

# Welcome

Business Environment - Session 4

## Resourcing and managing performance

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# Employee resourcing

**Recruitment**  
**Selection**  
**Performance**  
**Retention**

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# Recruitment

**` the problem is not so much of attracting candidates, but in deciding how best to select them' G.A. Cole**

**Identify the job**

**Job description**

**Person specification**

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# Attracting the best candidates

## Method

Advertise (where?)

Head hunt (agents?)

Education (what level?)

Internal (pros and cons)

## Packages

Pay

Compensation

Performance related

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# Selection Methods

**Application form**  
**Assessment centres**  
**References**  
**Psychometric Tests**  
**Group exercises**  
**Situational tests**  
**Interviews**

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# Selection Interview

**Plan**

**Consistency**

**Body language**

**Question types**

**Dangers**

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# Retaining Staff

**Induction**

**Be aware of factors**

**Commitment**

**Retention packages**

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# Consequences of Ineffectual Recruitment Process

- High staff turnover
- The cost of advertising
- Management time involved in the process
- Expense of dismissal
- Training costs
- Effects of high turnover on the morale, motivation and job satisfaction of the staff
- Reduced business opportunities
- Reduced quality of product and service

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# Performance Appraisal

## Why Appraise?

- Identify training & development
- Reveal problems
- Provide consistency & encouragement
- Improve communications

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# Appraisal Process

**Link organisational & individual objectives**

**Assess regularly**

**Complete appraisal meeting**

Pre – meeting

Meeting

Post - meeting

**Identify and enact improvements**

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# Appraisal Interview

**Tell and sell style**

**Tell and listen style**

**Problem-solving style**

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# Problems with Appraisal

**What is measurable?**

**Flexibility**

**Time wasting**

**Subjectivity & bias**

**Tensions / Divisive**

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# Encouraging learning

## **Kolb's learning cycle**

Concrete experience

Observation and reflection

Formation of abstract concepts and generalisations

Applying/ testing the implications of concepts in new situations

## **Reflection**

**Reflective professional**

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