

## Key Terms

**Directors** – people who make the biggest decisions faced by the business, e.g. aims and objectives

**Managers** – the people who organise others to carry out tasks

**Supervisors / team leaders** – these people ensure that the staff below them do what they are supposed to do

**Operational staff** – a member of staff who has specific responsibility for meeting for meeting a target set by the business that is focused on achieving the business's aims and objectives

**Support staff** – staff who provide help to operational staff, providing assistance with computer networks, administration task etc

**Job description** – a short account of the main features of the job

**Person specification** – a description of the type of person who would best fit the job: their character, their experience and skills

**Application form** – a series of questions a job-seeker must fill in when trying to get an employer interested in interviewing them

**CV** – curriculum vitae. Sets out the person's experience, qualifications and other relevant facts

**References** – people such as teachers or previous bosses who are willing to answer questions about the qualities of a job applicant

## Types of Recruitment

**Internal recruitment** – appointing someone from within an organisation

**External recruitment** – appointing a new employee who does not work for the

### Wider Business World

**McDonald's** – only recruit online

**Merlin entertainments** – require candidates to attend assessment centres

**B&Q** – one of many businesses that no longer accept CVs, only application forms

## Links

**Organisational structures** – HR will need to know where a vacancy fits within the hierarchy

**Legislation** – there are laws regulating how employees can be recruited

**Motivation** – offering internal promotion opportunities can be non-financial motivation

## Core Knowledge

In a large business there are 5 main job roles:  
Directors

Senior Managers

Supervisors / team leaders / junior managers

Operational staff

Support staff

Documents used in the recruitment process:

**Job description and person specification** – created by the business so they are clear about the job that is needed to be filled and what the ideal candidate would be like

**Job advert** – this can be placed in various places, such as job centre, recruitment agency, online, internal notice board or email, newspapers or specialist magazines

**Application form, CV, letter of application** – completed by the candidate to provide all the information required by the business

**References** – supplied by people who know the candidate to support an application  
A candidate can be chosen through an interview, assessments, further tests or tasks

## Core Knowledge

**Formal training** – the official training program, e.g. a 2 year graduate training program

**Informal training** – the unexpected, unplanned extra advice or demonstrations that come from colleagues or occasionally from customers

**On-the-job training** – training that occurs in the workplace whilst doing the job, e.g. on an apprenticeship

**Off-the-job training** – training away from the workplace, e.g. in a college

**Induction training** – training that occurs when you first start a job or join a new business

**Self-learning** – teaching yourself, perhaps by thinking why a problem occurred and making sure you learn from your mistakes

**Ongoing training** – regular, perhaps weekly training sessions for all staff

**Target setting** – when you are set goals by a manager and your job is to achieve them

**Performance review** – discussion between you and your line manager about how well you are working towards the targets set for you

**Retention** – calculation of how many staff stay loyal rather than leaving

## Types of Training

*Creating informed, discerning employees, consumers and future leaders*

**Training can be:**

- Formal and informal
- Self-learning
- On-going throughout your career
- A formal method to ensure staff develop throughout their career, and to ensure staff contribute to the business aims is to set targets for staff each year. These are reviewed in performance reviews or appraisal meetings.

## Why Train

**Why train?**

Motivate staff therefore improving retention  
Introduction of new technology or working practices

Remember training does need to have a formal qualification linked to it. Remember to analyse training benefits from the employer's point of view, not the employees

## Links

**Motivation** – providing training can motivate staff by making them feel valued

**Aims** – performance targets usually relate to the overall aims of the business

**Technology** – an investment in new technology will be wasted if staff are not trained to use it

**Sales process** – effective training leads to better customer service, part of the sales process

### Wider Business World

**Teachers** – must have a minimum of 5 training days per year (INSET)

**Doctors** – an example of on-the-job training as part of their medical degree and after

**Aldi** – offer a training program for all new branch managers