

Topic 2.5 Knowledge Organiser

Making human resource decisions

Effective communication is ensuring two-way communication that happens through motivated staff.

Getting feedback from staff can be done individually or by email or text from them.

Effective communication should be:

clear and easy to understand **AND** accurate, complete, and appropriate

AND

via the right medium with the chance for feedback.

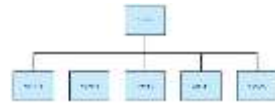
A barrier to communication is something that prevents the flow of communication including:

person sending the communication might not explain themselves well.

The person receiving the communication may not understand the message, especially if jargon is used.

The message may get distorted when sent, e.g. bad phone connection or the message inaccurately passed down layers of the organisation.

An effective feedback process will ensure the original message is correctly received.



An organisation chart is a diagram that shows the internal structure of an organisation.

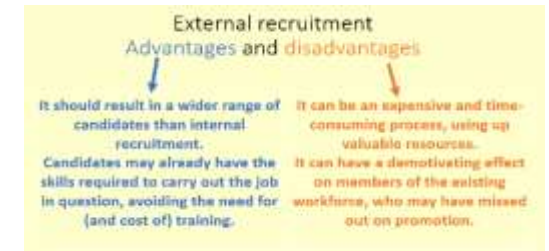
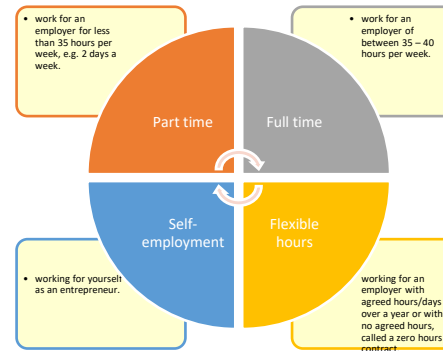
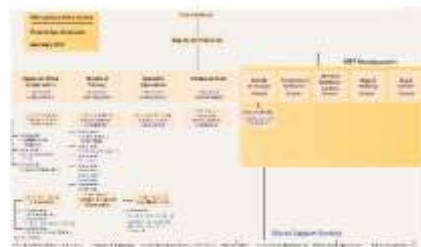
A hierarchical structure is an organisation with many layers of management, therefore creating a tall organisational pyramid.

Large organisations such as public limited companies, the armed forces or the police have a complicated management structure.

Most of the responsibility is at the top of the pyramid with few people, it is a tall structure.

Managers underneath have responsibility for those on the next layer below them and so on.

The staff at the bottom of the pyramid are responsible for their role only.



Benefits of training	Costs of training
Increases the level and range of skills available to the business, leading to improvements in efficiency and quality	Can be expensive, both in hours spent providing the training and the cost of sending staff to outside courses
Increases the range of skills within a workforce, allowing it to respond quickly to changes in technology or demand	Production may be disrupted while training is taking place, leading to lost output
Can lead to a more motivated workforce by creating opportunities for development and promotion	Newly trained workers may be persuaded to leave and take up new jobs elsewhere (known as poaching), meaning the benefits of training are enjoyed by other

Motivated staff are more welcoming, friendly and inspiring to the customers they engage with. Walk into an Apple store and you will be greeted and asked if anyone can help.

Motivated staff can also encourage high quality workers to aspire to join the businesses.

Motivated staff mean higher retention rates and lower costs for businesses. Staff retention rates at John Lewis are excellent, with 80% staying longer than a year.

Staff motivation leads to higher productivity and better quality which reduces costs and improves the brand image. It also leads to lower labour costs per unit meaning higher profits per unit.

Tier 3 words

Communication - The passing of information from one person or organisation to another

Barrier to communication - Something that prevents the flow of communication

Insufficient communication - Too little communication, which might leave some staff under-informed and demotivated

Excessive communication - Too much communication causing overload for staff – a particular problem with email

Centralised organisation - An organisation in which most decisions are made at head office

Decentralised organisation - An organisation that allows staff to make decisions at a local level

Flat structure - An organisation with few layers of hierarchy – presumably because each manager is responsible for many staff

Hierarchical structure - An organisation with many layers of management, therefore creating a tall organisational pyramid

Organisation chart - A diagram that shows the internal structure of an organisation.

Flexible hours - A contract between a company and an employee that doesn't specify how many hours of work will be provided

Freelance contract - An agreement over one job between a company and self-employed worker

Permanent contract - An agreement between a company and an employee that work and income will be provided constantly into the long-term future

Remote working - Working away from the office, typically from home

Temporary contract - An agreement between a company and an employee that work and income will be provided for a specific time period, say six months

Application form - The 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 qualifications, experience and any other relevant facts (it literally means the 'story of life')

External recruitment - Appointing from outside the existing staff

Internal recruitment - Appointing from inside the existing staff

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

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

Formal training - The official training programme, e.g. a two-year graduate training programme

Informal training - The unexpected, unplanned extra advice or demonstrations that come from colleagues or, occasionally, customers

Mentor - Someone in the workplace who gives you advice and help, officially or unofficially

Ongoing training - A short account of the main features of the job

Performance reviews - Discussion sessions between you and your boss (perhaps every six months) about how well you are doing against the targets set for you

Retention - A calculation of how many staff stay loyal rather than leaving, for example staff staying as a percentage of all staff

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

Target-setting - When you are set goals by a manager and your job is to achieve them

Autonomy - The independent power to decide on what you are going to do at work

Commission - Being paid a percentage of the value of a sale you have made, for example a ten per cent commission

Fringe benefits - Rewards you get from work other than pay, such as a company phone or car

Job enrichment - Being given a range of activities and responsibilities that enable the worker to learn and to grow

Job rotation - Having several tasks to do at work to relieve the boredom of doing the same thing all the time

Remuneration - All the financial rewards received from work, whether direct, such as a salary, or indirect, such as free membership of a sports club