

# RECRUITMENT, TRAINING AND DEVELOPMENT

## ASSIGNMENT TWO (25mks)

### MARKING SCHEME

**QN 1. It is easy to assume that recruiting is easy but several things make it more complex. Discuss five factors that make recruitment a complex function. (10 mks)**

- **Size of Organization:** The size of the organization is one of the most important factors affecting the recruitment process.
- **Recruiting Policy:** Recruitment policy of an organization, i.e., hiring from internal or external sources of organization is also a factor, which affects the recruitment process. It specifies the objectives of the recruitment and provides a framework for the implementation of recruitment programs.
- **Image of Organization:** Organizations having a good positive image in the market can easily attract competent resources. Maintaining good public relations, providing public services, which helps an organization in enhancing its reputation in the market, and thereby attract the best possible resources.
- **Image of Job:** Just like the image of organization, the image of a job plays a critical role in recruitment. Jobs having a positive image in terms of better remuneration, promotions, recognition, good work environment with career development opportunities are considered to be the characteristics to attract qualified candidates.
- **Demographic factor :** Demographic factors are related to the attributes of potential employees such as their age, religion, literacy level, gender, occupation, economic status, etc.
- **Labor market :** Labor market controls the demand and supply of labor. For example, if the supply of people having a specific skill is less than the demand, then the hiring will need more efforts. On the other hand, if the demand is less than the supply, the hiring will be relative easier.
- **Unemployment rate:** If the unemployment rate is high in a specific area, hiring of resources will be simple and easier, as the number of applicants is very high. In contrast, if the unemployment rate is low, then recruiting tends to be very difficult due to less number of resources.
- **Labor laws:** Labor laws reflect the social and political environment of a market, which are created by the central and state governments. These laws dictate the compensation, working environment, safety and health regulations among others, for different types of employments. As the government changes, the laws too change.
- **Legal considerations:** These considerations, passed by government, will have a positive or negative impact on the recruitment policies of the organizations.
- **Competitors:** When organizations in the same industry are competing for the best qualified resources, there is a need to analyze the competition and offer the resources packages that are best in terms of industry standards.

- **Any well five explained points=10mks**

**QN 2. Critically analyze the relevance of training evaluation. (7 mks)**

- To find out where the desired expectations (goal) are and are not being met.
- To make the training environment more supportive of learning.
- To revise and redefine the course to make it more effective.
- To identify and reduce workplace constraints that inhibits transfer of training.
- To prove that training is investment and not cost.
- To give instructors and course developers feed back to help them improve.
- To justify and perhaps increase the training budget.
- To influence future decisions like on what kind of programmes to be included.
- To manage the training function more professionally

**Any well seven explained points=7mks**

**QN3. Giving examples, Discuss Kirkpatrick's Evaluation model(8mks)**

Level 1: evaluation at this stage measures how the participant reacts immediately after the completion of the training program in which he/she has participated. It is observed that a positive and favourable reaction from a few key persons in the group influences the future of a program. In fact a less favourable reaction affects the motivation to learn among the participants. A negative reaction could greatly reduce the scope for conducting further training programs. This evaluation is made to know attitude and opinion of the trainees about various aspects of the training, viz., boarding, lodging, timetable, trainees' behaviour, classroom, course content, etc.

Level 2: At this level, a simple standardized questionnaire on the subject of training is administered before and after the program as a part of the evaluation process. This helps in assessing the degree of improvement/ change in knowledge, skills and attitude of trainees as a result of training.

Level 3: In this phase, the evaluation is done to know the extent to which the trainees applied the learning and changed their behaviour. Generally, this type of evaluation is done after 3 to 4 months, to assess the performance of the trainees

Level 4: at this level, the final impact results are taken into consideration. The Training Evaluation final results can be in the form of increased production, improved quality, decreased costs, increased sales, reduced turnover, and higher profits. It is the acid test.