

| 6.1 Recruitment | |
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| Application form | A preformatted document that an applicant needs to fill in when applying for a job. Applicants need to make sure that they follow the rules about capitals/lowercase or pen colour otherwise applications can go straight in the bin. |
| Aptitude tests | Are a range of practical or paper based or group tests that a candidate might need to undertake to see how well they can perform certain tasks. Locally, these are used by Babcock and by the Armed Forces amongst other employers. |
| Curriculum vitae (CV) | is written by a person looking for employment. It outlines that individuals personal details, qualifications, experience and interests in the hope that these impress a possible employer. |
| Interview | a formal face to face meeting between the candidate and senior members of the firm often including HR staff in larger firms |
| Job description | is used in the recruitment process when employers outline what is involved in the work to be done by newly appointed workers. It may include job title, pay, hours to be worked, holidays etc. |
| Person specification | is used in the recruitment process for the employers to outline the type of person they would like to employ. It will outline skills, qualifications and experience required. |
| References | Previous employers are approached and asked for their opinions of the person and their suitability for the job position |
| Shortlisting | A process where the candidates with the strongest applications are identified and invited for interview. This might give only 4 or 5 people to interview and might be unnecessary if there are few applicants. |
| Vacancy | A gap in a firm's workforce that needs to be filled by a person with the right set of skills and experience. |

| 6.2 Training | |
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| Induction training | is used when new workers join a firm so that they become familiar with their new surroundings and the specific methods and policies of the particular business such as emergency procedures like what to do if there is a fire. |
| Job sharing | means that instead of one worker doing one job on a full time basis, the work will be carried out by more than one person on part time basis. This is particularly important for workers with family responsibilities. |
| Off-the-job training | happens outside the workplace of the employee often in colleges. |
| On-the-job training | happens within the workplace of the employee, involves demonstrations and coaching from experienced staff or the trainee shadowing an experienced worker. |
| Retraining | Where a member of staff is changing their role in a firm or if their skills need to be refreshed. |

| 6.4 Organisational structure | |
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| Chain of command | is the path along which orders pass within a business from the management to the shop floor. |
| Flat structures | involve organisational charts where there are few or no levels of middle management between staff and executives. |
| Hierarchy | layers of authority in a business |
| Hierarchical (tall) structures | involve organisational charts where there are many levels of hierarchy. In these organisations, there are usually many managers, and each manager has a small span of control. |
| Span of control | is the number of people an individual is personally responsible for in a business organisation. |
| Workforce | are the people who are working or looking for employment. |

Tier 3 language

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|-----------------------------|---|
| Chain of command | is the path along which orders pass within a business from the management to the shop floor. |
| Span of Control | is the number of people an individual is personally responsible for in a business organisation. |
| Empowerment | Is where workers have more control over how they work. They get to make their own decisions with little supervision. |
| Off-the-job training | Training that happens outside the workplace of the employee often in colleges |
| On-the-job training | Training that happens within the workplace of the employee, involves demonstrations and coaching from experienced staff or the trainee shadowing an experienced worker. |

| 6.3 Motivation | |
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| Empowerment | Is where workers have more control over how they work. They get to make their own decisions with little supervision. |
| Flexible hours | are a working practice in which workers are no longer in their offices between two set times. Many can now work a full day within a range of hours set by the employer. |
| Fringe benefits | are rewards to workers not shown in their traditional pay. Such benefits may include company cars or discount on company products. |
| Home working | means that workers do not have to attend a workplace every day. Modern communication technology means that work can be carried out at home and can even be monitored from the workplace. |
| Job enlargement | Is where staff are given additional tasks to reduce the monotony in a workplace |
| Job enrichment | Is where staff are given additional, more challenging and responsible tasks to motivate them. |
| Job rotation | Is where staff rotate between job roles for a set amount of time to reduce levels of boredom. |
| Overtime pay | is paid to workers according to the number of hours worked above their contracted hours. |
| Performance related pay | is an additional payment to workers who reach or exceed targets set in advance by the management. |
| Piece rates | are paid to workers based on the number goods which are produced. |
| Profit sharing | is an additional reward paid to workers to reflect the profits earned by the business. |
| Salaries | are generally paid to administrative and management workers. The salary is based on their work for the year. |
| Time rates | are paid to workers based on the number of hours worked. |
| Wages | are generally paid to shop and factory floor workers based on hourly rates and / or piece rates. |