



Subject: Entrepreneurship N5

Topic: Staff your Business

Lecturer: Mr. Popane.

Learning Outcomes:

- ▶ Realize and explain the importance of people in your business
- ▶ Define the terms staffing, job description, job specification and job enrichment
- ▶ Draw up a job description and job specification for specific job
- ▶ Define all the different components of staffing
- ▶ Draw up advertisements according to job description
- ▶ Design the recruiting process for a specific position/job. You must be able to choose from the different types of interviews and test.
- ▶ Design a training program for specific job given the skills needed
- ▶ Compile a motivational strategy for an employer
- ▶ Work out a salary package for an employer given what the business can afford and taking labour laws into consideration
- ▶ Explain why performance appraisal is important and how it can be applied practically.

Staffing your Business

Introduction

Staffing means the process of making sure that a business has a qualified (people who know what they are doing) workforce to meet its objectives and it therefore represents the lifeblood of the enterprise. Staffing your business includes a variety of activities such as human resource planning, compensation and benefits, recruitment, selection, placement and induction, training and development and performance appraisal.

Importance of people in your business

Human labour is the important resource in a small business, because its influence determine how well the other production factors are used. Despite the rapid progress in technology, business are led and managed in the right direction by people. Without people the business will not exist. It important to remember that people differ. Every person that you employ has his or her own desires, motives, needs and character. They bring certain skills Knowledge and experience to the workplace, but also their own emotions, attitudes and opinions regarding different aspects of life.

Human Resource Planning



Human Resource Planning

Human resource planning involves having the right number of people with proper skills on the right place at the right time to perform the various activities in the business.

Example.

- ❖ Accountants being placed in the Finance Department
- ❖ Salesperson being placed in the Marketing Department
- ❖ Computer Expert placed in the I.T department.

Recruitment of workers

Recruitment refers to the process whereby a pool of candidates is identified by and attracted to a business. From this pool some will later be selected to fill certain vacancies in the business. (**Recruitment is looking for the right people to do the work in the Business**)

Human Resource Planning

- ❖ Job analysis
- ❖ Job description
- ❖ Job specification
- ❖ Selecting the best qualified employee

Job analysis

Is the things that person will have to do. You have to get the information that is important regarding the job. This will give a manger important facts about a specific job.

- ❖ How the job can be structured to increase the worker's performance.
- ❖ How much time is needed to perform a specific task
- ❖ What activities are necessary to do a specific job.
- ❖ What skills and experience are needed to do a specific job. (finance , computer skills, marketing skills)

Job description

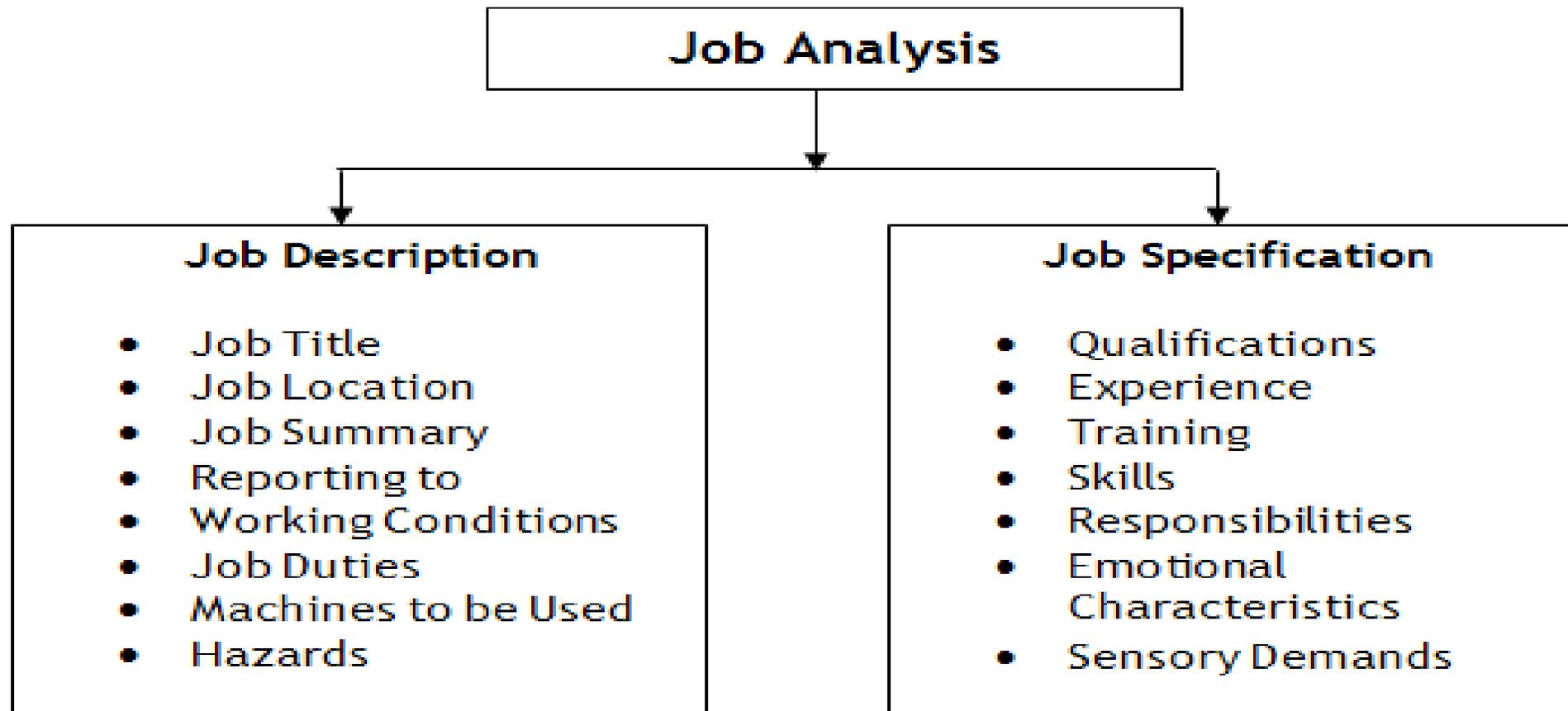
Job description is what the worker does, how he/she does it and under what circumstances the task is carried. (what work will the worker be doing)

Job description includes the following information.

- ❖ Job identification
- ❖ Job Summary
- ❖ Responsibilities and Duties
- ❖ Relating to other jobs in the business
- ❖ Things that the worker will use example machines, tools and materials. (I.T engineer will work with computers and a Police men will work with guns, teargas and Taser.)
- ❖ Working Conditions (example a Account will work in an office and a miner will work under ground.)
- ❖ Technical or unusual terms may be used and should be listed in job description

Job specification

Job specification must show the human skills and experience necessary to do a job effectively. Aspects that must be considered are **Personal skills, knowledge, training experience, sense of responsibility, intelligence and communication skills.**



Examples of Job description and job specification

E-commerce Executive

We have immediate requirement for E-commerce Executive profile.

Company: XYZ Pvt. Ltd.

Position: E-commerce Executive

Industry: E-commerce

Location: Mumbai

Job Description

Duties and Responsibilities:

- E-commerce order processing and management on Flipkart, Amazon and E-Bay.
- Maintaining order records.
- Product listing and comparison with that of competitors.
- Payment and reconciliation of the orders.
- Managing returns and cancellation.
- Providing essential inputs to the management for decision making.

Job Type: Full-time

Shift: Morning Shift (9:00 A.M. to 5:00 P.M.)

Job Specification

Qualification: 12TH Higher Secondary (Required)

Experience: E-commerce: 1-2 Years (Required)

Skills:

- Computer Proficiency
- Fluent English Communication (Verbal and Written)
- Ability to Work Under Pressure
- Analytical Abilities

Salary: As per company standards

Sources of recruitment

- ❖ **Internal source** is recruitment (looking for employees) inside the business. People who work for the business can apply.
- ❖ **External Source** is recruitment outside the organization. (Examples putting a post on the newspaper and people from everywhere applying)

Selecting the best qualified employee

1. **Initial Interview**
2. **Application Form** (Example Z83form)
3. **Interview** (Planned or Structured, Unstructured, Standardized interviews and Tension interviews)
4. **Tests** (Assessments, Aptitude Tests, Personality and Trade test)
5. **Approval By supervisor**
6. **Physical Examination** (Examples in The police and Army they check how healthy and in shape you are .)
7. **Induction or Orientation** (new employee fit in the Organization)

Example of Application Form (Z83 form)



G.P.S. 8197143



REPUBLIC OF SOUTH AFRICA

Z 83 (81/971431)

APPLICATION FOR EMPLOYMENT

WHAT IS THE PURPOSE OF THIS FORM

To assist a government department in selecting a person for an advertised post.

This form may be used to identify candidates to be interviewed. Since all applicants cannot be interviewed, you need to fill in this form completely, accurately and legibly. This will help to process your application fairly.

WHO SHOULD COMPLETE THIS FORM

Only persons wishing to apply for an advertised position in a government department.

ADDITIONAL INFORMATION

This form requires basic information. Candidates who are selected for interviews will be requested to furnish additional certified information that may be required to make a final selection.

SPECIAL NOTES

1 – All information will be treated with the strictest confidentiality and will not be disclosed or used for any other purpose than to assess the suitability of a person, except in so far as it may be required and permitted by law. Your personal details **must** correspond with the details in your ID or passport.

2 – Passport number in the case of non-South Africans.

3 – This information is required to enable the department to comply with the Employment Equity Act, 1998.

4 – This information will only be taken into account if it directly relates to the requirements of the position.

5 – Applicants with substantial qualifications or work experience must attach a CV.

A. THE ADVERTISED POST

Position for which you are applying (<i>as advertised</i>)	Department where the position was advertised
Reference number (<i>as stated in the advert</i>)	If you are offered the position, when can you start OR how much notice must you serve with your current employer?

B. PERSONAL INFORMATION (please ignore if you have attached a CV with ALL of the following information)¹

Surname				
First names				
Date of birth				
Identity number ²				
Race ³	<i>African</i>	<i>White</i>	<i>Coloured</i>	<i>Indian</i>
Gender ³	<i>Female</i>		<i>Male</i>	
Do you have a disability? ³	<i>Yes</i>		<i>No</i>	
Are you a South African citizen?	<i>Yes</i>		<i>No</i>	
If no, what is your nationality?				
And do you have a valid work permit?	<i>Yes</i>		<i>No</i>	
Have you been convicted of a criminal offence ⁴ or been dismissed from employment? ⁴	<i>Yes</i>		<i>No</i>	
If your profession or occupation requires State or official registration, provide date and particulars of registration				

C. HOW DO WE CONTACT YOU

Preferred language for correspondence?			
Telephone number during office hours	()		
Preferred method for correspondence	<i>Post</i>	<i>E-mail</i>	<i>Fax</i>
Correspondence contact details (in terms of above)			

Training and development

Value of Training and development

Training and development of your part staff is very important if you want to provide the best possible service to your customer. (**the more your employees are trained the more quality service they will provide.**)

Training is generally aimed at upgrading the lower level worker in a business. (**improving employee skills**). The objective of development is more to maintain and improve the effectiveness of managers.

Development program

Decision-making skills

- ❖ In -basket exercises
- ❖ Case Studies- giving a real life situation seeing how you deal with.
- ❖ Business Games- playing on competitive basis.

Interpersonal Skills

Interpersonal Skills

- ▶ **Role playing** - simulated real life situations and problems, so employees can have an idea what problems they will deal with.
- ▶ **Sensitivity training** - being aware of people's behavior and emotions

Job knowledge

Knowledge of organization.

- ❖ **Job rotation.** (doing different jobs so employees are well rounded)
- ❖ **Multiple Management.**

General Knowledge

- ❖ **Special courses** (course to advance your knowledge and skills from Colleges and Universities)
- ❖ **Special meetings** (examples work shops, conferences.)

Specific individual needs

- ▶ Managers should be motivated to read materials (like articles, newspapers, books and journals) on specific subjects. They need to do this to improve their knowledge and expertise.

Performance appraisals

Performance appraisals is used to determine the degree to which an employee carries out his or her work effectively. It is where an employee's performance is looked at to see if the employee is doing a good job or not.

Performance appraisals techniques

1. Individual appraisals techniques
 - Graphic rating scale
 - Forced choice
 - Period critical incident techniques
 - Essay appraisal or checklist method
 - Management by objective method

2. Multiple performance appraisal techniques

- ❖ Ranking

- ❖ Paired

3. Other techniques

- ❖ Performance tests

- ❖ Self -appraisal

Feedback to employees

It is very important that managers give their employees objective feedback about their performance after the appraisal process has been concluded. Feedback is the most effective when it takes place immediately or soon as possible after the appraisal. Feedback can help employee by showing him/her the areas he or she can improve.

Motivating the workforce

Motivation is encouraging people to do something. In the workplace managers need to motivate their employees to do the work really well. People are different, they have different personalities, desires, needs, wants and goals. Managers need to know what motivates each employee. Some employees are motivated by money, some by achievements and others by rewards (recognition).

Motivational Groups

1. The individual person (worker)
2. Job (work condition)
3. Organization (Management styles)

What motivates a person



Maslow's hierarchy of needs

Job (working conditions)

Where a job provides an opportunity to achieve and to advance, as well as recognition for efforts motivation increases.

Motivating Factors in the workplace:

- ❖ Salaries (money)
- ❖ Work Conditions (safe and comfortable)
- ❖ Status (titles and respect)
- ❖ Promotion possibilities (advancement in Career)
- ❖ Responsibilities (selffuliment challenges)

Organization (management Styles)

Managers have different managing styles some managers are more strict and some are more lenient . Here are few management styles:

- ❖ **Exploitative authoritative:** (Responsibility lies in the hands of the senior management. The superior has no trust and confidence in subordinates. The team work or communication is very little and the motivation is based on threats.)
- ❖ **Benevolent Authoritative** (The responsibility lies at the managerial level but not at the lower levels. The subordinates do not feel free to talk things with supervisor. The teamwork or communication is very little and motivation is based on system of rewards.)
- ❖ **Consultative** (Responsibility is spread widely through the organization hierarchy. The supervisor has substantial but not complete confidence in employees. There is a fair amount of teamwork, and communication takes place vertically and horizontally. The motivation is based on rewards and involvement in the job.)
- ❖ **Participative** (Responsibility for achievement of organizational goals is widespread throughout the organization. There is a high level of confidence that the supervisor has in his employees. There is high level of teamwork , communication, and participation.)

Compensation

Remuneration is the compensation that an employee receives for his labour. (paying employees their Salaries or Wages). These Salaries must be enough to motivate them to perform well, but low enough for the business to afford them.

Compiling a Salary Package;

- ❖ **Determining a specific wage level**
 - Factors that influence the determination of salaries and wages (Example minimum wage.)
 - To determine a remuneration level for your business, you will have to keep the following factors in mind (The salaries you pay your employees compared to salaries of your competitors.)
- ❖ **Methods of Payment**
- ❖ **Legal aspects - Basic Conditions of Employment Act**
- ❖ **Income Tax Act (58 of 1962) PAYE**
- ❖ **Income Tax Table**

Fringe Benefits for employees

- ❖ UIF - The Unemployment Insurance Fund provides insurances when employee loses his/her job .1% of the workers gross income must be deducted for UIF.
- ❖ Workmen's Compensation (COIDA) - Money that is paid out incase of accidents or injury or death in the workplace.
- ❖ Pension Fund (money you save up until your retirement)
- ❖ Medical Aid schemes (Example Bonitas and Discovery)

Determination of Minimum Wage Page 100 -101.

The END! !!!!

Next Module is 6 (Labour Relations).

Do Activity 1 (only question 1) on Page 90 and Activity 6 on page 97. For Friday

