the latter is the Financial Controller or the Personnel Manager. Another term used to make this distinction is *direct* or *indirect.* In this case the *direct* manager is the production manager, the *indirect* manager is the Personnel Manager.

Generally one can say that "staff" managers exist to advise "line" managers.

We also talk about managers of people as either a *specialist* function or a *line* function. In this sense the *specialist function* is the Personnel Department, and the *line function* is the authority that every manager or supervisor has over his/her subordinates. Every manager has to take personal responsibility for aspects of the management of his/her own *people.*

In terms of the study of Personnel Management as an academic subject the view taken is that of managing people as a specialist function. Therefore, in the following sections we will examine this *function* as the management of a company resource. To remind the reader, this will involve examination of the *best way or best practice* with which the company objectives can be achieved, through the management of the people who work for the company.

The plan is to look at each *responsibility in the following order:*

Manpower / Human Resource planning
Recruitment
Selection
Training
Paying
Motivating
Appraising
Safety
Industrial Relations

Before embarking on this activity it seems appropriate to explain the reason for the change in terminology from *Personnel Management* to *Human Resource Management.*

Very briefly, in the 1990's the term Human Resource Management has been coined in response to changes which are occurring both in society and in the economy. In society, during the 1990's, we have found employment legislation increasingly focusing on the Rights and Obligations of both employers and employed. The Law is currently very protective of the rights of the employee to be treated fairly, with equality and with dignity. This may have influenced to some degree the movement away from regarding employees as a liability (cost) to the notion of the employee as an asset (resource). At the same time, in society, a number of changes have been taking place: market-led economy which has increased competition, also the politically correct use of language, to mention but two of these changes. To deal with the first requires us to be aware of the effect of this competition on individual companies, the need to attract and retain highly skilled employees in order to maintain competitiveness, the increasing use of "hi-tech" knowledge which has put further pressure on companies to attract employees with these type of skills and so on. These factors have resulted in companies having to compete with each other for skilled labour so it is not surprising that the realisation that such employees are an asset rather than a liability should have occurred. Therefore the term "human resource" better expresses this relationship than the term "personnel" or "labour" or "workers". Also, included in this notion of people as a resource to a company leads to a change in attitude to employees. Any resource of a company requires maintenance, for example, buildings and equipment have to be serviced regularly , so also the human resource has to be maintained to enable optimum return. This leads to the notion that the people of an organization need to be properly trained, need to be kept up-to-date with skills and knowledge, need to be treated with proper care and attention and so on, need to be used to the best strategic advantage by the company.

The second point raised above, that is the politically correct use of language, has also contributed to a re-examination of terms used
In the old days, that is pre-1990's, we used the term "manpower planning" to refer to that activity which ensured that the right person, with right skills, in right place at the right time would happen. Now the term "manpower" is considered to be gender biased therefore it is not used, rather the term "human

resource" planning is used. Another term could also be used, that is "people " planning but that has a new-age ring to it which has not taken off in business circles !!

These changes have resulted in companies making a re-assessment of their strategy in relation to maintaining competitiveness. They have realised that the quality of the people employed will give an edge in this competitive environment. It is considered that there has been some general changes in practice. Two of the most important being,

     1.   The adoption of a strategic approach in "decision" making in relation to the management of people.

     2.   The management of people is now an important activity which merits investment by the company.

With this in mind we will move to the topic of how a company can ensure that it has the right number of staff to achieve its objectives, at any one time.

Manpower Planning or Human Resource Planning

REMINDER: A company has three resources

    1. Capital (buildings, equipment)
    2. Finance (money)
    3. People (the human resource of the company)

All of these have to be handled effectively and efficiently and ethically. Effectively and efficiently so as to assure the success of the company in the best possible manner. Ethically, because people are not machines. Human beings must be treated with respect and morality. The *Declaration of Human Rights* underpins this basic fact.

From the point of view of a company people have to be

    1. Hired
    2. Trained
    3. Paid
    4. Motivated
    5. Appraised

In this section we are going to look at the factors which influence:

    * How many employees are required at any one time
    *What skills are they required to have
    *How can these skills be acquired

These activities are referred to as planning the people needs of the company, or the labour needs or the manpower needs and so on.

This activity is directly linked to the Business Plan of the company.
The business plan will dictate what level of production is to be achieved, what products are to be made and so on. The manpower plan will reflect the business plan directly.

If, for example, a company needs five electricians, two store-people, three hundred production workers, and so on, to enable it to produce what the has been decided in the business plan, then it has to have these people if the plan is to be carried out successfully. If it can only hire three electricians instead of five then it is short of essential personnel.

What has to be done at the stage of manpower planning is to know exactly how many people, with what skills, at what time, and where required to be able to fulfil the business plan. Only new companies setting up from scratch will begin with a clean slate. Other companies will already have a pool of employees. These companies will carry out what is called an *analysis of current resources.* That is, the company needs to know how many people are currently employed, what skills have they got , how many of them are likely to be absent on any given day, how many of them are likely to be leaving the company over the next six months, next year, and so on ??

There are three steps which have to be investigated in the process of deciding how many and what type of employees are required to achieve the company objectives. These steps are as follows:

Step 1: Analyze current employee resource

> that is,number
> age
> gender
> marital status
> tenure
> skills /essential / additional
> qualifications
> absence level
> sickness level
> promotion prospects...

An example of wider analysis of skills other than those required on the job would be: having a drivers licence, or a licence to drive heavy goods vehicles, or having a foreign language, or skills acquired in a different job situation...

Step 2:　　　Forecasting employee demand
This requires the calculation of the number and quality fo staff needed for a specified period of time into the future. To deal with this as part of the process it is essential to take account of ;

*Corporate goals
*New product development
*Future output expectations
*Technological change
*consumer consumption patterns
*current employee and financial resources
*Personnel and Employee Relations policies and agreements...

Step 3:   Analysis of sources of labour supply
* the internal supply of labour (current employees)
*an external audit of the labour market
skills available
competition
legislation
working hours

Step 4:   Development of Action Plans
These plans will result in:
Improved utilisation of manpower resource
reduction of labour costs
identification of training and development needs
anticipation of future redundancies, transfers, promotions...

Step 5:   Feedback and evaluation

**It is essential with any plan that it is regularly reviewed and evaluated.
Circumstances change, sometimes very quickly, therefore a business has to
continually review the current plan to determine whether it is working
successfully, whether it is the best plan for the current situation and so forth.**

**Peculiar situation in Ireland, which would need to be considered by any
company planning future needs for human resources would include recognition
of some or all of the following:**
Relatively young average age of the population
Shortage of skills in certain areas, for example, IT skills
**Shortage of workers in certain areas, for example, hospitality sector, retail
and so on.**
Cost of housing in cities and large towns
Drop in percentage of population of 18 / 19 year olds...
Growth of service sector
Decrease in agriculture
Increase in number of women working
Government schemes, Fas
Increase in number of people doing part-time or temporary work.
Lack of child-care facilities

Finally, one should never lose sight fo the fact that the essential objective of human resource planning is the creation of a match between the demand for labour and the current supply of labour. This activity is concerned with establishing plans, policies, and procedures for the management of people into and out of the organization

LABOUR TURNOVER#

that is, the number of persons who leave an organization within a specified period of time either voluntarily, through sickness, death, retirement or termination.

Two formula in common use for the measurement of labour turnover are:

(a) Wastage Rate

$$\frac{\text{number of separations during a period}}{\text{average number employed during the period}} \times 100$$

(the average is arrived at by taking the number employed at the beginning of the year (say 220) and number at end of year (say 180) and dividing by two. So at end of year average is 200)

for example:

$$\frac{20 \text{ (left)}}{200 \text{ (average of those who stayed)}} \times 100 = 10\%$$

(b)   Stability Index

$$\frac{\text{number with at least 1 years service}}{\text{number employed 1 year ago}} \times 100$$

for example

$$\frac{160}{200} \times 100 = 20\%$$

The stability Index provides information as to whether turnover is taking place with more recent employees rather than longer serving employees. The survival

rates show that the tendency, in the example given, for employees to leave is greatest during their early months with the company.

COST OF LABOUT TURNOVER

The cost of labour turnover increases when employees are more specialised, more difficult to find and require more training. This cost is made up of some or all of the following:

* lower production during learning period
* lost production while employee is being replaced
* payment of overtime rates to other employees while waiting for a replacement
* possible diversion of efforts of more highly skilled employees while waiting for replacement
* possible sub-contracting of work
* cost of scrap and spoiled work while job is being learned
* cost of recruiting , selecting and medical...
* training costs
* administrative costs

ABSENTEEISM

that is, all absences from work other than paid holidays..

This absence includes a combination of motivation to attend, and ability to attend. IMI estimates 7-13% absence across industries.

7.   **Process of Manpower Planning**
8.   **Uses to which the manpower plan contributes**

CONCLUSION:

In this section we have examined the process undertaken by companies in deciding on the needs for human resources. We saw that this basically means having the right person, with the right skills, in the right place at the right time. This process is carried out at a strategic, operational and action level. It is a process involving four steps. These are :
*Stocktaking
*Forecasting
*Planning
*Implementing
Stocktaking involves an examination of the external market and the internal situation. The internal situation includes an examination of the Business Plan

and also profiling the current employees, the technology and buildings, space and so on.

Forecasting is establishing the future demand for labour. This stage is complicated by the need to take into account (under a heading *Supply*) the current numbers of staff, skills and so on. But also by the need to have full information about labour turnover, level of absenteeism, age profile of staff and the probable promotion path of staff.

So, having established the difference between the DEMAND for staff and the SUPPLY of labour, the next step is tp develop plans to reduce the difference. Finally the plans are implemented, which brings us to the next section which is RECRUITMENT.

QUESTIONS

        DEFINE MANPOWER PLANNING
        WHAT ARE THE PURPOSES OF MANPOWER PLANNING
        DESCRIBE THE PROCESS OF MANPOWER PLANNING
        WHAT SHOULD BE TAKEN INTO ACCOUNT WHEN DEVELOPING
MANPOWER PLANS
        WHAT TECHNIQUES MAY BE USED WHEN COMPILING A
DEMAND ANALYSIS
        WHAT FACTORS MIGHT AFFECT MANPOWER SUPPLY
        HOW DO THE BUSINESS PLAN AND THE MANPOWER PLAN
RELATE TO EACH OTHER
        BUSY BURGER BAR HAS 25 OUTLETS OF ALMOST
        IDENTICAL SIZE AND STRUCTURE IN THE SOUTH
        EAST . ANALYSIS SUGGESTS THAT A RATIO OF 1
        WAITER IS NEEDED FOR EVERY 20 CUSTOMERS.
        HOW MANY STAFF ARE NEEDED ARE THE CARLOW BRANCH
DURING LUNCHTIME, IF AN AVERAGE OF 100 CUSTOMERS ARE
SERVED EACH DAY.

        RECRUITMENT

Of all of the responsibilities of the Personnel Manager / Manager of People recruiting new staff into the organisation, or promoting staff within the organisation, is one of the most important, if not the most important.[1] There are many reasons why this is so. But before listing these there are some points to be made regarding the relationship between recruitment and the overall Business Plan and Human Resource Plan.

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[1] Brendan Butler, Director of the Small firms Association, in Sunday Post Nov.23rd, 1997 states that " People are now the single most valuable asset that any company has - provided they are the right people..."

All Companies, even non-profit ones, have 'success' as their primary objective. What this means will vary from company to company. To achieve 'success' the managers of the company have to spell out what it is they are in business to achieve. This requires an examination of:

1. The reasons for existence
2. The resources which support this existence
3. How the present state of the company impacts on the future state of the company.

THE REASONS FOR EXISTENCE

Why was the company set up ? what were the objectives then, and what are the objectives now ?

What are the resources of the company ? Building, equipment, finance, people ?

Bearing the present objectives of the company in mind, has the company got sufficient resources to achieve these objectives ? If enough, then no imbalance exists. If too many, then some decisions have to be made on how best to utilise or deal with the *surplus*, whether it be a *surplus of building space*, *equipment, money or people*. If a shortage of any of these resources exists then decisions have to made to acquire the shortfall or, if that is not possible, change the objectives.

To illustrate the situation, let us assume that, to achieve the objectives of the company requires staff with skills which are not currently available within the company . This represents a problem for the Personnel Manager / Manager of People. How can this problem be tackled ? In a previous chapter we saw the process through which an overall People Plan / Human Resource Plan is drawn up. Therefore we assume that the Manager will consult this Plan before making any decisions on how to resolve the shortage of skills problem. In doing this the Manager has access to full details of the people currently employed by the company, including
quantity (numbers, gender, age)
quality (skills, standards, qualifications, experience and so forth)
position (departments, branch location and so forth)
tenure (permanent, temporary, part-time)

Having this information, and having access to the overall business objectives, the manager will now pose the following questions:

How many people do we need to meet these objectives ?
What skills will be required ?
Where will these skills be required ?
When will these skills be required ?

If we return now to the position set out earlier, that is, that there is a shortage of certain skills, for example, computer skills, the next question to ask is Do we know precisely what type/s of computer skills are required ? for example, do we need additional computer programmers ? additional technicians ? analysts ? and so forth ?

To answer these questions the manager will arrange for a *Job analysis*[1] to be carried out on those jobs where a shortage has been identified.
This detailed analysis of jobs results in a description of what the job entails. This is called a *JOB DESCRIPTION*.[2] It will also produce details of the kind of person most likely to be successful at the job, that is called a *PERSON DESCRIPTION* or a *PERSON SPECIFICATION*.[3] Having both of these documents enables the manager to identify
> **1. What the job entails**
> **2. Who to select for the job**

It may not be always necessary to go outside the company to get additional skills. It may be possible to provide some current employees with further training, so making them suitable for the vacancies. But, failing this solution, the manager has to consider outside possibilities. This involves:
> **1.** *Being aware of the skills available in the labour market*. **If there is a** shortage of computer skills in the labour market then the problem is more serious than it would be if there were plenty of those skills available. A general shortage means that there will be competition for the few available. This means having to pay a higher price(wage, salary, benefits) for the skill. As you can appreciate these points are important before approaching the market (advertising the vacancy)

> **2.** *Being aware of the availability of labour*, **that is, knowing whether there** is a shortage or a surplus of people looking for work. The CSO Labour Force statistics is a good indication.

> **3.** *Knowing the market value of the job/s to be filled,* **that is, knowing what** the expected wage or salary will be for the job to be filled.[4]

Knowing what the job entails[5], and what type of person[6] is most likely to be successful at the job the next point to consider is *How can we attract the most suitable person for the job to apply for the job ?*

In other words, where will we find this person ? where will we advertise the vacancy ? We may have a choice ! There may be a possibility that some employee in the company may have the requisite skills and may be interested in

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[1] see page for details on how to carry out a Job analysis
[2] see page for details on the contents of a Job Description
[3] see page for details on the contents of a Person Specification
[4] see page the wage or salary will reflect the general expectations for the job in question but will also be influenced by other considerations.
[5] see Job Description
[6] see Person Specification

transferring to the vacant job (position). We may have made an arrangement with the Union/s that all vacancies will be advertised internally ! Therefore, for at least these two reasons we may decide to advertise the job both *internally* (within the company), and *externally* (in the open market).

ADVERTISING:

When advertising the vacancy we will have three functions in mind:

> 1.   *To attract a pool of suitable candidates*
> 2.   *To deter unsuitable candidates from applying*
> 3.   *To create a positive image of the company[1].*

Decisions will have to made about where to advertise the vacancy, for example it can be placed :

1.   On an internal notice board where the relevant staff will see it.
2.   In a local newspaper, if you are happy that the most appropriate people for the job will see it there.
3.   In a national Newspaper for example, the Irish Times or Sunday Independent.
4.   On the Internet. This is likely to become an increasingly important source for the advertising of skilled and professional positions.
5.   In Colleges and Universities, through the Careers Office.
6.   In Professional and Trade Journals.
7.   On television, RTE regularly advertise their vacancies this way. Aertel and Minetel are used increasingly to advertise jobs.
8.   Through local newsletters, like a parish newsletter. One company in Kildare used this method to reach a market for unskilled and semi-skilled applicants.
9.   Employment Agencies
10.   Government Agencies, such as Fas.
11.   Previous applicants on file
12.   Self-applicants
13.   Using existing contacts[2]
14.   Internet / Job Search

CONTENT OF JOB ADVERTISEMENT

Great care will need to be taken to ensure that the advertisement contains all the necessary information to enable the most likely candidates to recognise themselves as suitable, and to attract them to apply. Therefore the advertisement will contain:

> 1. Company Name
> 2. Title of job

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[1] Smith, Gregg & Andrews (1989) quoted in Gunnigle et al (1997, p. 78)
[2] See Gunnigle et al (1997 pp. 79-80)) for expanded discussion on this topic.

3. Details of what the job involves

4. Details of what a person needs to be considered for the job, that is, qualifications and experience.

5. Details of wage or salary. Quite often companies may not give precise information but may say that the remuneration package will be attractive, or comensurate with experience and so forth.

6. How to apply, that is, by phone, or letter, or application form and so on.

7. Cut off date (if there is one), that is, before Jan 1st or whatever.

IT IS IMPORTANT THAT THE ADVERTISEMENT COMPLIES WITH CURRENT EMPLOYMENT LAW. Therefore the wording, for example, will not be biased in favour of a particular gender.

SHORTLISTING

If the advertisement is successful there will be sufficient replies to enable the recruiter to select for further investigation the most suitable applicants. This is the point where applicants are either short-listed for interview, put on a reserve list, or rejected. This categorisation of applicants is done on the basis of pre-determined criteria which reflect both the Job Description and the Person Specification.

The Application Form[1] is usually standardised, clear, and complies with employment law.[2]

Having decided who will be "followed up" through interviewing and/or testing a letter is dispatched giving these people an invitation to attend for interview / testing. This letter will give the *time, location, date* of interview. It is usual also to advise the person on how to get to the company by public transport or whatever. It is a courtesy to include a map giving the precise location, and perhaps to provide a bus and train time-table to assist those who have to travel by public transport.

For those applicants who were not suitable on this occasion it is important to write, thanking them for applying and inviting them to apply in the future if or when a suitable vacancy occurs.

Those on the reserve list will be informed that, though they are unsuitable on this occasion you are keeping them on file for a period of time, and if, during that time, a suitable vacancy occurs you will notify them accordingly.

SUMMARY:

In this section on recruitment the following points were made:

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[1] **See page. For sample Application Form**
[2] **See page for list of laws especially applicable to recruitment and selection.**

1.   To achieve company objectives requires that the right people, with the right qualifications, are in the right place, at the right time.

2.   To facilitate this requires that jobs to be filled must first be analysed, and out of this analysis a *Job Description* and a *Person Description* will be drawn up.

3.   These two *Descriptions* will supply the criteria for short-listing applicants, and will be the basis for information on the content of the advertisement.

4.   Where to place the advertisement will depend on a number of factors but will, more than anything else, need to be in the place where the most suitable candidates are most likely to see it.

5.   The content of the Job advertisement, and the criteria for short-listing candidates will reflect the Job Description and the Person Specification.

SELECTION

The selection process begins with the short-listing of candidates based on criteria which reflect the job description and person specification. In other words, before calling anyone for an interview or a testing session, the recruiter already knows the ideal person for the vacancy. This ideal person is the one who has the skills and attributes identified as essential and ideal in a person specification.

The first stage of this process will involve contacting those short-listed to invite them to attend the selection interview/s. It is good practice, when writing to these candidates, to supply them with, in addition to date, time and place of interview, a map or at least details of how to get to the company premises. Some companies give Bus and Train details and so on.

You, as the recruiter / interviewer, will have arranged that the interview will take place in a location free from interruption. This may mean placing a note on the door of the interview room to inform others that an interview is in progress. It will also mean taking the phone off the hook, if there is a phone in the room. These small details are important to ensure that the proper attention is given to selecting the best person for the job. It is also reassuring for the candidate.

There are three main objectives to be achieved at the selection interview:
1.   that the company is given an opportunity to assess the candidate.
2.   that the candidate is given an opportunity to assess the company.
3.   that both parties are given the opportunity to satisfy themselves that they have all the correct factual details relating to candidate and job.

To achieve the first objective, it is important that the right questions are posed and that the candidate is given plenty of opportunities to talk. An interview in

which the interviewer does most of the talking is unlikely to achieve this first objective.
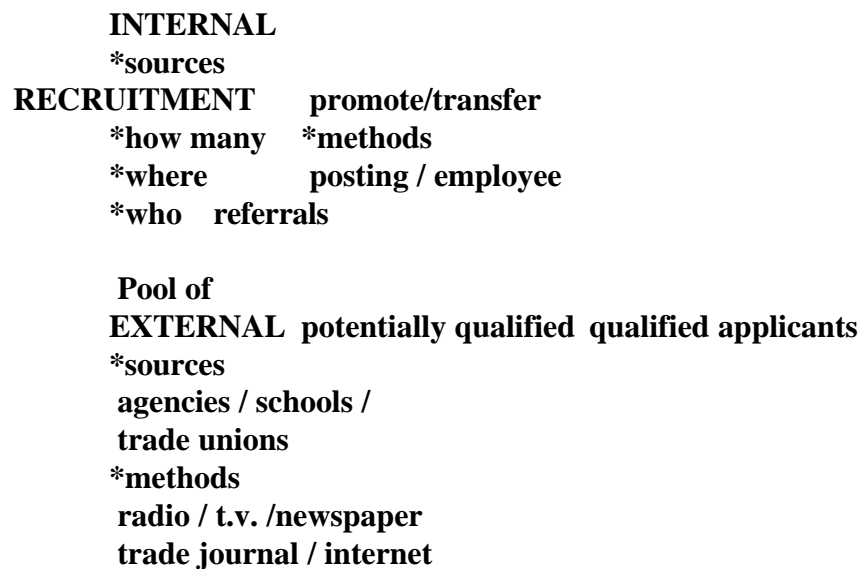To achieve the second objective it is important to give the candidate information about the company and to invite questions from the candidate.
To achieve the final objective both parties must check on details. The company must be sure that the information provided in an application form is correct, and the candidate must ensure that he/she has the correct information about the demands of the job and so on.

From the foregoing it is obvious that interviewers need to be skilled at interviewing. This requires training. It also requires preparation. It also requires that the interviewer be aware of the human tendency to fall prey to the "halo effect", to make decisions too quickly, to

The following Diagram sets out these points listed in this section

Figure 3.   Process of Recruitment

        INTERNAL
        *sources
RECRUITMENT   promote/transfer
        *how many   *methods
        *where   posting / employee
        *who   referrals

        Pool of
        EXTERNAL potentially qualified qualified applicants
        *sources
        agencies / schools /
        trade unions
        *methods
        radio / t.v. /newspaper
        trade journal / internet

This brings us to the SELECTION PROCESS which is discussed in the following section.

1.   Pool of potentially qualified applicants
2.   Organizational context > develop selection criteria, steps...
3.   Job Applicant > Person Specification...
4.   Obtain from applicant < references, application form, arrange
        interview, arrange testing, medical examination.
5.   Selection decision / probation

LIST OF SECTIONS

 APPROX. PAGES

This small book is intended to be primarily a revision text for students studying for a certificate in Business Studies. It is also suitable for students on PLC courses and for any business person needing an overview of good-practice in people management, for example, employer managers of small businesses. The orientation is practical. The bibliography contains suggestions for further study/reading.

Every attempt has been made to keep the text practical, simple and clear. The theoretical basis is not included, therefore students needing this type of information will need to consult additional texts.[1]

sonnel Manager

2.   **Corporate Philosophy**

3.   **Business Plan**

4.   **Operation Level / Policies**

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[1] for example, Gunnigle et al, 1997

5. **Specialist Function**
6. **Size of company**
7. **Line Management**
8. **Irish Labour Market / Demographics**
9. **Conclusion**

SELECTION

1. **Short-listing**
2. **Interviewing / Seven Point Plan / Measureable criteria / variety of questions / common interviewing errors / recording of interview. safety**
3. **Tests / objective / reliable / valid / Types / group /individual / attitudes / intellengce / persona;ity /aptitude/ assessment centres**
4. **References / value / ruber stamp /**
6. **Medical**

7. **Job offer / signing of contract**
7. **Induction / for whom ? / length / value / by whom conducted / content**
8. **Probation / purpose / length**
9. **Successful selection / motivation / attitudes / labour turnover**
10. **Legal aspects**

Selection Mechanisms / Interview / Testing / Medical / References / Induction / Probation

Questions / Describe Recruitment & Selection
> **What are the advantages of effective recruitment ?**
> **What are the advantages of effective selection**
> **Outline reasons why effective recruitment and selection are more important than ever**
> **How can effective recruitment and selection create competitive advantage.**
> **What is your advice with regard to how to recruit**
> **What is your advice with regard to how to select candidates for jobs ?**
> **Describe the importance of recruitment in the context of:**
> **MANPOWER PLANNING**
> **EQUALISING EMPLOYMENT OPPOTTUNITIES**
> **TRAINING**
> **EMPLOYEE RELATIONS / INDUSTRIAL RELATIONS**
> **HEALTH & SAFETY**
> **PAY & REWARD**
> **APPRAISAL**

PERFORMANCE APPRAISAL

Definition / purpose
uses to which it is put/ determing training needs / promotion / pay /
  setting performance targets
probelems associated with / subjectivity / legal problems / conduct / use of vague
criteria / inappropriate conduct of appraiser /
  bias / halo affect / favioutiteism
process of / corporate objectives / MBO etc
methods of appraisal / rating scales / personnel comparisons /
  behavioural checklists / force-choice inbventories /
  critical incident / self appraisal
the appraisal interview tell & sell / tell & listen / Problem solving /
  recording interview / decisions made should be followed up /

PAY AND JOB EVALUATION

wages and salaries
flat rate / with individual incentive scheme / with group incentive
  scheme / piecework / profit sharing / allowances /
  seniority / merit pay / bonus /commision
DIRECT PAY / INDIRECT PAY

direct / money, pay, bonus, commision, profits

indirect / benefits / car / mileage / insurance / pensions / sick pay / extra holidays
Legal aspects / equal pay act / holiday pay act / redundancy pay / etc.

Establishing a pay system /
  legal aspect
  economic aspect
  national pay agreements / patrnership 2000
  market situation
  internal equity
  external equity
  objectives to be met through pay
  consultaion with employees
  implemet and monitor

JOB EVALUATION

  DEFINITION

REASONS FOR
USES TO WHICH IT IS PUT
METHODS / QUANTITATIVE (ANALYTICAL) AND
QUALITATIVE (NON - ANALYTICAL)

discuss fully the relationship between job evaluation and pay

TRAINING & DEVELOPMENT

training /
definitons
why /when /for whom /where / how /
gap / actual state v desired state / organisational gap / individual gap /
> **group gap /**
reasons for / new employee induction/ new product / new technology/ errors /
accidents / competition / promotion /
types / skills /attitude / knowledge / induction /refresher/ retraining
training programme / establish gap / job analysis / specify objectives /
> **plan the method, why, when for whom, how, where implement / evaluate /**
how ?
Learning principles
effectiveness of training / increased motivation /

WELFARE

conditions of work are to protect
safety /
> **law / reasons for / civil law/moral law/ insurance / reputation /**
> **costs / quality / job satisfaction**
ensuring safety /
> **designing jobs with safety in mind /recruiting for safety / training/**
warning signs / posters/ equiptment / first aid / proper
> **recording of accidents / unsfae behaviours /**
accident analysis /
> **who had the accident / where it happened /how it happened /**
> **witnesses / details / after effects / long-term affects /**
unsafe behaviours/
> **general & specific / general (personality / ability / motivation /**
> **illness/age)**
> **situational**

HUMAN RESOURCE PLANNING

This involves forecasting human resource needs for the company and planning the steps necessary to achieve them. The practice of Personnel Managment can be viewed as a cycle of events, for example;

      (1)   determining the nature and calibre of employees required for effective functioning.

      (2)   establishing a range of procedures to retain employees, for example, appraisal of performance, employee training and development, reward practices, job design, employee relations.

The process involved in planning how many employees will be required to achieve company objectives in the immediate and longer term can be discussed under four headings:

      Stocktaking
      Forecasting
      Planning procedures
      Implementing the procedures

Stocking means taking stock of all the factors which influence the number of people required and also an accurate profile of the employees currently with the company. To deal with the factors which influence the number of people required will mean an examination firstly of the objectives of the company. What are they ? Are they currently being achieved ? To answer this it means examinig

(a)   the sales targets / are they being met ?

(b)   production levels / are they being met ?

(c)   what is the current level of profits ? Is this level in line with predictions ?

(d)   what is happening in the market ? how are our products perceived ? what competition have we ? how are we doing in relation to the competition ? what market share have we ? Is this static, increasing or decreasing ? Do we know why ?

(e)   Are we happy with the technology we are using or could we be using better technology for our purposes ?

(f)   are we complying with legislation ?

To prepare a profile of our present employees we need to examine employee records and statistics, for example;

(a)   age, gender, length of service, absence level, sickness leave, domestic situation, travel distance to work , transport used and so on.... for each employee

(b)   what skills has each ? relevant to the job ? peripheral to the job, not currently used on the job(here we are thinking of a full-drivers licence or a language and so on....)

(c)   what training has each received ? when ? type ? where ? was it measured for effectivness ? was any training promised which was not followed up on ? and so on...

In addition to the above information we also need to know what the current level of labour turnover is, the current level of absenteeism and the age profile of the total population of workers in the company.[1]

In Ireland, managers, when attempting to forecast the number of employees required within a give period, also need to take into account distictive features of the Irish labour market, for example, shortage of workers in the hospitality sector, shortage of workers with IT skills, quite a high level of unemployment in spite of the Celtic Tiger, an increasing number of women coming into the labour market, acute shortage of child-care facilities, high cost of child-care facilities and so on.

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[1] See p.p. for more information about each of these facotrs.