

**Czech University of Life Sciences Prague
Faculty of Economics and Management
Department of Management**



Diploma Thesis

**Process of recruitment for an agricultural
manufacturing company**

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Declaration

I declare that I have worked on my diploma thesis titled „Process of recruitment for an agricultural manufacturing company“ by myself and I have used only the sources at the end of the thesis.

In Prague

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Acknowledgement

It is a pleasure to thank the many people who made this thesis possible. I would like to thank Mr. Richard Selby, Bohuslava Boučková, Zdeněk Pavlovský, Blanka Vávrová, Milan Běle, for their advice and support during my work on this Thesis.

**Proces přijímání zaměstnanců u zemědělské
výrobní společnosti**

**Process of recruitment for an agricultural
manufacturing company**

Souhrn

Tato diplomová práce má za cíl zmapovat proces přijímání zaměstnanců u konkrétních společností (ZZN Pelhřimov, Agrostroj Pelhřimov, ZD Kalich) a navrhnout optimální proces s doporučeními pro dané podniky. Z vývoje jednotlivých studií vycházejí i další cíle, zjištění o menším zájmu uchazečů na trhu práce k některým typům pracovních příležitostí, problematika udržení a získávání zaměstnanců. Z pohovorů provedených s personálními kapacitami zjišťuji, jak se změnila strategie přijímání zaměstnanců v době ekonomické krize. Zaměřuji také pozornost na firemní kulturu v organizaci a její vlivy na zaměstnance. Pro naplnění všech cílů byly zvoleny následující prostředky: studium dokumentů s následnou obsahovou analýzou, semi-strukturované pohovory s vybranými manažery, SWOT analýza jednotlivých personálních procesů a případové studie. Práce je rozdělena do dvou hlavních částí. Teoretická část poskytuje vyčerpávající informace o personálním řízení, podmínkách na trhu a aspektech důležitých pro příjem a udržení zaměstnanců.

V praktické části zúročuji poznatky teorie a doplňuji je o doporučení pro konkrétní podniky.

Klíčová slova

ZZN Pelhřimov, Agrostroj Pelhřimov, ZD Kalich, přijímací proces, adaptabilita, zemědělská společnost, kultura organizace, podnik.

Summary

This diploma thesis aims to map a recruitment processes at given companies (ZZN Pelhřimov, Agrostroj Pelhřimov, ZD Kalich) and design optimal process with concrete recommendations. The course of individual case studies reveals secondary goals, findings about lower attractiveness of industry for skilful job applicants or problems with stabilization of employees. The interviews with personnel (HR) managers provided me information about strategic recruitment process in the time of crisis. I also pay attention to corporate culture, adaptation process and their impact on employees. The following methodological tools were chosen to meet all of the objectives: literature and document search with the consequential content analysis, semi-structured interviews with chosen managers, SWOT analysis of selected personnel activities and the case study. The work is divided into two parts. The theoretical one is providing comprehensive literature overview about recruitment process, conditions on the labour market, and the aspects essential to recruitment process and adaptation. The practical part uses theory and compares it with the case study in order to design recommendations.

Key words

ZZN Pelhřimov, Agrostroj Pelhřimov, ZD Kalich, Recruitment process, Company culture, adaptability, agricultural company, enterprise

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1. Introduction

Every company is dependant on the resources needed for implementation of the firm strategies and politics in order to reach aims and goals of the organization. Just as humans need water, oxygen and food to survive, so the organizations use their resources to stay alive in competitive environment. We can distinguish several sorts of such sources like information, human, capital, finance or material. Human resources represent the most crucial part of these factors influencing the outputs of the companies.

Why is a human factor so important? We can imagine a company as a live organism, consisted of various personal abilities, knowledge, skills and efforts that directly aim to the firm objectives accomplishment. Only people could effectively work with information data sets, search them, analyze and use them to profit maximizing. “People design and produce goods and services, control quality, market products, allocate finance, set overall strategies and objectives for the organization”.¹ There is no other way. Only human factor guarantees corporate success.

Personal element takes a part in all processes within organization. We organize ourselves according to certain system with concrete thoughts, limits and rules. The term management naturalizes in every country. Due to the continual changes and requirements of global economy, managers follow new techniques of decision-making, its pace and learn the changing ways of employee management. Those, who can effectively apply the system of human and material resources, are highly valued and contribute to the firm prosperity.

Almost everybody remembers first day at work. When you first signed the personnel documents and became a part of the company. Your chief acquainted you with the occupation that became your daily bread, showed you the office or the workshop and introduced you to your new colleagues.

¹ Boudreau, J.W., Milkových, T.G. *Personnel Human Ressource Management*, p.19

My dissertation work analyzes the theme recruitment. The theoretical part is structured into basic theories and trends in recruitment process. I will focus on historical development of HRM, talk about its functions, importance, activities and system. The second part describes particular techniques of staffing, analysis of external and internal conditions, needs for job applicants, defining of requirements, methods of recruitment, stress the importance of cultural and employee development. The subsequent empirical part studies situation in the Pelhřimov region. It brings observation to different companies that have a great impact on employment within our locality. I compare theoretical presumptions of the trends with those implemented into various firm environments, look at the individual techniques, methods and reasons. I follow personnel development within the particular company in various conditions.

The final part assumes analytical findings about recruitment process in given companies that differs from their specific characters and conditions, compares different strategies that firms apply, shows SWOT analysis of concrete approaches and suggest suitable solutions to local problems in the time of crisis.

I have chosen the topic “Process of recruitment for an agricultural manufacturing company” from several reasons. The first, I have acquired the experiences in Agrostroj Pelhřimov, where I was working for almost one year. This job involved inspecting machinery production, everyday consultation with subordinates and superiors or mutual co-operation among individual departments. The position of the first line manager allowed me to understand daily routine of managerial work. Mr. Pavlovsky, the HR director of Agrostroj Pelhřimov, offered me concrete information about recruitment processes and gave me a helping hand with writing of diploma thesis.

The second, agriculture industry represents specific category that has a great tradition in the Vysočina region. The share of employees in the primary sector in the Vysočina exceeds double the average of other localities within the Czech Republic. On the other hand, the current trend shows that the primary sector struggles with typical problems that lower its attractiveness for new job applicants. I will pay attention to the present phenomenon in agriculture and its impact on employment level in our region.

Objectives of thesis and methodology

2.1 Objectives

The main goal of the Thesis is a finding the optimal system of recruitment process, which has to be proved or disproved by the observation under specific conditions in the Czech agricultural environment on the local level. The work focused on the contrast of typical agricultural cooperative company with two different types of enterprises that do a business in agriculture sphere. I characterise pros and cons of recruitment process in particular companies, summarise common and different conditions of recruitment. The work follows trends in employee selection, cares about workers, their development and problems occurring with personal activities. The optimal system will propose solutions to the current problems and outcomes from individual interviews with the representatives of personal departments in two typical agriculture companies and machinery enterprise that produces agricultural machinery in the Pelhřimov region – ZZN Pelhřimov, local cooperative ZD Kalich Kamenice nad Lipou and Agrostroj Pelhřimov.

The case study brings secondary objectives:

1. The lower attractiveness of industry has driven away the more skilful applicants
2. The most agricultural companies need to restructure their HR process to remain competitive
3. Optimal culture and adaptation process lead to higher employees loyalty and lower rate of fluctuation

2.2 Methodology – used scientific methods

The main method used in this paper is a case study of each company. Case studies include the observations of cultural, economic and political conditions that have an influence on local recruitment strategies. I also use a study of the documents, analysis and compare theory with reality. Interviews with local HR department representatives helped me to clarify the difference between theory and praxis used in each personal department.

3 Literature overview

3.1 Management

Management is determined as a systematic process that uses organizational resources (humans, finance, material, information or energy) to reach given objective.

The term probably comes from Italian “maneggiare” which relates to a horse training in arena but it also characterizes someone who do the work skillfully, the ability to master musical instruments or just generally master, manipulate. The verb manage has several meanings such as run, control, operate, handle, help etc. We may find origins of the expression in Latin “manus” (hand) that associates with a concept that manager could hold something and transform it.²

Management has become phenomenon of current society. We hear about it every day from media in connection with executive managerial workers and their performance but it represents only the top of iceberg. Practically, the management relates to all activities where individuals or groups of workers are coordinated to reach specific goals. The term is usually using in connection with processes within organizations. Every company or firm desires capable employees who could realize corporate strategies and objectives. The more skilful or qualified employees companies have, the better performance shows. The importance of management prevails in two main categories.

The first, our society is changing. Natural development forces people to follow the trends. Those, who can better react to new requirements, gain competitive advantage over the others staying aside. This is a reason, why we should study area that addresses specific sources of governance, administration, leading techniques and approaches.

The second, main role of management lies in a direction of human abilities to produce goods and services (values). Individuals run various organizations. They determine a direction of firm strategies, allocate company resources to appropriate business activities, create conditions for better working environment, find ways of higher living standards, care about

² Štrach, P. *Principy managementu*, p. 7-8

safety or health care, maintain and develop firm values. We would hardly enumerate all managerial activities, which differ according to the firm orientation.

3.2 Basic managerial processes

Planning - setting of the plan, procedure that comes from given firm objectives, which ought to be reached at the end of certain period.

Organizing – every planned activity needs adequate resources. Managers provide necessary instruments to fulfil the plans. These sources are usually limited by organizational capacity, are mutually interconnected and effectively transferred within a company. Managers control its effective application, establish firm structure and linkages among them. They create organizational hierarchy as superiors. The position enables applying authority on subordinates, relates to specific power. Interpersonal relations form basic shape of organization.

Leading - includes motivational process. Superiors strive to motivate people in order to reach positive employees attitudes, accept firm culture and values. Such approach improves the subordinates working endeavour. Workers participate on decision-making process and actively contribute to goal achievement.

Controlling - has function of feedback. Plan shows optimal way, in which company expects certain result but natural development brings smaller or bigger divergences. These gaps reveal undesirable factors which were not during the planning process included. Managers could easily react to identified signals, discover the causes and take a preventive measures to avoid the problem.³

³ 4 basic functions of management.[Online]. <http://www.sayeconomy.com/4-basic-functions-of-management/>. [Quoted 2011-10-09]

3.3 Human Resource Management

Origins of human resources management (HRM) appeared early in the 20th century as the form developing from personnel management that has much longer history. People have been managed long time ago. Therefore, we could hardly determine concrete starting point. Historians show us many interesting examples from the past. I will just stress several of them because it is not possible to write about complete historical development of HRM neither the aim of my diploma thesis.

We will make a little trip to ancient Egypt and look at the pyramids builders. Workers were managed by pharaoh supervisors during hundreds of years (3000 – 1000 B.C.). The first time, historians supposed, that the slaves built pyramids but new proofs brought different results. Excavated skeletons gave an evidence of Egyptians who lived in villages pitched for pyramids builders. The villages were equipped with granaries, brewers, cemeteries and primitive health care facilities where healers provided medical treatment to seriously injured workers. Builders were separated into the teams with high labour organization. Some teams had special names like “Friends of Khufu” or “Drunkards of Menkaure”. Names of the working groups reflected loyalty and allegiance to the pharaoh. An estimated 20 000 up to 30 000 workers were building the Pyramid at Giza over 80 years. We can say that the glory of ancient Egypt was built on strength of people, their cooperation and sacrifice.⁴

The beginning of modern personnel management is dated to the middle of the 18th century to Industrial Revolution. We skipped ancient time and pointed at the period, where development of the coal-fired steam power or the invention of new manufacturing machineries brought crucial changes of working environment. The growing division of labour increased the needs to coordinate specialized operations, their maintenance and regulation. Working life had become more organised. New employment patterns brought population shifts. At the turn of the 18th and the 19th century, the factory-based organization gradually replaced the system of people who worked in small workshops

⁴ Explore The Pyramids. [Online]. <http://www.nationalgeographic.com/pyramids/pyramids.html> . [Quoted 2011-10-10]

(usually at home). The process of urbanization caused mass influx of villagers from rural areas or immigrants who looked for better working opportunities to avoid poverty. The situation in two largest industrial countries - the USA and Great Britain had mutual characters in comparison of both working environments.

Contrary to better working organization, the conditions for workers in factories were extremely poor. Most factory employees worked long hours for a very low wages without necessary protection against dust or noise. The occupational safety was not considered. Child labour exceeded 12 hours a day. Women and children had to work in order to pay expensive housing. Many families lived crowded in one small room. Other problem also consisted in vouchers for the “firm products” that owners provided instead of wages. We can see that labour in those days appeared “pretty hard”. What did exactly keep the people in uncomfortable factory environment? Why workers just did not change occupation? The reason is simple. With so many immigrants, who desired much for any work, was almost impossible to find convenient work opportunities. In case of any complaints, employers easily dismissed and replaced these troublemakers with hundreds of other job applicants.⁵

People realized, that the change occurs, only if workers joined altogether. In 1870s, employees joined to establish labour unions. The Trade Union Act (1871) legally approved establishment of unions in Britain. Employees could assemble and negotiate on favourable conditions, like the increase in wages, reducing of working hours or higher health protection. We may still talk about continual development of personnel management in the time when workers tried to seek consensus between them and their employers. The Industrial revolution led to the specialization.

The division of work, relations between subordinate and superordinate brought scientific management movement, which appeared at the end of the 19th century. I would like to mention the main profounder of the movement.

⁵ The struggle for democracy. [Online]
http://www.nationalarchives.gov.uk/pathways/citizenship/struggle_democracy/childlabour.htm . [Quoted 2011-10-12]

Frederick Winslow Taylor

Taylor specialized on productivity and efficiency. He analyzed partial procedures to the smallest details. Taylorism, as was the approach called, consisted of four major principals:

1. gather traditional knowledge of employee, record it and analyse, use scientific study of the tasks
2. scientific selection, development and training of worker rather than self-learning process
3. find mutual compliance among workers and instructions, providing of detailed information to the employees, supervising their effective performance
4. proportionately divide work between managers and employees, in order to share the division of labor, managers should plan the work according scientific methods and enable the workers to perform the tasks.

The output of scientific management consisted in detailed observation of working procedures. Taylor's principles enhanced objective stance towards labour tasks, cooperation among workers and managers.

3.4 Human relation movement

Historians mark the Hawthorne Experiments as the origins of human relation movement. **Hawthorne Experiments Programme** (1924) was designed to study the effects of changing labour conditions on employee productivity. The first experiments focused on effects of lighting, which ought to increase the output of workers. There were selected two groups of employees – the group with changing light and the second one with lighting at normal level. Over the expectations that higher output appears only in the case of the first group, the results were different. Experts founded almost the same outcome modification in the second shift who worked without any change of lighting.

Australian psychologist and sociologist **Elton Mayo** continued with developing of working conditions. He gathered six women and monitored how the introduction of better rest periods, reduction the working hours or breaks affect productivity. Improvements led always to higher production results. Mayo expected that a return to the original conditions would affect output negatively. He eliminated all innovations but the outcome unexpectedly rose than during the experiments. After almost 5 years of observations, Mayo founded out that employees were motivated more by psychological incentives than by physical or material conditions.

Workers of Western Electric Company stressed in their interviews the importance of participation. They needed participate in the company processes and desired for unity and competence. The productivity affected interrelations among people than the higher wage or working conditions did. Mayo pointed out individual and collective values, which could influence firm behaviour. He alleged that the rise of production rose with identification of groups with management. On the other hand, if values or norms differ from firms objectives, the output decreases.

Human relation movement came with new vision of organisation. Organization is supposed to be a social system rather than functional system. Mayo and other promoters (Peter Drucker, Douglas McGregor) laid foundation of human resource approach and relations. The emergence of HRM as a concrete scientific discipline or approach dates back to the middle of 1980s.⁶

3.5 Steps towards HRM

The term Human Resource Management appeared in the USA during the 1980s. Authors Tichy and Beer deal with the theory of HRM in their publications. For many authors, HRM emerged as a different approach to the management of people. It reflected new theories about the changing nature of work.

⁶ Šajdlerová, I., Konečný, M., *Základy managementu*, p. 24-49

HRM process encompasses the topics of staffing (attraction of employees, their selection or training), assessment, motivation, collective bargaining, taking care of exits from the firms etc. We can understand the HRM as a process of managing people within organization in a structured manner or collective relationships between managers and employees. HRM emphasizes the practical effects of employee behaviour in concrete working situations versus the expectations of the company.

Experts also distinguish so called “hard” and “soft” styles of the HRM. Hard style looks at HRM in way that people are strategically managed as organizational assets (quantitative view). The other side of coin, the soft style, symbolizes relationships, processes between managers and their subordinates such as a communication, motivation, leadership and obligations derived from these relations. In practice, the usage of both styles bears fruit.

Milkovich and Boudreau define the HRM: “The series of decisions that affect the relationship between employees and employers, it affects many constituencies and is intended to influence the effectiveness of them.”

3.6 Evaluation of HRM conditions

Workers represent live investment into company. Uniqueness deserves specific conditions. Employers therefore try to meet the demands for fairness and equity, but that is not all. The quality of firms’ milieu reflects on internal and external conditions. HRM departments do their best to attract employees. They offer appropriate wages, retrain, provide occupational security, decide about disputes and fair treatment of workers.

External environment also strongly influences all the operations in a company, including HR operations. Firm policy is affected by **economic situation** on the both a national and a local level. Employers decide about recruiting, notices according to the economic well-being and the position of a firm on the market. Decreasing number of contracts bears cost savings. Managers have mostly no choice than aim the savings activity to the unpopular steps – to layoffs. Employees then live in constant uncertainty. They are more reluctant to leave their present jobs although the dissatisfaction with current occupation. An uncertainty play into the hands of several companies that force workers to accept

disadvantageous wage conditions, prolong hours spent at work, deny the rights to holiday etc.

3.6.1 Government regulations

Governmental interferences response to social, economical and political issues. Nolan claims that the share of business decisions are shaped by almost one half of the government regulations. Laws should provide a legal protection against illegal machinations or exploitation of employees.

The Labour Code No. 262/2006 Coll. (amendment No. 365/2011 Coll.) serves as a tool for specification of working relations in the Czech Republic. It defines the terms such as participants in labour relations (employee, employer), working principles, chapter about equal treatment, prohibition of discrimination and consequences in case of their breaching. The second part of the code regulates working relationships – their formations, contracts (typical alterations), termination options etc. The fourth chapter in the code determines working hours, its schedules, overtime and night work conditions. We can find here sections with breaks periods that ensure employees the rights for a rest. Other important terms describe occupational safety and health protection, how to avoid the risk by prevention, duties and rights for employees or employers. Remuneration is with wages or salaries solved in the part six. Firms have to create specific milieu of which basic rights are embodied in the part ten, called “Care about employees”. We can read here about the duties for employers to build up appropriate working conditions that enable safe performance of work by employees, particularly by:

- establishing, maintaining and providing of facilities for workers
- improving of the fitting-out and designing of working place
- creation of the conditions for satisfaction of employees’ cultural, recreational and physical educational needs and interests
- ensuring of appropriate health care.

Vocational development always bears the fruits and reflect on employee's outputs. Personal managers keep an eye on the right provision of training induction. They apply a concentration on qualification improvement, its retaining and upgrading. If an job applicant or graduate starts his/her new job without skills, the employer has a duty to arrange training or on-the-job training implementation. We can see that the Code takes a note of graduates and employees transferred to a new workplace. The law also adjusts the rights for meals taken by workers, regulates specific conditions for some employees such as disabled persons, female and adolescent employees. To summarize it, the Labor Code is the fundamental legal source for all participants in labour-law relations.

If we talk about the main source of labor law, we should stress also an importance of the Civil Code (No. 40/1964 Coll.) and the Act of Employment (No. 435/2004 Coll.). The second mentioned serves as a leverage for all institutes performing national employment policy with aims for a protection against unemployment and a support of employment maximizing in the Czech Republic. Active tools of employment help job applicants to find a work - especially to those, with problematic placement on the labor market. Means of active policy encompass:

- requalification
- community services
- investment incentive
- work mediation services
- providing of unemployment benefits and supporting the requalification
- controlling of direct and indirect form of discrimination, asserting of equal opportunities
- the help to disabled persons with worse working position within the labor market
- foreigners employment
- the control of activity on the employment level (by employment office)

The control authority may also fall into operation of labor inspectorates which supervise observing the labor law and its relation according to the legal norm No. 251/2005 Coll. - the Labor Inspection Act.⁷

3.6.2 Government programmes and employment policies

Government plays the key role in HRM. They determine a direction of employment policy by regulations, law limits or by programmes and policies to cope with negative trends on labor markets. European Union provides funds in order to realize European employment strategy. I would like mention the **European Social Fund** in the Czech Republic (ESF) of which missions are:

- equal employment opportunities (EEO)
- social integration, help to socially disadvantage people to find an occupation
- help unemployed to enter labor market
- lifelong learning programmes
- development of qualified and flexible labor force
- implement new modern techniques of work organization
- improvement of women acces or participation to the labor market

Programmes also subsidize activities in:

- requalifications in unemployment
- special programmes for disabled persons, children or socially desintegrated minorities
- inovation programmes for employees
- support to the persons self-employed who start a business
- development of educational programmes
- improvement of informational computer technology for children in schools
- support educational stay of students, pedagogical and scientific workers etc.

⁷ Labour Code. [Online]. http://www.mpsv.cz/files/clanky/3221/labour_code.pdf. [Quoted 2011-10-15]

The operational programme Human Resources and Employment for example prioritizes a prevention against unemployment by the way of investment into human resources via companies and organizations.

Call centers – trained employees provide information about foreign or national employment, problemacy of ESF, social security benefits, requalification possibilities etc. Professional workers are daily prepared to answer the questions concerning labor law problemacy.

Active employment policy - is the part of national employment system supporting a creation of new occupations. Employment offices distribute benefits to firms which employs new applicants or to applicants themselves. Policy focuses on the issues:

- requalification
- financial incentives (creation of new occupations and requalification)
- community service
- founding of socially special-purposed jobs (according to the § 113 No 435/2004 the Employment Act)
- initial training benefits (for new employees who require higher care, maximally during 3 months up to to the half of minimal wage)
- benefits for employers who switch to new business programmes (employees compensation during max. 6 months)
- benefits for employers who give a work to disabled persons in sheltered workshop

Development of regional employment programmes

Solves concrete social problems inside particular region in labor sphere. Funds are used for **Regional Individual Programmes/Projects (RIP)**. I have found some in Vysočina. Employment office (EO) in Pelhřimov published a report monitoring situation within Pelhřimov region. They have prepared in cooperation with the ESF the projects helping new workers to find a work.

“Klíč ke kariéře” (Key to career) supports a people registered less than 12 months in EO. The project is realized partly from own and partly from suppliers sources. Programm dwells on complete care about client in the labor market (motivation elements, requalification, consultations, practical training). Target group could claim compensation for travelling, food allowance, housing, babysitting, etc).

“Nový směr” (New direction) is similar to previous decribed project. It differs by target group. Clients are mostly the most endangered people who strives to find a work. Law specifies such group in the Employment Act:

- disabled persons
- natural persons untill 20 years of age
- pregnant, breast-feeding women or mothers till 9 months after childbirth
- natural persons who care about children up to 15 years of age
- people older 50 years
- people registered more than 5 month with EO
- natural persons who got into difficulties, socially unadaptable people

“Řemeslo jako šance” (Craft as chance) represents new programme granted by ESF and state budget of the Czech Republic. Supplier firm Bit CZ training, Ltd. in cooperation with Regional Charity in Jihlava help interested persons who have permanent address in Vysočina region through improvement or change of qualification. Participants attend motivational and requalification course with praxis by a local employer. It should make finding a new job easier. Involved persons may during whole time use a consultation with firm experts.

“Kariéra s dítětem” (Carieer with a child) as the name shows, it is aimed at parents or people who care about child/children to 15 years of age. Project uses a tools of ESF in Vysočina regions. Project suppose participation by parents/guardians who desire for recovering or improvement of their skills (qualification).

“Restart na Vysočině” (Restart in Vysocina) is designed for employees who lost a job or who are in notice period. Employees can improve their skill during notice period. The first, EO offers consultations, than provide educational activities and the final product is the requalification.⁸

Firm programmes granted by ESF fall into competence of particular companies. As the example could serve the firm Bosch which has opened requalification courses for CNC operators. They participate in Active employment policy, enable workers to improve theoretical and practical experience in CNC technology.⁹

3.6.3 Economic conditions

Economic factors have an impact on HRM decision making process. Employers must always take into consideration a nature of local market conditions, available labor forces and the competitiveness power of their products.

3.6.3.1 Labor force and unemployment in the Czech Republic

The population of our country at the end of September 2011 was 10 548 527 inhabitants. To express the real figures of unemployment rate, we have distinguish an economically active (manpower) from economically passive population (students, retired and invalid persons, housewives etc). The group of active people is further subdivided into employed and unemployed category. Employed persons are people who receive a regular wage from their employers or people who are self-employed. On the other hand unemployed persons have to meet three basic requirements:

- are not employed or self-employed
- actively try to find a work

⁸ Evropský sociální fond v ČR. [Online]. <http://portal.mpsv.cz/sz/politikazamest/esf>. [Quoted 2011-12-28]

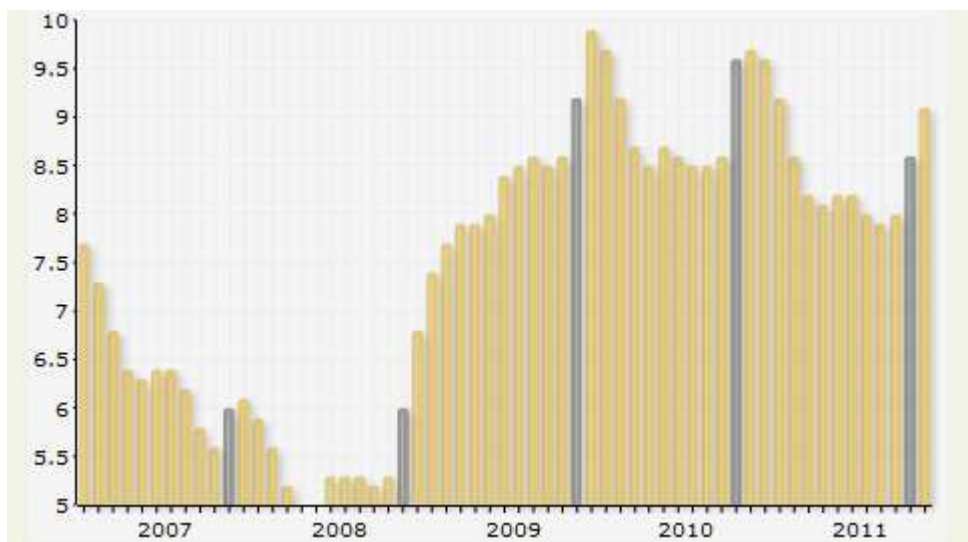
⁹ Value through innovation, Tiskové zprávy. [Online]. http://www.boehringer-ingelheim.cz/news/news_releases/archiv/zvy_ovani_a_prohlubovanikvalifikacezamstnanczevropskehosocialnif.html. [Quoted 2011-12-29]

- are capable to start work within given period of time (mostly within 14 days)

These two categories create economically active inhabitants. I have used general rate of unemployment that is calculated as a ratio between unemployed (willing to work) and total labor force, where a nominator and denominator is constructed according to the international definitions or recommendation of Eurostat and International Labour Organization (ILO).

A subject of survey is represented by all persons who live usually in privat households. Survey does not apply to people living over long-period in the large accomodation facilities. Therefore, the data of certain part of population, mainly the foreigners who live and work in our country, provides limited information. Statistic source comes from the Czech Statistical Office. We can see the development of unemployment between 2007 and 2011, expressed monthly and in quarters of years. If we compare the data set with statistics of the Ministry of Labour and Social Affairs the procentual ratio slightly differs but a pace of unemployment development correnspond to time series or graphs.

Development of unemployment in the Czech Republic



Source: Nezaměstnanost v ČR, vývoj, rok 2012 .[Online].

<http://www.kurzy.cz/makroekonomika/nezamestnanost/>. [Quoted 2011-12-29]

The figures show visible growth of unemployment rate from 2008. What are the reasons of such increasement? I will briefly try to answer the question. Economists regard a transformation of the Czech economy at the beginning of 1990s as a starting point that brought first problems. Although the unemployment ranged between 1 to max. 4 % within 1990-1995, it was cancelled over five hundred thousands of working places. Employment decreased by 10 %. More than 250 000 workers went into retirement and almost 100 000 employees left into premature retirement.

At the end of 1990s, our country suffered by bank crisis. Financial and currency depreciation (devaluation of the Czech Crown) had an impact on higher growth of unemployment. Privatization, technological development, recession, leaving of primary and other sectors led to restructuring of national economy. During first six years of new milenium is possible to observe the growth of gross domestic product that kept the pace about 4% per year. Despite of positive growth, the unemployment rate oscilated around 8%.

Current trends in unemployment

The rate of unemployment in our country does not differ a lot from the average in EU. Its rate has moved from 8 to 9%. We can see considerable change in turn of 2007 and 2008 where the unemployment slightly increased to nowadays 10%. Experts point out that the negative development is not only the matter of economic crisis, they warn against counter-productive phenomenons in labor market. Economists talk further about low labor market flexibility, Labor Code rigidity, high labor taxation, disproportional protection of employees against lay off and mainly about unfair social system which demotivated people looking for a new job.

The general unemployment rate in the Czech Republic

Period	Total unempl. (in thousands)	Unemployment rate (in %)
4Q/2011	337,9	6,4
3Q/2011	345,7	6,6
2Q/2011	354,6	6,7
1Q/2011	376,2	7,2
4Q/2010	363,0	6,9
3Q/2010	374,2	7,1
2Q/2010	374,7	7,1
1Q/2010	422,7	8,0
4Q/2009	385,0	7,2
3Q/2009	387,0	7,3
2Q/2009	333,9	6,3
1Q/2009	302,8	5,8
4Q/2008	230,7	4,4
3Q/2008	223,9	4,3
2Q/2008	220,1	4,2
1Q/2008	244,5	4,7
4Q/2007	252,8	4,8
3Q/2007	266,7	5,1
2Q/2007	274,6	5,3
1Q/2007	311,2	6,0

Comparison of registered and general unemployment

Period	Registered unemployment	General unemployment
2011	8,67	6,73
2010	9,01	7,28
2009	7,98	6,65
2008	5,44	4,40
2007	6,62	5,30

Source: Own data processing on the base of <http://portal.mpsv.cz/sz/stat>

Vysočina region

The worst situation in the Vysočina region came in 2010. There were registered more than 29000 people without work, the rate stopped at 10,7 % at the end of December. Large influx of unemployed people brought amendment of the Employment Act in 2010. Certain role played also a termination of seasonal occupations but the most financial difficulties were caused by economic crisis, especially in the case of the biggest companies in Vysočina.

I will pay attention to Pelhřimov locality where operate or operated such firms as Agrostroj Pelhřimov, ZZN Pelhřimov, Madeta, Lesy ČR, DDL Lukavec, SPOKAR Pelhřimov, Valeo Humpolec, Alfatex, Čemolen Humpolec, Edscha Bohemia, DUP etc. Several mentioned companies solved existential problems due to the cheaper products from foreign countries or decreasing number of contracts (especially automotive plants, textile factories). Enterprises have taken steps to solve unfavourable situation – production reduction, different product orientation, layoffs, working hours decrease and in the worst example its liquidation. As the examples could serve the cases of Alfatex Pelhřimov (textile enterprise) which dismissed 178 employees in 2008. Problems appeared also in Cerepa Řečice where had to leave more than 130 workers. Agrostroj has felt the loss of contracts from 2008. Nowadays, the situation is stabilizing. It is estimated that the firm laid off more than 300 employees. Similar situation prevails in other enterprises influenced by recession. Following figures show the course of unemployment in our region.

Labor market in Vysočina region
(job applicants, registered unempl. rate and free occupations)

	Job applicants			
	2008	2009	2010	2011
Czech Republic	352 250	539 136	561 551	508 451
Vysočina	17 874	28 566	29 410	25 605
Regions:				
Havlíčkův Brod	3 037	5 041	5 135	4 302
Jihlava	3 868	6 276	5 980	5 272
Pelhřimov	1 870	3 024	3 003	2 398
Třebíč	5 088	7 695	8 429	7 631
Žďár n. Sázavou	4 011	6 530	6 863	6 002

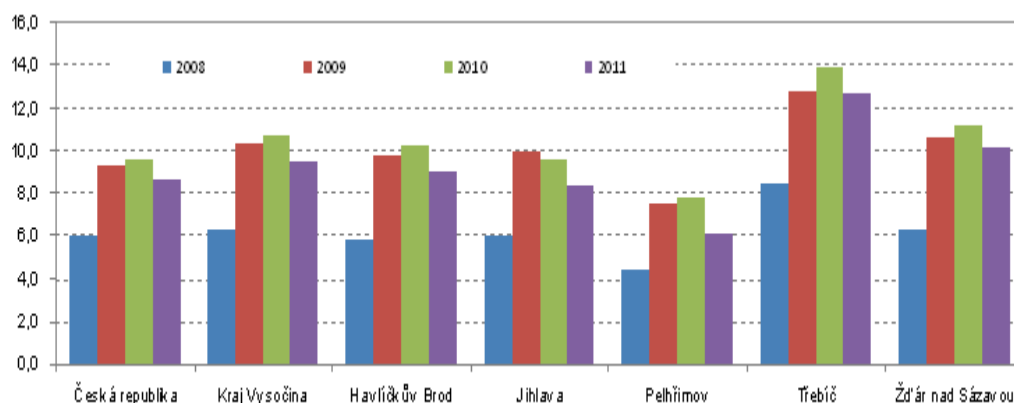
Registered unemployment rate in %				Free occupations			
2008	2009	2010	2011	2008	2009	2010	2011
5,96	9,24	9,57	8,62	91 189	30 927	30 803	35 784
6,27	10,25	10,73	9,44	2 414	762	916	921
5,79	9,73	10,23	8,94	426	111	193	186
5,96	9,86	9,58	8,31	612	83	174	214
4,35	7,43	7,78	6,04	266	130	196	222
8,38	12,75	13,84	12,64	359	159	151	109
6,23	10,55	11,07	10,04	751	279	202	190

Sources: Krajská správa ČSÚ v Jihlavě.

[Online].http://www.czso.cz/xj/redakce.nsf/i/nezamestnanost_v_kraji_vysocina_k_31_12_2011.

[Quoted 2012-01-03]

Rate of registered unemployment in %



Registered unemployment according to particular regions

	2009	2010	2011		2009	2010	2011
Brtnice	12,3	11,2	7,4	Náměšť nad Oslavou	12,9	14,4	13,5
Bystřice nad Pernštejnem	13,5	13,8	12,6	Nové Město na Moravě	11,1	12,2	10,4
Černovice	7,7	7,7	6,2	Pacov	7,8	7,7	6,3
Červená Řečice	8,9	10,3	6,6	Pelhřimov	6,3	6,3	5,0
Golčův Jeníkov	13,0	13,4	12,9	Počátky	6,8	7,0	5,9
Habry	9,5	8,4	7,9	Polná	9,5	10,7	9,6
Havlíčkův Brod	7,3	8,3	7,2	Přibyslav	9,0	8,7	7,5
Horní Cerekev	9,1	9,7	9,1	Světlá nad Sázavou	15,1	14,1	10,5
Hrotovice	11,9	12,9	11,8	Svratka	9,3	8,7	6,6
Humpolec	9,0	8,7	7,3	Telč	12,7	14,1	10,5
Chotěboř	8,7	8,8	7,8	Třebíč	11,8	13,0	12,1
Jaroměřice nad Rokytnou	15,5	19,3	19,1	Třešť	8,3	7,9	6,9
Jemnice	11,2	10,8	10,4	Velká Bíteš	9,0	11,2	9,2
Jihlava	10,2	9,5	9,0	Velké Meziříčí	11,9	12,8	11,2
Kamenice nad Lipou	10,7	8,6	6,6	Žďár nad Sázavou	7,7	8,8	8,0
Ledeč nad Sázavou	9,6	9,5	7,3	Ždírec nad Doubravou	11,3	10,7	11,2
Moravské Budějovice	11,5	14,9	12,9	Žirovnice	6,9	6,4	7,1

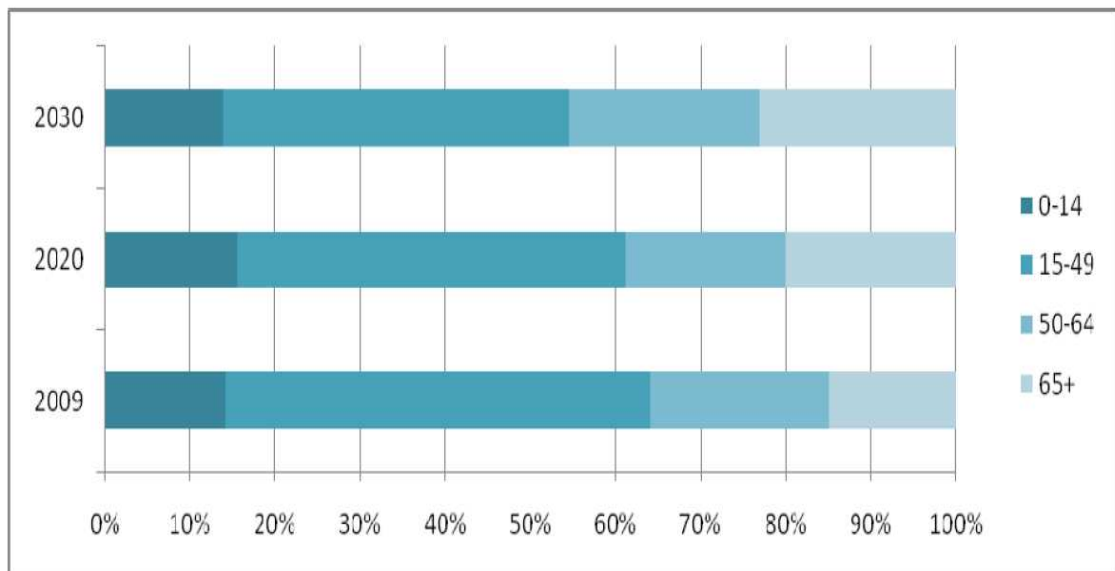
Source: Krajská správa ČSÚ v Jihlavě – Nezaměstnanost v kraji Vysočina k 31.12.2011.

http://www.czso.cz/xj/redakce.nsf/i/nezamestnanost_v_kraji_vysocina_k_31_12_2011. [Quoted 2012-01-16]

3.6.3.2 Ageing of population

Ageing represents modern negative trend in Europe. Because of low birthrates during last 20 years, the absolute number of younger people has fallen. The population profile is changing. We can expect another demographical ageing that will probably shift a core of economically active population in age of 15 - 64 years. Lower natality has impact on decreasing number of graduates who come to labor markets. Age structure in companies will occur in higher share of older people over 50 years. The Czech Statistical office makes researches about presumable development of age structure.

Population structure – demographic projection till 2030



Source: Národní soustava povolání – projekce demografického vývoje. [Online]. http://www.mpsv.cz/files/clanky/10624/5_grafy_a_info_z_analyz_final.pdf . [Quoted 2012-01-16]

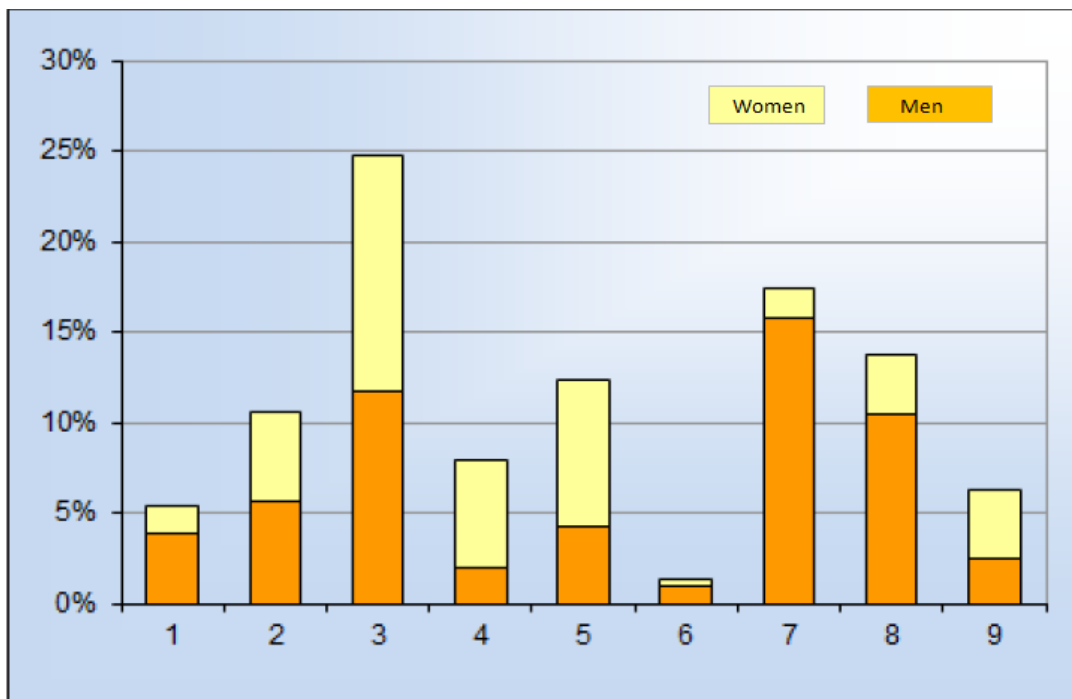
According to the intermediate demographic projection, people aged 65 and more will represent almost 23% of all inhabitants in the Czech Republic till 2030. Other prognosis calculates with 31 % for 2050 (almost 3 millions inhabitants). Statistical figures raise concern about slowdown of the Czech economy in the near future. Economists afraid of ageing consequences. They warn against lower influx of young labor force. On the other hand, older workers will have to face a challenge to cope with innovations, professional

and labor mobility or find a way how increase economic productivity. Ageing will necessarily run to new government regulation of retirement and pension system.

3.6.3.3 Education and labour quality

Work force quality belongs to the factors which strongly affect a productivity in national economy. Companies realize that a finding of proper candidates with sufficient level of education, capabilities, skills, careers or experience falls into the most important missions within HRM decision process. At present time, firms have wide choice from many job applicants. On the other hand, we can find sectors with very low attractivity for employees. Traditionally, primary sector fall into this category. Primary sector employed about 114 200 persons (2,3 % of the total employment rate) in 2011.

Vocational structure in 2011



Source: Sectoral employment structure. [Online].

http://www.nuov.cz/uploads/Vzdelavani_a_TP/Krajsky_web/CR/CR_zakladni_ukazatele11.pdf.

[Quoted 2012-01-20]

Explanatory notes to the graph:

1. Lawmakers, managerial workers
2. Scientific and specialised workers
3. Technical, medical and educational workers
4. Administrative workers
5. Operating workers providing services, commerce
6. Qualified agricultural and forestry workers
7. Workmen, qualified producers, processors, repairers
8. Machine operators
9. Unskilled labourers

Agriculture is characterised by the wage disparity and stays behind national average. Despite the fact, that an average wage in the Czech agriculture rose by more than 3,3 per cent in 2011, it kept on CZK 18 644 in comparison with usual earnings CZK 24 319. A primary sector also differs from others by specific conditions. A volume of production depends on climatic conditions is limited by land area and its fertility.

Agriculture Union estimates that more than six thousand workers left the sector in 2011, which represents actual trends in developed countries. According to the EUROSTAT, the employment in agriculture decreased down to 25% from 2000 to 2009 in the European Union. What are the reasons for leaving? The first, I have mentioned income disparity. The lower income demotivates younger generation looking for a job. New subjects who wants enter the sector have to invest a lot to the technology without guarantee of profit. Starting the business carries high risk and business does not pay off. This all cause ageing within sector. Two quarters of the total workers in the EU are older than 50. Important role in decreasing numbers of employees played also automation process.

3.6.3.4 Product and service market conditions

Competition in domestic or foreign market affects HRM decisions. Enterprises take action in order to strengthen their position before other competitors. This requires better technology implementation, financial restructuring or HRM responses. If a company succeeds, they could afford to hire a new labour force and invest in development of people by financing HR programmes. Employers in highly competitive markets would hardly raise its prices without loss of revenues. As the volume of profit change, personnel decide according to the product demand which abilities and labour will a firm need.

3.6.3.5 Organization conditions

Financial sources – I have mentioned in connection with competition, that if organization has a strong ability to pay, they could easier distribute funds for retraining workers. Firm economy determines an extent of rewards. Companies often tie wages to profits. Regardless to the situation, wages or training processes take a company as expenditure. Employees are the most expensive and the most important asset.

Technology equipment – Investment into technology produces development in final product or service, improves organization of work, leads to cost savings and satisfies current customer needs. In the past, technology implementation aroused a fear by workers from loosing a job. Nowadays a trend of mechanization, automation, robotics, IT technology facilitates labour processes. Milkovich indicate that a firm should involve employees into installation and design of new technology development in order to improve a quality of product or service.¹⁰

Strategies – Johnson and Scholes (1993) described a strategy: “The long-term orientation and a sphere of activities which tailors its resources according to the changes in environment, situation in the market and according to customer and client needs in order to live up the expectations of stakeholders.

¹⁰ Milkových, T.G., Boudreau, W. J. *Personnel Human Resource Management*, p. 101-108

Strategy gives a direction that firm adapt in relation to gain a competitive advantage over its business rivals. Company first defines its strategic objectives then allocates resources to its realization. Strategies affect HRM decisions. They are mutually interconnected.

3.6.4 Strategic HRM (SHRM)

Strategic HRM extends original HR processes by long-term objectives, resource deployment, competitive advantage policy, abilities and strategic congruence. Strategic approach demonstrates decisions in organization planning, deal with programmes or praxis concerning people employment. Managers overtake the system of classical HRM (recruitment process, selection, adaptation, development, reward system, human relations) and adapt it to the missions and visions.

Henry and Pettigrew (1986) define a SHRM as:

- planned process
- logically considered approach used for creating and managing of personal work, based on employment people policy
- derive from philosophy
- adjustment of activities or HRM policy to concrete formulated firm strategy
- taking people as strategic source for organization, by that company gains a competitive advantage

Walker (1992) determines SHRM as “an interconnected element of HRM and strategic content of a firm.”

Diagnostic model according **Milkovich and Boudreau** pay attention on three objects:

- managers decisions regarding the employment relationship
- relations between environmental pressures versus organization and HR
- organization conditions influencing HRM decisions

Main aim is to create a system that should facilitate a decision making process which has a long-term effect on behaviour and success of company by provision of highly skilled, loyal or motivated employees.

Mergers and acquisitions

Companies merge with other subjects in order to increase market share. Sometimes enter a new market, introduce products, which apply different technology or acquire the economy of scales. Merger or acquisition has a sense when the companies find mutual harmony in personnel issues.

Structure of organization and HR department

Structure of organization varies in the purpose for which was a company founded. My thesis focuses on the tasks of HR department, pays attention to recruitment process as a part of various personnel activities. Personnel officers have also responsibility for other HR decisions (organisation development, personnel planning, recruiting, education, evaluating and compensation, interpersonal relation, labour security, EEO etc.). Patterns of departments lie in organisational structure. We distinguish two basic schemes – decentralised and centralised companies. What is typical for each group? Decentralized enterprises administer their own HR matters in individual units. On the other hand, centralized firms handle personnel activities in a single corporate unit. Centralize or decentralize? Both systems have their proponents and opponents. Some prefer a delegation of responsibilities closer to concrete units which brings a reaction to the prompt needs, other warn that objectives of firm and unit may differ, so they could become contradictory. Strict centralization gives other units small autonomy and minimal HRM decision authority. Central oriented defenders argue that a system lead to better operative management, decision process is faster, easier and managers could directly supervise an HRM development. In case of decentralisation, a company need assure basic common principles – congruence – between units.

We can distinguish also managers who are rather generalist or specialist. Specialists have deep technical knowledge. They are experienced to solve specific situations (motivation, staffing, compensation, dispute mediator etc.). Generalists who are mostly represented by executive officers/managers (CEO) who have a general knowledge about all aspect within HR processes but lack deep technical experience. Highly decentralised enterprises employ more generalists who hire lean managers for corporate levels. We can imagine that in case of centralised firms rule opposite situation – they tend to hire larger portions of specialists.¹¹

3.6.5 Culture in organization

Corporate culture (sometimes also called firm philosophy) stress on values, beliefs and traditions employees overtake as their own. These values are not always written explicitly in words. Despite that, employees feel inner responsibility to behave in given organization norms. Each society builds up a system of certain rules. Culture is something more than a shared norm or described behaviour on the list. It is about a feelings what is right and how does it contributes the firm.

Authors Deal and Kennedy (1982) described a culture as a system of informal rules which tells us how should people mostly behave.

Purcell and Coll. defined a culture as a system where people share values and beliefs. Employees give themselves questions about the importance, which behaviour is important, about feelings and intrinsic or extrinsic relations.

Furnham with Gunter (1993) assumed the theory about a culture into four basic notes:

- it is very difficult to define a culture (often useless)
- culture has many dimensions and occurs on different levels
- is not much dynamical or variable (relatively stable during short time periods)
- creation and change of culture require more time

¹¹ Armstrong, M., *Řízení lidských zdrojů*, p. 113-148

Employees sometimes perceive a culture from different point of view. Their feelings, which need not always correspond to the real situation or objective perception, are called as atmosphere. Corporate atmosphere is “relatively stable set of employees perception concerning the organization attributes and culture.

Is a culture important for company? HR specialists suppose organization culture as one of the most crucial element. Culture provide shared values, mutual comprehension. It provides employees unanimous approach to a firm orientation regardless certain degree of diversification within enterprise unit. Therefore, the values has final effect in better communication and cooperation inside a firm, improve the quality of products or services reflecting in higher competitive abilities.¹²

3.6.5.1 How people create culture?

There are several ways how can people form a culture. The first, leaders create corporate milieu. Employees respect charismatic managers and overtake their visions. Leading persons become the examples for others. The second, people learn from critical cases. Examples show them what is taken as a desirable or undesirable norm of behaviour (Schein, 1990). Furnham and Gunter (1993) allege that a culture helps workers keep an effective labour relation within organization. That all strengthen values and expectations.

Values are closely connected with our knowledge of what is supposed that employees could for organization do, what is right and how it should be done. The more values shared inside a company are, the higher effect on behaviour it has.

Norms represent informal rules which tell us how should we behave. Norms are handed down between workers by oral form. Employees follow such unwritten rules of the game. They feel a need about what is supposed, what we have to do or what should we believe in. More than it. Employees react to an undesirable behavior and managers may better control others by that way.

¹² Brooks, I. *Firemní kultura*, p. 215-213

Artefacts prove the presence of culture. Artefacts reflects in our communication by the way how we talk to others, speak with colleagues, superiors, customers, what language we use during meetings, the way we talk on the phone etc.

3.6.5.2 Management styles classify various manager approaches to their subordinates. Leading styles strongly influence organizational milieu. Each manager use specific negotiation techniques and treat his/her workers. That is why personnel attributes characterize concrete behaviour or policy applicated inside a company. We distinguish these types:

- *charismatic leaders* rely on their own skills to attract persons, inspire them. Among their basic abilities belongs perfect communication, they orient to success. On the other hand people who lack personel charm employ more experience (know-how), self-confidence and cool stance towards solving problems.
- *autocratic leaders* enforce employees to certain activities. Such managers advance their own opinions. There is no scope for delegation contrary to democratic leaders who motivate people to participate in decision making process.
- *enablers* support workers, have visions and provide them sufficient space to fullfill given objectives
- *controllors* maniputale people in order to do gain their favour. Employees after that tend to comply with employer´s tasks.
- *transaction leaders* provide workers all means (finance, labour, safety). They realize that a creation of perfect conditions at firm will lead to objective fullfilment.
- *transformation managers* struggle for higher objectives and challenges, motivate employees to achieve new levels.

Managers use and change leading styles according to the needs of situation. They do not relay purely on one concrete style. Sometimes, a policy of a company is set up by the way, that all managers have to opt for organizational expected norms and behaviour. We can not

say which culture is optimal because the conditions in every company somehow differs. Therefore, it is not possible to define general model which suit all enterprises.

3.6.5.3 Evaluation of atmosphere in company

Research workers concern with indicators which characterize a perception of organization. Questionnaires provide results about perception of climate. As an example may serve survey of Koys and De Cotiis who compared several questionnaires and developed eight basic facts the questionnaires concentrate on:

- autonomy – decision making independence in working processes
- coherence – perception of unity, solidarity, willingness to cooperate
- trust – possibility to share personnel information with our superiors in open communication, employees trust in discrecy
- resources – perception of time requirements needed to meet the tasks
- support – perception of tolerance degree
- recognition – if a member contribution is properly estimated and priced
- decency and justice – perception of equal opportunity policy
- inovations – supporting of creativity and development

3.6.5.4 Culture development

Development of culture falls into the wide range of managerial competence. Leaders strenghten positive and functional elements that prosper the organization. Schein (1985) mentioned the most important steps for effective culture improvement:

- emphasizing the existed values

- increasing of values by programmes implementation for care about customers, improvement of productivity, promoting learning organization or supporting a team work
- determining a set of values, stress the most important rules and the system of its evaluation, managers specify values which employees should adopt
- providing information about basic values in programmes and adaptation plans
- developing of educational programmes

3.6.6 Recruitment process

3.6.6.1 Personnel department (PD)

Sometimes also called a Human resource department. Personnel department specializes on management and development of HR within a company. Personalists participate in formation of strategies and policies. They concentrate the activities on personnel planning, talent or personnel management, recruitment process, selection of workers, development and training activities, motivation processes, employee relations, health and cupational safety, observance of labor regulations, equal employment opportunity, employment termination and many other activities based on employment relations.

We have learned who manages human resources but it does not always pay in small organizations, like many cooperatives or small scaled companies. The role of personnel department overtake the owners or operating managers. As an example could serve the cooperations. I have visited two cooperatives where the role of personell managers were occupied by foremen and the second worker either from economic department or the leader of administration office.

3.6.6.2 Organization of personel department

As I have mentioned the tasks of PD depend on the size of the enterprise. Each enterprise has also its own typical structure. The company with centralised HR activities will differ to those with decentralised personell services. Armstrong (2007) wrote about survey of Industrial Relations Services (IRS, 2004b) that showed on 128 studied organizations the number of

employees per one personnel worker. Study showed an average number of 109 employees per one personnel. However, survey did not come with any determining rules. We can say that a ratio is always influenced by a type of service that personnel department provides. Other typical criterion lies in the fact whether the personnel specialists work for organization on full-time basis or if a company use the services of external agency centers. There exist no universal instructions how company should set up its personnel organization environment but praxis indicates several recommendations. Armstrong characterised concrete attributes:

- head of personnel department should be responsible directly to Chief executive officer (CEO), he also should be a member of the top management or leaders in order to affect organization strategy and play a key role in creating personnel strategies or policies
- subsidiary within decentralized company ought to be responsible for its own personnel activities
- PD has to ensure appropriate counselling services at concrete organizational level, the services are provided by own forces or thanks to the outsourcing
- PD is organized according to the extent and level of service provision. As I have mentioned above, the activities may encompass recruitment, selection, development, education, motivation of employees etc.

3.6.6.3 Human resource planning (HRP)

Human resource planning represents a need to recruit sufficient number of employees required by organization in order to reach strategic objectives. Bulla and Scott (1994) defined a HRP as: “a process which aims at identifying the needs of a company in HR sphere and elaborates plans oriented to the HR needs satisfaction.

Soft and hard HR planning – we may distinguish two basic types of planning. The soft style focuses on the system where a firm guarantee a provision of the right people with necessary motivation, attitudes and loyalty to the organization. Firms assess a series of employee

performance analyses or the particular group opinions to estimate individuals attitude. **The hard style** come out of the quantitative analysis and target on the moment when a company face the challenge to find an adequate number of right workers.

Vetter (1967) defined a planning process as: “Employment planning estimates the future demand for employees, both in quality and quantity, compares the expected demand with the current work force, and determines the employee shortages or surpluses based on the organization’s strategies and objectives. “

Activities in planning process should find the answers on given questions, particularly to:

How many people do we need in our enterprise?

Which skills and abilities do we need?

Is possible to cover our personnel requirements from our own enterprise sources?

Where we can find a proper labor force?

What shall we do to find a people with necessary potential, which ways of its development should we opt?

How can we stabilize a labor force?

Are there the ways of higher working flexibility within our company?

Amstrong (2007) determined three major planning parts:

- plans of staffing – prepare the plans for seeking employees within company and the requirements for implementation of new educational programmes for corporate employees
- flexibility plans – adaptation of employees to changing situation in the organization
- stabilization plans – contains instructions about the tactics for preserving the labor force

Phases of planning – The first, human resource department forecasts its human resource demand. The second, organization estimates available human resources and the final part

evaluates a discrepancy between demand and supply. How can planners forecast a future demand for employees? They use an evaluation of firm performance (gross sales revenues, return on investment, production volumes, value added etc.) We may find other methods for employment planning:

- Employee demand prognosis – estimation of required workers, their skills and abilities which are needed to perform certain task. Analysis outcomes from a company budget, business plans
- Expert method – planning through scenario. Managers discuss future HR needs. They have to possess a relevant data set.
- Time series study – used in the case, when we know, how long the individual operations take and how many workers do we need.
- Ability and skill prognosis – comes from managers judgement. Managers evaluate the situation of product market, implementation of new technologies etc.
- Supply prognosis – employers estimate a number of people, who will be available within or outside of the organization. Personnelists have to consider a natural fluctuation, retirements, absenteeism or promotions.
- Demand and supply comparison – if we compare a prognosis of supply and demand, we may estimate a surplus or lack of employees. These comparisons serve as a starting point for stabilization plans, recruitment plans and layoffs if necessary.

3.6.6.4 Employee separation

People leaving their occupations provide information for the employee demand prognosis. But the more important for a company is an answer to questions why did it happen. What were the reasons for leaving job? Should we improve the conditions within company for employees retention?

Reasons for leaving a company

Sometimes, the personnel specialists ask employees questions about the purpose of leaving their occupation. Interviewer tries gently to ask an employee for his/her clarification. He should evoke a friendly atmosphere to find out a real reasons. If an interviewer discover motives for worker dissatisfaction he should take measures to determine their trends and after that eliminate them. What cases a dissatisfaction?. Employee often compare labor conditions in his occupation to those in other (similar) firms. Logically, employee chooses the better ones.

- higher wage or salary
- better working conditions
- chance to be promoted
- higher labor security
- possibility to develop yourself
- bad relations (superiors, top management, co-workers)
- personnel reasons (illness, moving, invalidity etc.)

3.6.6.5 Staffing

Each company try to find righ candidate to concrete occupation. At first, HR department considers whether such employees could be recruited from own resources. Managers choose from the list of employees the right persons who fit occupational needs. Qualification database encompasses such actualized list. Then they have to plan essential programmes which improve employee qualification for higher effectivity and flexibility performance. We can see certain advantage in case of internal staffing. Firm has sufficient amount of information about concrete worker. Furthermore, organisation save both time and money (saved cost per advertising, travel, administrative cost, training etc.). Individiaul worker handle with local knowledge and deal faster with adaptation process.

External selection plans contain the information about a number of required employees if a firm lacks of them. Company has to decide which sources of selection will use (schools, advertisements, referrals, agencies etc.) or whether apply alternative sources (part-time jobs, contract of services).

Armstrong defined specific employment activities such as the “Atractive employment plans”. Organization should become attractive for job applicants. Employer find a ways how become more interesting for high-skilled candidates. He uses a tools of “attractive” reward system, equipment, technology, social benefits, career growth.¹³

Flexibility plans - provide wider scope of activities by different ways. Employees are supposed to improve their abilities and develop skills. Up to here, development is typical for every organization but a flexible company policy may strive for employment cost reduction through alternative work opportunities. That means an application of part-time jobs, job-sharing, distance working or subcontracting. Here we have a brief description of some saving trends.

Job-sharing – two or more employees share with one full-time job. They obtain a wage proportional to the hours performed. It has a form of shared day, week or seldom of odd and even weeks. Job sharing meets an employee needs, specially those who look for shorter labor content. The system prevent from higher fluctuation and provide labor continuity.

Distance working - designed mostly for such categories as computer programmers, administrative workers, designers etc. (highly qualified employees). It represent full-time job performed at home. Employee submit his work through web sites or terminal linked with organization. This institution bears fruit to both sites. Employee designes his working day, spare time for travelling and make appropriate effort to fullfil a task. Enterprise after that controls a quality of outputs.

Subcontracting – sort of work contract that enable to outsource given types of work to other companies. Employers suggest for the service if they do not dispose of needed time or skills. Subcontracting leads to concentration on key organization activities, decreasing of

¹³ Armstrong, M. *Řízení lidských zdrojů* p.320-325,

employment cost, may increase a production and flexibility. On the other hand, outsourced activities need not always meet a quality standards.

Flexible working day – designed according to expected labor content – daily, weekly or their combination. Some companies implemented decreasing number of working days to avoid layoffs.

If all variants fail a company opt for dismissals.

3.6.6.6 Recruitment and selection process

Yet, before the organizations start to find a right candidate, they analyze personnel plans. Organizations prepare description of occupations, determine the employment needs expressed in the Positions and Requirements List. The list contains a name of position, its basic description, function, role, location, terms, wage classification, education, experience, knowledge or praxis. It may also encompass the behavioral and competence sphere.

Firm should set optimal requirements level. If an enterprise overestimates its demands, it may discourage the right candidates. The same situation occurs in case of too low demands. Company choose from too many job applicants which waste a time and recruitment cost.

Rodger (1952) has developed a seven-point model that characterize a system of job requirements:

1. physical attributes – health, appearance, language
2. skills and knowledge – education, qualification, experience
3. common sense – intellectual abilities
4. specific abilities – manual, mechanical, numerical, verbal skills etc.
5. interests – sport, art, social activities
6. predisposition – tendency to influence groups, persistence, dependency

7. environment – family, social situation etc.

The model could serve as a manual for HR specialists in structured or semi-structured interviews.

The most of HR managers prefer the approach based on personnel abilities. Orientation on skills and experience helps interviewers to select optimal recruitment method (assessment centers, psychological tests). The questions in structured interviews correspond to examined abilities. Wood and Payne (1998) alleged that basic advantages lie in:

- higher accuracy in forecasting about suitable candidate
- facilitate a comparisons between individual skills and the occupational requirements
- may prevent from subjective judgements (Hello effect)
- support the whole ranks of selection methods (questionnaires, interviews, assesment centers)

Observation during interview reveals interpersonnel abilities in communication, leading teams, dynamism, self confidence, ability to analyse situation etc.

3.6.6.7 Attraction of recruits

Attraction comes closer to the marketing activities. HR officers work out the list of strong and weak recruitment points. They try to show a good organization reputation, employment benefits, favourable working conditions, interesting content of work, development opportunities and perspectivity. Employers stress mostly a better view of their company in comparison with its competitors activities. Therefore, researchers study the needs of current employees within the whole organization in order to eliminate drawbacks and increase own attractiveness.

As I have mentioned above, personnel officers prefer rather internal to external staffing. If there are no suitable workers, organization advertise a job through mass media (the Internet,

radio, television ads, newspapers) or thorough external services (employment private and public agencies).

Advertisements

Media belongs to the most used methods how firms entice the job seekers. Ads should include basic information about organization (brand presentation) and its role in the market. We must not forget on specific requirements for employee (qualification, skills, experience), sometimes the information on salary, wage or promises of high and stable reward system. Future employee also desire for detailed occupation conditions. The last crucial part guides interested party how to react on advertisement. Typical means of advertising are local newspapers and tv broadcasting, seldom journals or leaflets. Efficiency of the method depends on optimal media choice, quality of advertisement content, its frequency and financial sources invested. The main purpose of ads lie in attraction of targeted groups.

Internet

We call this method as the “E-recruitment” or “online recruitment”. Corporate web pages often address people through their own webs. Online recruitment offer huge advantage because the candidates read about a company character, its main activities, services, contacts and career possibilities. The main advantage is that a company save costs for advertising and provide more specific information than in newspaper or tv ads. Organization may also use public employee websites (www.prace.cz, www.job.cz, www.euro-prace.eu etc.). Several firms implemented a system of online recruiting and electronic selection of candidates.

Walk-Ins

People who come to organization looking for a job. They submit a curriculum vitae (CV) and try to get to the selection procedure. It represents the most inexpensive source of job candidates, mostly applied in manual and administration work.

Corporate boards

Information panel located in the corporate building or in front of it, which give us information about job vacancies. Nowadays firms use electronic digital boards hanged above entrance halls. This means serve as supportive devices.

3.6.6.8 Employment Office (EO)

Provide service to unemployment persons and firms seeking employees. There are 232 employment offices with over 7500 employees in the Czech Republic. Companies sometimes use this costless option to fill a gap in their ranks. It has its pros and cons. Organization obtain quite detailed information about applicants but EOs usually offer limited number of qualified workers.

3.6.6.9 Private employment agencies

Personnel agencies are commercial companies trying to arrange work with its customers in return for payment (up to 25% of average annual income). Agencies mostly provide consultations for job applicants, prepare them for interviews, tests, meet with organizational conditions and choose the right candidate to concrete position. Agencies administer own information database and place ads on their website. They provide pre-selection of job applicants. Some agencies specialise on seeking of higher managerial workers.

3.6.7 Educational institutions

These institutions represent potential source how organization may look for young perspective secondary and high school students. Some companies carry out annual recruitment of graduates. They visits a campus and arrange carieer fairs, put considerable means to attractive presentation. First contact with students enable initial selection and HR recruiters decide which student are invited for an interview.

3.6.7.1 Appointnemt of current employee

This method lies in permanent observation of given worker. If superior suggest, that a person in company has reached needed experience and may perform more demanding tasks, come a time for promotion.

3.6.8 Employee selection

When a company announce a job vacancy and assamble sufficient number of candidate applications, start with selection procedure. We could devide the process into several steps. At the beginning, firm makes a list of candidates with personnel data, date of its submission and suggest about first choices if refuse, invite to an interview or put them to the shortlist. Each job applicant further receive an acknowledgement where firm thanks for taking a part. In the next step is candidate asked to fill a corporate questionnaire, cover letter or CV. Job applicants are then compared with a strict specifications of working place. They are ranked into two categories - "suitable and unsuitable". After that the group of suitable persons is selected by HR specialists. Literature state an aproprate number from four to eight candidates who advance to the next selection procedure – mostly to interview. Number differs according to the authors Milkovich (1988) quated from six to ten.

HR specialist then prepares a programme for interviews (or other method). He/She makes a timetable for particular candidate. There suffice approximately from thirty to sixty minutes per applicant in low-skill vacancies. In case of higher positions, we have to prepare for interviews that will last over sixty minutes and longer. Thus the employer should invite only two or three candidate in one day. Higher number of job applicants in one day may influence interviewer concentration and right opinion in negative way. HR workers then send a letters to both groups of applicants. Those who were not succesful receive negative response letter where HR officer thanks for recent application to join the company and state reasons for rejection. Suitable candidates receive positive response, and are invited to interview.

3.6.8.1 Selection methods

Employer choose optimal tools for selection. Second phase require more exacting preparation to find the right employee.

3.6.8.2 Interview

Interview represents the most used method during recruitment process. Employers are in direct eye contact with applicant. HR officers could easily evaluate verbal skills, good reaction to questions, knowledge and abilities. On the other hand, candidate tries to make the best impression. Management literature distinguishes three basic types of interviews.

Structured interview – interviewer follows predetermined question from the list. The system enables easier comparison between applicants but may look too restrictive and contains little opportunity to adapt to the individual job seeker.

Semistructured interview – major questions are prepared in advance but an interviewer aims at other questions that interest him. He may focus on the topics which deserve deeper survey.

Unstructured interview – HR officer prepares the list of topics to cover, questions arise from situation. Unstructured interview requires sufficient experience with similar systems. Interviewer must keep a discussion within certain limits. Too much spontaneity leads to discontinuity, eventually to frustration.

We also distinguish interviews according to the number of HR specialists who take part in individual, panel interviews and selection committees.

The methods deserve longer planning and organization. Yet before HR workers invite proper candidates, they formulate the main aims of the interview. Interviewer prepares a set of questions that should clarify whether a person has potential interest about the given position, his/her real faculty, estimation of presumed performance, social adaptability to organization, tendencies to personnel development. The scope of traditional questions may look as follows:

Why are you interested about the work?

What do you expect from the position in our company?

Which skills and experience have you reached in your previous work?

Which competencies did you have in your last occupation?

Why should we employ you instead of other candidates?

Which experience do you have with managing of people?

What is the most important factor during the personnel management for you?

Which style and methods do you use? Which methods you prefer and suppose as the best?

Do you cope with pressure? Are you creative? How do you evaluate your work? etc.

Careful option of the questions follows the objectives and excludes unsolicited improvisation. Interviewer also chooses the right environment. He/She finds suitable undisturbed room with necessary furnishings. Personnel officers set needed time for interview. They should reserve time for breaks to have several minutes for relaxation. Personnel preparation encompasses the study of candidate CV's, applications, firm questionnaires and oral or written references. Managers have to prepare a description of working place and employee profile to given post in order to acquaint a job applicant with corporate conditions.

Interview place demands on HR specialist during its process. Many personnel officers give advantage to people who have good communication abilities. They let them talk and do not interfere into candidate speech. Kocianova (2010) stated that some 60 – 80 % of the total time spent during interview is devoted to candidate talking. Managers should support a job applicant and create friendly atmosphere. They concentrate on candidate performance and take notes. Each interview calls for record. At the end, managers ask candidate if there are any other question that should be answered, and after that let him know the term of decision result.

HR specialists have to avoid the mistakes during whole recruitment process. The most of mistakes become evident just because of careless preparation. I will show several examples:

- careless preparation of interviewer to questions, describing of firm, culture, objectives, aims, values etc.
- monologue speech of interviewer

- interviewer ask too many hypothetical, loaded questions
- HR officer decides according to his personnel sympathy, antipathy to applicant
- halo effect
- questioner makes early conclusions about candidate

3.6.8.3 Assessment center - encompasses diagnostic training programme that targets on applicant behaviour. HR managers set the tasks simulating real tasks at work. Playing roles tells the employer how probably will applicant behave in concrete situation. The sense of assessment centre is objective decision about right candidate made by several HR observers.

This method help determine to which extent persons comply with corporate culture. Personnel officers also involve various tests and combine them with structured or semi-structured interviews.

3.6.8.4 Graphology - may serves as a secondary tool for studying of character through handwriting. There is believed that results of graphology analysis will tell researchers something about future employee behaviour. In some countries is graphological method used quite usually, as it is in the Czech Republic. Job seekers have to write motivational letter to the purpose of its future graphological analysis. Fowler (1991) wrote that the technique has a little validity.

3.6.8.5 Tests

Ability tests (Aptitude tests) – predict a job performance on examined subject. They can measure numerical, mechanical and skillful abilities. These tests are carefully verified (mostly by external specialised company) in order to check a validity. Firms set the requirements for individual tests and then apply them to the praxis.

Attainment tests – measure aptitudes which has employee achieved through education or practise.

Psychological tests – should measure objective view of individual abilities and behavioral characters. We call them psychometric tests. Their purpose lies in estimation, whether a job applicant will be a contribution for organization. Its advantage is in objective observation. The set of criterion was created from testing the large sample of population.

Intelligence tests – study general intelligence. Toplis (1991) defined an intelligence as “the ability of abstract and logical thinking”. Intelligence tests are slightly controversial. They cover a wide system of testing with various factors or types of intelligence. What theory should we choose? Which tests meet our needs? That’s very complicated. Researchers generally recommend to choose such tests, which we can apply to a large group of people, tests with a high validity (verified in practise) and defined norms to compare more subjects.

Personality tests – belong to the tests that try to assess applicant character, behaviour in given role. As the previous method, the personality tests differ according to various theories. But all methods should find out the orientation in some interests, values or behaviour.

Roberts (1997) defined “a five factor model” describing key characteristics:

1. extroversion/introversion approach – characterizes people who are sociable, open-minded, unselfish, positively thinking, talkative vs. reserved, cold-hearted, modest, calm
2. emotional stability – tenacious, independent, self-confident, relaxed vs. careworn, dependent, nervous, insecure
3. diligence – diligent, conscientious vs. lazy, careless, opportunist
4. kindness – polite, cooperative, nice, sympathetic vs. rough, unfriendly, intolerance

No matter which test organization applies, there is needed the participation of qualified psychologist or consultations with the experts to guarantee essential standardization, reliability and validity of concrete tests. Therefore the personnel officers should not make their own tests that lack norms.

3.6.9 Contracts, adaptation and placement of employees

Finally, company has found a new potential worker. Accepting employees is the result of previous personnel activities. At the end, new employee signs an employment contract. This phase covers many law and administrative requirements. Koubek (2007) defines the employee acceptance as the row of procedures, which follows after informing appropriate job applicant about firm interest and candidate accept employment offer. The whole process end by the first day when employee start his new work.

The Labor Code (262/2006) defines basic terms of personnel activities. Employer is an legal entity or natural person employing individual person in labour-law relationship. Employee may work in labour-law relationships (§ 33) or according to the Agreements on work performed outside an employment relationship (§ 75 and §76). Employment relationship is based on:

- employment contract
- election of employees
- appointment (all § 33)

Employment contract has bilateral character. Worker should have a chance to acquaint with content and express to its proposal. There are obligatory parts (§ 34):

- type of work
- place or places of work the employee will perform
- the date on which employee will start working

One copy of the contract must be given by the employer to employee concerned. When worker put his signature, employer must rank employee to personnel register. That means establishing a personnel card, wage certificate, registration form or pension insurance form and others. New employee have to pick up a tax book from his/her former employer and file an application form to social insurance.

Beside the administration steps, HR managers introduce workers to concrete post. They accompany new labor forces to concrete place to superior who acquaint them with rules, competencies and duties (OSH included). New employees meet coo-workers. At the end, employee visit his current office, obtain necessary material, tools, machines etc. HR officer try to motivate him and wish success at work.

3.6.9.1 Adaptation process

Adaptability differs according to personnel ability. It may be influenced by organization and social conditions (feelings of safety, comfort, cooperation). Adaptation process is very crucial for employee integration to working team and organization itself. Workers try to adopt working patterns, organizational objectives, culture, social conditions and orient on labor content. Hence, the company should help new employee to speed up his orientation on concrete post. Managers may also affect mutual relation between employees, positively motivate them and ensure a work stability. Kaiser (1992) constructed four phase model of adaptation process with concentration on psychological aspects to:

1. phase – anticipatory socialization and post evaluation
2. phase – start the work, confrontation of reality and expectations
3. phase – professional and social integration
4. phase – absolute integration – employee become a real member of organization

Koubek (1995) uses instead of adaptation the term orientation. He describes orientation as deeply sophisticated programme of adaptational and educational activities which should make the process of meeting with new employees, working conditions, needed skills and abilities easier in order to reach given performance.¹⁴

Adaptational programmes – their aim is to summarize helpful information for new employees. Programmes could have a character of:

- adaptational meetings for new employees

¹⁴ Koubek, J. *Řízení lidských zdrojů*, p.151-164

- written booklets, handbooks about organization (norms, structure, contacts, benefits, holidays, OSH etc.)
- involvement of new employees into training and educational programmes

Time of adaptation process vary according to the post difficulty. That is way each company prepares Individual adaptation plan which encompass all steps within time periods. The plan serves as a clue for personnel managers, how should they proceed during this period.

¹⁵Kocianova suggested main steps of Individual adaptational plan:

- state basic characteristic of company
- discussion with superio
- training courses, studying the basic materials by worker
- providing contacts to employee
- final evaluation of adaptation process (feedback made by both sites)
- discussion about the whole process and its results

¹⁵ Kociánová, R. *Personální činnosti a metody personální práce*, p.128-137

3.6.9.2 Worker placement

Koubek (2010) defined a placement as qualitative, quantitative, time and space employee connection with working tasks and posts, organized to improve mutual relations. The process of placement should lead to improvement of individual, team and organizational performance. We have to realize that employee placement is repetitive action depending on corporate change.

Literature distinguishes three ways of placement – promotion, transferring employee to different post and transferring employee to lower function.

Theoretical assumption

Recruitment process belongs to the one of the most important activities for the organization. Human resource department provides services and consultations to plan and select an essential number of employees. The whole process of recruiting starts with formulation of personnel strategies, evaluation of external and internal conditions on the labour market, making of employment plans, staffing and selection procedures and finally the placement of right applicant to working process.

Finding a proper candidate for given post requires extraordinary skills. Personnel officers deals with hundreds of people per year. HR managers may differs in their roles. The generalists, who oversee all processes within organisation, have broad range of remit and specialists, who focus on particular activities (motivation, administration, managing of talents etc.). Both groups create internal values of company, provide cunsultations and participate in monitoring of personnel policy system. We may see that HRM employees have to be equipped with sufficient knowledge of corporate culture. They are mostly good motivators, know a lot about psychology and use it to influence a human resource performance. All these asssets then apply to recruitment process where is not space for subjective beliefs.

Theoretical part concerns with Human Reource Management, especially with a process of recruiting. I have concentrated on internal and external conditions that nowadays determines individual corporate policy, shape organizations and change personnel decisions. To meet the specific topics, I have chosen the HRM literature, mainly publications written by Michal Armstrong (2007), Milkovich and Boudreau (1988), Koubek (2000) and Kocianova (2010). Theoretical part analyses an employment policy, situation in our region and finally stress on recruitment process itself, its selection methods, alternative employment strategies, culture etc. The findings are further reflected in practical part and compared with real situation among selected companies.

ZZN Pelhřimov



4.1 ZZN Pelhřimov, joint-stock company

ZZN Pelhřimov is a company affiliated with AGROFERT HOLDING that joins more than 230 subjects from chemistry, agriculture, food industry and machinery branch with capital overreaching 34 billions CZK.

ZZN Pelhřimov, JSC belongs to the most important commercial companies within Vysočina and South Bohemia region. ZZN provides a wide range of activities or services to agricultural primary production and participate in food processing industry. The company ranks to the most successful organization in given branch thanks to the positive economic decisions. Nowadays, ZZN address its orientation on production and distribution of fodder mixtures, mineral fertilizers, seeds and vegetable products. They also provide applicational and harvesting services in primary production or selling of agricultural machinery. The large scope of production further encompasses a fattening and breeding of turkeys. All products are the subjects of consultation with ZZN customers.

The firm employs 186 employees at present time and reaches over 2,5 billion in turnover every year. The share of plant production represents 28 %, fertilizers and fodder mixtures move about 22 % each, selling of agricultural technique 13 %, selling of agricultural chemistry products 8 %, selling of seeds 4 %, services 3%. Through its subsidiaries manage the ZZN successful policy in animal and agricultural production. The company grows a production on 2000 hectares. Employess further run a breeding of broilers. They also farm nearby Benešov on 6500 hectares and breed pigs, cattle with milk production.

The main objective of the company is to follow the closest cooperation with primary production activities with the aim to provide the highest quality and complex services in order to satisfy customer needs.

4.1.1 History in dates

1920 – ZZN origins, existence of Agricultural cooperatives

1952 – collectivization process, end of Agricultural cooperatives, state intervention
and restriction of business activities, economic power

1992 – privatization process, foundation of ZZN Pelhřimov, incorporated to the
Registrar of Companies in České Budějovice

1995 – holding AGROFERT started to invest a capital into ZZN companies

1998 – multinational company Norsk Hydro ASA as majority shareholder of ZZN
restructuralization process: change of bussines strategy, informational system,
layoffs in order to reach a long-term stabilization

2000 – 2005 - AGROFERT as a majority shareholder of ZZN Pelhřimov (nowadays
100% of shares)

2005 -2010 – ZZN company created subholding with seven companies: Agroslužby Kaplice,
AGP Mydlovary, AGP J. Hradec, AGS Č. Budějovice, Agroalfa, TAGREA,
centre Zdislavice
reengineering process in 2007 led to increasment of business activities,
decreasing number of employees (almost 300)

There worked over 487 employees before mergers in ZZN. Till 2010 the company dismissed over three hundred people in order to stabilize company, stay competitive on the market and improve the quality of personnel workers. At present time, ZZN employs 186 workers.

4.1.2 Products and services

Production of fodder mixtures – ZZN offers wide range of products given for all categories of the most breded farm animals. The basic products are fodder mixtures for pigs, poultry, cattle and other animals. Each mixture has several varieties according to the needs of particular customer. Company implemented in 2006 new technology for separating the production with or without animal component content in fodder mixtures. As it is in other production centers, the whole production is operated by computer software. The technology is fully comparable with EU parameters. ZZN offers complete services of feeding programmes to optimize a feeding mixtures for concrete customers – it encompasses selling of medicated mixtures (for example against salmonella) or its processing from own fodder plants directly at customer enterprise.

Production of certificated seeds – Seeds are processed at modern cleaning station and chemically treated against pests. Machines are fully operated by firm software with capacity of 4000 tonnes per year. There are mainly cleaned grains, rape, corn and grass seeds.

Mineral fertilizers – ZZN runs a production of mineral fertilizers in the center of Pelhřimov from 1998, there is installed a mixture device Doyle with capacity of 40 tonnes/hour. Fertilizers are fabricated according to the requirements for given portion and nutrition content from one-component fertilizers which can be made in almost unlimited combination series. ZZN offers a range of products according to the List of registered fertilizers. Goods is wrapped or sold as bulk goods in liquid and solid state. The company also provide services in connection with its products like the setting of the Fertilization plans. Trained specialists help with instalations and training process.

Plant products – The firm specialised on purchase of agricultural crops, after-harvesting processing, warehousing and selling of agricultural commodities. ZZN has hundreds of storehouses with storage capacity over 280000 tonnes in Pelhřimov, Čekanice, Pacov,

Záhoří, Zdislavice, Kaplice, Kamenice n. Lipou, Humpolec and also rented storehouses within the whole country. The products serve mostly for further food or industrial processing and final consumption to fodder mixtures. The company uses certified technologies – drying, cleaning, anti-fungal spraying etc. All plants go through demanding laboratory testing.

Agrochemical agents – ZZN represents traditional farmer partner. They have long-term experience with agricultural plant protection. ZZN possess storages with pesticides in Šebířov and Humpolec. The company arranges pesticides distribution in given terms plus consultations about plant protection, its monitoring and application.

Agricultural services – Services are provided for farmers. The most common service is harvesting of crops (cereal, rape, fodder plants). Next activities are linked to fertilization and rental of agricultural machinery. Experts also set the AGROFERT FARM PLAN which apply the tools and thoughts of effective farming. In praxis it means collecting of complete data (mapping of area borders, soil analysis, monitoring of yields, plant analysis and the like). Specialists after that prepare the fertilization plans which is environment friendly and lead to the more effective yields in agricultural production. In 2003, ZZN implemented the Integrated Management System which meets certification systems (ISO 9001:2001, ISO 14001:1996, OHSAS 18001:1999, HACPP and GTP). All certified systems are the guarantee of high quality with environment friendly character.

Selling of machinery products: ZZN started to sell agricultural machinery in 2007, they offer the brands as NEW HOLLAND, Khun, Berdoud and provide reparation with distribution of spare parts.

4.1.3 Trading partners

The firm activity is based on commercial contracts with local farmers and companies. Partners supply ZZN with plants needed for further processing (fodder plants, rape, grains, legumes etc.). These days, customers desire for modern specialised services that are more and more attractive for small scale agro-producers (ZD Kojčice, ZD Olešná, ZD Senožaty etc.). ZZN Pelhřimov supplies its products exclusively for the Czech agricultural and food market. We may see on the map its trade area. ZZN predominantly works in the South Bohemia and Vysočina regions. The company creates a subholding with other 8 companies

aimed at primary production: Nová Bystřice, AGS AGRO, ZZN AGRO, ZD Jinín, ZOD Strašice, KVARTO, Agroslužby Horní Cerekev, AGROCHES Humpolec.



Source: Vávrová, B. *Setkání zaměstnanců, interní dokument.2010.ZZN*

4.1.4 Organization structure

CEO (Managing director) – has a responsibility for key decisions within organisations, its policy and strategies, play a role of representative manager, as a manager presides all major operations. Sometimes participate in recruitment process.

Personnel director – has a responsibility for HRM department, managing and overseeing the payroll, personnel and labor offices. Mr. Vavrova organizes and manages recruitment process, motivates employees, controls development and training processes, signs job contracts and decide about layoffs etc.

Labor law, payroll and personnel agenda (department) – work as administrative officers, main task is to keep records and registers, keep the books, processes salaries, social and health insurance, has a responsibility for labor law requirements (contracts).

Labarotory manager – has a responsibility for controlling of the products (mainly grains) when entering (purchase and service) and leaving (selling or service) the company.

Sale director – has a responsibility for whole sales and purchases. He controls sale managers for Vysočina and the South Bohemia Region.

Front sale managers – manage the system of products and services selling, they are the key players in organizational profit, are responsible for selling of given product in given locality, care about his/her group of customers (50 – 350 people). There is an minimal value of sales per year which should not be lower than 100 millions of CZK per one sale manager.

Sale coordinators – help and provide services to sale managers, provide consultations about fertilizers, seeds, chemistry and special services. They cooperate with sale managers, should make their work easier.

Transportation manager – is responsible for distribution, planning, providing, harmonizing of products transportation to final customer.

Storage managers – responsibility for warehousing, manipulating with goods, conditions in storage, for right package (wrapping) etc.

Complete organizational structure is enclosed in appendix.

4.1.5 Firm culture and development

MSc. Blanka Vávrová, MBA - the personnel director - told me that in ZZN is laid emphasis on professional and moral qualities of all employees. The firm sees a progress in maximal utilization of human potential. She claimed that their biggest advantage is a disposal of highly educated and skilled workers both in production and commercial sphere. Vávrová also informed me that ZZN company may rely on perfect management system, open communication to employees or customers and a strong faith in company future, therefore the management concentrate on employees development.

Integrated Management System (IMS) offers detailed evaluation of all processes within company. It also relates to personnel evaluations. HRM department quarterly submits the HR reports that includes:

- overview of training action
- situation of absenteeism
- overview of holiday drawing
- drawing of labor costs in comparison with plan
- overview of overtime drawing
- labor cost per particular organisational groups
- telephone costs
- CONTROL CAR (system monitoring costs for using of cars)
- attendance evaluation

We can say that the right and fair observance of the plans lead to improving of services provided to final customers. ZZN concentrate on developing a high quality services and products. Customer feedback is realized due to the questionnaires which are filled during or after business meetings. Firm sales managers have to process and submit a relevant questionnaires to Sales director (manager). All informations are then analysed and the authorized persons adopt adequate measures. Beside that, ZZN Pelhřimov conducts internal audits (30 audits per year) of all processes within firm. Auditors suggested 187 recommendations in 2010 (negative observations). Audits aimed at ISO standards (ISO 9001:2008, 14001:2004, OHSAS 18001:2007 etc.). If we compare it with 2009 we may say that a number increased by 92. This increasment was caused among other things by fusion with Tagrea, joint stock company. Higher amount of recommendations has reached to a still large number of reccomendations due to the effort to improve implemented IMS. IMS further controls a product quality and its complaints. The next sphere, coming under IMS control, is a safety of products, environmental friendship and HR development.

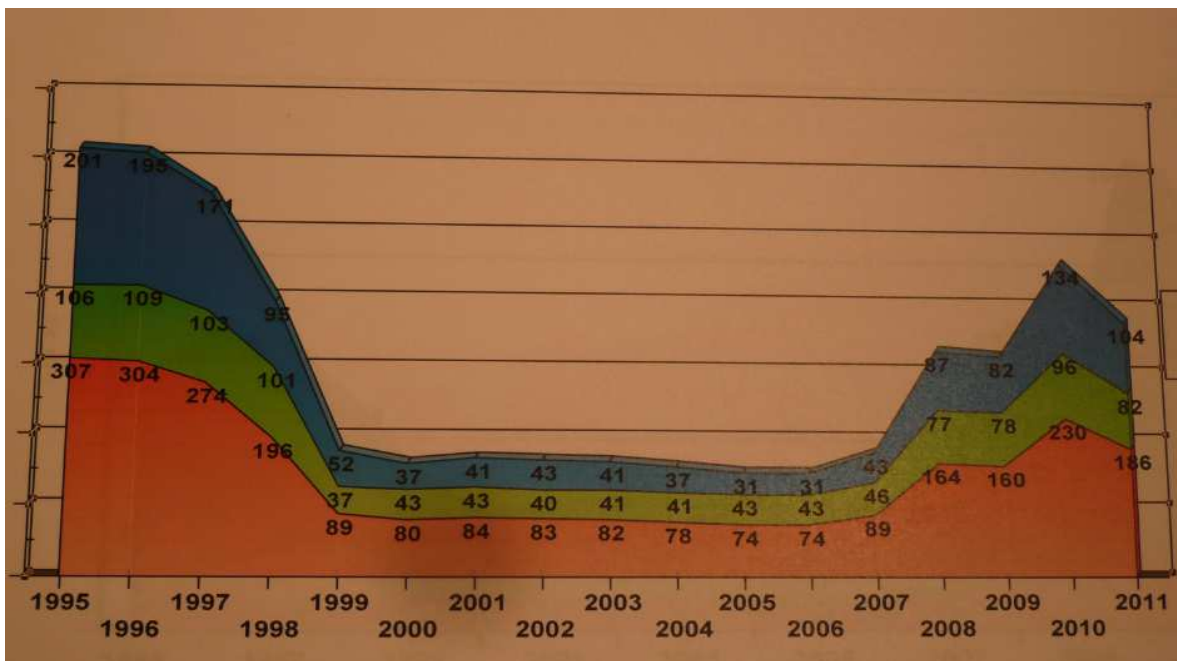
ZZN personnel strategy lies in training of their employees. The firm suggests that the succes consists in highly educated or skilled persons. Personnel departments organizes practical

training in foreign countries for higher managerial workers. There participated 6 workers in “Foreign thematic (business) trip”. The second programmes Corporate Academy is dedicated to front sale managers, firm sales managers and middle managerial workers. Employees are educated in coaching techniques. In 2009, ZZN prepared educational project “Training is our chance” in cooperation with EU but due to the higher number of company applicants was not the project approved. The last and very important step in HR development is to acquaint a regular worker with their tasks, duties, competencies within company. This matter depend on first line management.

4.1.6 Recruitment process

There worked 186 employees in ZZN Pelhřimov up to the end of 2011. The company passed through distinctive personnel changes during 2005 to 2010. As I have mentioned above, ZZN Pelhřimov made a fusions where has joined seven agricultural companies oriented at primary production and services (Agroservices Kaplice, AGP Mydlovary, AGP J. Hradec, AGS Č. Budějovice, Agroalfa, TAGREA, centre Zdislavice).

Employment development in 1995-2011



° Total number of employees

° White-collar workers

° Blue-collar workers

Development of sales and employees

Years	Employees	Wages (in thousands)
2005	74	26 254
2006	74	27 522
2007	89	35 300
2008	164	67 700
2009	160	61 766
2010	230	109 000
2011	186	99 500

Source: Setkání zaměstnanců, own processing.2011.ZZN Pelhřimov

Integrated management system plans future needs of employees and their development. ZZN also reacts on usual decrease of workers (retirement, promotions, transfers). Company has created description of working places for each position in the section of Employees preparation. The documents characterise main attributes of concrete post, determine the organizational unit, group of activities, superiors, purpose of the position, interaction network (customers, superiors, co-workers, subholding partners), main competencies and criterias for evaluation. ZZN prepares long-term plans (strategic) for recruitment needs esp. for key positions, calculations of future retirements and plans of talented graduates. Long-term plans founded an application during personnel planning in fusion period. Short-term plans specifies real needs for expected situations – seasonal employments (part-time jobs, operative needs). These plans comes out of regular monthly sessions and annual employee meetings.

ZZN Pelhřimov operates in several facilities in the center and industrial zone in Pelhřimov (Cleaning and drying facilities, Production of fodder mixtures, Administrative office, Storages). If there emerge a need for vacancy, the relevant managerial worker inform HRM department located at the center of Pelhřimov (administrative building at Nádražní Street) in advance to ensure continuity at concrete post. Process of recruitment starts with sending of Employee requirement list that offers two options, either to accept a permanent or seasonal (temporary) employee. The list contains description of requested function, specification of department, term of start, working hours, qualification and praxis, wage conditions and other specific requirements or skills.

4.1.7 Employment sources

As in the most of other companies, ZZN tries to find a suitable candidate from internal sources. If there is not such opportunity, the company announces its employment offer on firm HR web pages (http://www.zznpe.cz/?_core_cnt_SetActiveGroup=1879) linked with AGROFERT (<http://www.agrofert.cz/?pageId=421>) or other webs with the date of opening. The second way is advertising in local newspaper “Listy Pelhřimovska” and “Pelhřimovský Deník”. Small group of people prefer walk in. MSc. Blanka Vávrová, MBA uses contacts with faculty in Brno and gets references from campus administration office. She sends the employment advertisement into college department. ZZN also used personnel agency services. Unfortunately, outsourced agencies did not always meet firm requirements. They had only a little knowledge of firm real needs. Furthermore, the service used to be quite expensive (three average month wages).

HR department then chooses from written CV’s.

4.1.8 Selection process

Chosen applicants then pass to preliminary selection procedure. Personnel worker controls necessary documents (certificates) needed to perform a given work. Then the HRM director invite successful candidates for interview. She opts convenient room and organize a course of selection process. There also participate two other employees, leading person from particular department and independent employee who oversees the selection process. The selective board chooses maximally two or three candidates.

Personnel board uses structured interviews. Interviewer may follow the basic points formulated in “Guidelines For Interview” or the document “Managerial Interview.” The questions aims at working experience, personnel predispositions, personnel life and opinions about new firm or position plus several informative questions, as follows:

Are there any unexplained gaps in the applicant’s educational history?

Did the applicant shift educational aims? If so, why?

What training courses have you been on? What training have you had for this job?

Why did you apply to us? How much do you know about our organisation?

Did you make any progress with your last job?

How do you respond under stress? Can you provide a recent example?

HR manager applies also personnel questionnaire which pays attention to behaviour character, morality. If there are any specific needs to particular post, the abilities test are applied. Each blue-worker has to cope with computer softwares and prove knowledge in concrete category (Test of New Holland service worker, fodder mixture tests etc.) The company uses grammatic tests and abilities tests. Managerial job applicants sit an psychotest, diagnostic, aptitude and personality tests which may took over four hours. Inseparable part are the Assessment Centre. Mrs Vávrová told me that she stresses mostly on communication ability, let the applicant talk the most of time during interview. She prefers team working, flexibility, self-confidence and managerial skills.

The results of selection procedure are then reported mostly within 14 days to all job applicants. They obtain either positive or negative letters about approval or disapproval. Selection process serves for choosing the best candidate for given position. Despite of demanding requirements, there is no guarantee that we have chosen the best candidate and we will hold him/her in our firm.

4.1.9 Placement and adaptation process

Yet, the employee start working, he must submit several documents (medical reference, personnel questionnaire, credit list, certificates, diploma, ID card, health insurance card). After that, the employee is placed to particular enterprise, (division) where starts with adaptation process that may take over 6 months according to individual requirements. New managerial workers have to meet with all processes and trainings that concerns his/her activities (Personnel psychology course, Fodder mixtures training, Products training, IT courses etc) . This adaptation process bear fruits. Manager knows all operations and activities of his/her subordinates. ZZN worked out the programme for employee

development and adaptation called “Basic For Employee Development Plan 2011” with budget CZK 500000,- (drivers, welders, operators, nutrition workers, motivational courses). I also enclose an individual Adaptation plan of new employee. We do not have to forget that employee should be introduced into company, be informed about main objectives, team work, history of company, its culture, occupational health and safety conditions, fire prevention and so on.

Human resource manager supervises progress of adaptation process. New employee attends gradually all trainings at organizational divisions and is tested for practical and theoretical knowledge. The whole course is recorded in Adapation Plan of New Employee with evaluation included.

SWOT ANALYSIS:

Strengths:

1. location of the company in the heart of agricultural region
2. traditional producer and trading partner in agriculture production and services
3. orientation of products to concrete customer
4. wide range of products and services
5. strong culture organization with continual development, open communication, strong faith in organizational abilities
6. sovereign position within other agricultural competitors
7. high technology development
8. strong social and payroll environment
9. professional adaptation process
10. elaborated plans of employment
11. strong emphasis on education and training process

Weaknesses:

1. dependency on the Agrofert holding policy
2. high demands on personnel department – centralisation
3. long adaptation process on managerial positions
4. change of culture, organizational structure in case of merged companies

Opportunities:

1. cooperation with other educational centres in Vysočina regions (secondary and managerial schools in Humpolec, Kamenice nad Lipou, Jihlava)
2. cooperation with personnel agencies
3. usage of new training programmes subsidized from EU
4. providing of praxis to students, managing of talented graduates

Threats:

1. dependence on seasonal factors (weather conditions, harvesting of plants)
2. culture discrepancy in individual organisational units, subholding culture, values, objectives
3. potential disputes among merged companies, different employee conditions

Agrostroj Pelhřimov



4.2 Agrostroj Pelhřimov, joint-stock company

Agrostroj Pelhřimov is traditional and largest producer of agricultural machinery in the Czech Republic with neither state share, nor foreign capital. The company employs 1308 people with actual turnover amounts to EUR 75 milion (CZK 2,1 billion) and average annual growth reaching to 5%. The most employees (89%) work directly in production.

The production programme consists of finished machines, tool production and co-operation with important multinational companies from the agricultural sphere. Assembly components with co-operation make some 70% of total production volume. Unfortunately, the crisis afflicted company by the loss of contracts in car industry (decrease by almost 60%) in 2009. Current situation is going to improve. Agrostroj has renewed its multinational contracts and returned to figures from 1998.

4.2.1 Firm History

The company was established in 1886 by Jan Matějka, a locksmith, who opened a repair shop. After several years came with manufacturing of simple agricultural machinery. We can talk about first forage cutters and harvesters.

1914 – 1920 The WWI almost discontinues a company production

1924 – 1939 Economic growth results in investment into equipment and extension of workshops. The son of Jan Matejka starts cutting machine production.

Foundations of factory production of minor series are laid.

1941-1945 The owners enables to resist against German pressure to produce army products. There is built a new foundry house and wooden paint shop.

1948 Factory is nationalised and incorporated to the national enterprise

AGROSTROJ

- 1950', 1960'** Communist regime support large scale expansion of enterprises. There comes fabric extension (new shop floors) near railway station. Agrostroj exports to Poland, Hungary and German Democratic Republic. Production of milking equipment moves to the old factory. Production of legendary manure spreaders
- 1968** First ZTR rotary mower under the Dutch license by Zweegers
- 1980'** Agrostroj joins under the AGROZET enterprise, in its greatest production has almost 3000 workers and produces about 8000 rotary mowers a year
- 1990** Communist regime collapse causes desintegration of state enterprises, establishing of Agrostroj Pelhřimov under the original name brings reorganization, extension of product variety and modernization process.
- 1998** The second process of large reorganization due to the economic crisis and the loss of contracts with multinational companies. Company starts to invest into technology and reduces workforce, first layoffs "wave" concerned more than 350 employees (with higher absenteeism, lower qualification, seasonal and agency workers)

4.2.2 Products and services

Nowadays, Agrostroj Pelhřimov represents a largest producer of agricultural machinery in the Czech Republic and offers machines and equipment that has made the products famous all over the world.

Agrostroj concentrates on modernisation of existing machinery and purchase new progressive technologies which are environment friendly. The company has obtained a certificate in agreement with the European ISO standards 14001:2004.

Company has a modern technology for producing agriculture machines and co-operation components for commercial vehicles, building machines and lift trucks. Materials are processed by cutting machines (lasers, flame-cutting machines), welding, pressing, machining and heat or surface treating. Engineers follow the demands of customers every day. They try to build up a comprehensive development of products and manufacturing series. All machines are designed to ensure highest reliability and excellent operative behaviour. The main production focus on manufacturing of forage harvesting, mulching and manure spreading.

Products:



Drum rotary mowers



Disc rotary mowers



Mulchers



Manure spreaders

These products are mostly exported to the whole world. The turnover of own final products move about 10%. The rest machinery or equipment represent co-operation production with well-known firms (CLAAS, JOHNDEER, FENDT, KRONE, PÖTTINGER, DAF, LINDE, STILL, VOLVO). The ratio of agriculture machinery products to commercial products is 60:40. Agrostroj Pelhřimov has implemented Integrated Management System and is a holder of certificated norms ISO 9001:2001.

4.2.3 Organizational structure

The formal bodies of company are the general meeting, board of directors and supervisory board. The general meeting is the highest executive body. Competence of the general meetings are given by corporate status but normally have responsibility for electing and appointment the board of directors members, supervisory board, approve financial statements and profit allocations. Board of directors represent statutory body that run day-to-day operations, maintain proper accounting or act by the company's name. Supervisory board oversees activities of the directors and the firm performance. I will further pay attention to personnel department competencies.

4.2.4 Personnel department

HR director stands in the fore-front of the personnel department. He is a member of the director board and has a responsibility for all personnel activities. We may subdivided the company HR department into: personnel division, training center, payroll department, IT department and the section called “labor economy and payroll”. Personnel department role lies in various competencies as follows:

- HR management
- payrolls, labor management
- social, career, language and training programmes
- staffing, selection process, contracting
- employees adaptation
- contracts with school facilities about praxis and scholarship benefits
- layoffs, Immediate Termination of an Employment Relationship
- processing of datas, preparation of collective contracting etc.

Personnel manager supervises the realization of these activites with a recruitment process as the most important task. He has three personnel officers who co-ordinate recruiting.

4.2.5 Recruitment process

4.2.5.1 Planning

Agrostroj faces a challenge to find skillful candidates and young recruiters. They may boast of highly educated staff. Mr. Pavlovsky, the head of personnel department told me that the firm employs 96 % of employees with at least a secondary education. The main criteria for

the needs of new employees are dependent on commercial activities and contract situation. Agrostroj starts to look for candidates when the production plans are determined. Corporate divisions then send the "Vacancy Report" to personnel department where HR director approves or disapproves the report. The document encompasses information about free post, location of division, number of vacancies needed, requested level of education, type of employment and other requirements (driving license, praxis, experience, welding license etc.). Demands on concrete posts are prepared by individual division leaders. The information is then processed to the tables and overwritten to electronic form (ORSOFT programme). Agrostroj uses for this purpose the "Description of working post" where are among other things determined relations, competencies, responsibilities and delegation between employees. Organizational norm (PU 012 05) determines detailed description of recruitment process. It is obligatory for whole enterprise and regulates concrete responsibilities or procedures during a recruiting.

4.2.5.2 Employment sources

Agrostroj has very similar strategy of staffing as ZZN Pelhřimov. The first, they look for suitable candidates from their own sources. Internal sources are derived from personnel savings due to the technology development, change of given activity or qualification employee growth. Agrostroj also runs "Career Employee Programmes". These programmes relate with students who signed a contracts about future cooperation and received scholarships. Internal resources represent more favourable and cheaper option of staffing. Current employees have logically higher disposition to adapt in new position within firm. Moreover promotions may satisfy and motivate people to higher performance. All employees can request for vacancy, if they are convinced that handle necessary practical knowledge and skills. Personnel director then decides about approval, sometimes with cooperation of CEO or divisions leaders. The second possibility is staffing from external sources.

The company lay strong emphasis on highly qualified people. Therefore, they cooperate with local technical (secondary) and apprentice school in Pelhřimov. Recruitment officers visit school facilities, attract students in order to join the company. Managers also organizes Doors Open Days which have a character of workshops with demonstrations of firm

technologies. I have already mentioned scholarships amount to CZK 1000 – 1500,- monthly up to three years of studying. Students make a commitment that will work for organisation minimally for the time they obtained a scholarship. These children could work in part-time jobs where acquire valuable experience and praxis. Effort is visible on the fact that almost 42% of all Agrostroj employees are graduates of technical and apprentice school. I will just briefly show several occupations supported by scholarship – quality controllor, locksmith, production controllor, tool setter, farmer, technologist, CNC operator etc.

Doors Open Day in Agrostroj 2011



The company cooperates with four agencies. Agrostroj seeks after sufficient number of job applicants, mainly the toolers, assamble laborers and the most valuable are welders. Three agencies operates in Slovakia and search the candidates on Slovakian labor market. Unfortunately, the recruitment of foreign workers laeds to a relatively high fluctuation. The enterprise employs 108 agency laborers (89 welders). Slovakian welders often follow higher financial offer and move to multinational companies. Therefore the firm try to keep their most valuable employees by social benefits – free accommodation, meal allowance, free transportation or a possibility of overtime working.

Agrostroj advertises into local newspapers called Týden na Pelhřimovsku, Týdeník Pelhřimovska and Pelhřimovské noviny, rarely to regional Jihlavské listy or to MF Dnes. Notice and leaflets play the role of additional method. Recruitment leaflets are post up on the municipality notice, school facilities boards and also on information panel on job center board.

Agrostroj announces free occupations on the Ministry of Education and Social Affairs portal. Unfortunately, the job center in Pelhřimov registers rather less qualified workers than the company requires. Mr. Pavlovský told me that the most job centre candidates do not meet this necessary needs.

Very similar situation comes with walk-ins. HR managers use these job applicants in lower labor positions (forklift truck operator, production line operators etc.).

Corporate web page informs about free positions within the company in the section “Employment offer”, where is published a poster with offers.

4.2.5.3 Selection process and staffing

The first, job applicants fill in the entrance questionnaire where have to state their qualifications, skills, education, and previous occupation. Other information are requested in case of approval.

Recruiting is managed by personnel department. Personnel director, division leaders or foremen/forewomen take a part in selection process. They organize the whole selection and find out important information about applicants. In the case of higher managerial positions, the general director (Lubomír Stoklásek) approve hiring of new employee.

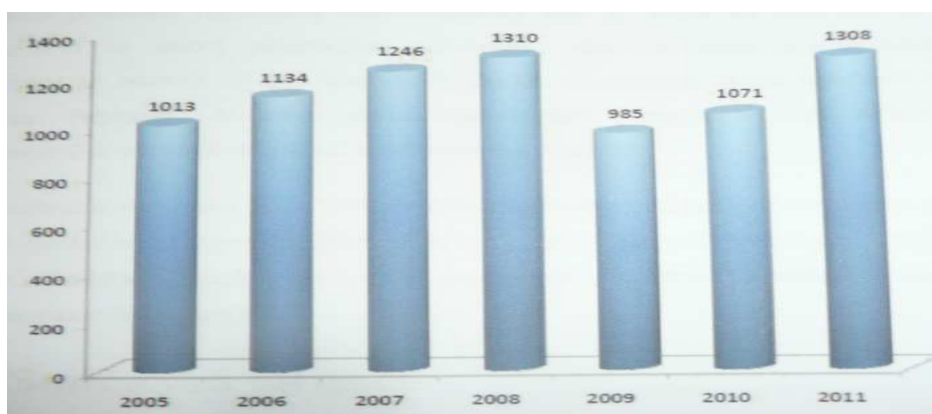
Pre-selection of candidates is going on the CV’s basis. Personnel department analyzes individual application form and eliminates unsuitable job applicants. The rest of people are then invited for interview. After that, the chief of personnel department hold an interview that is specialized on applicant qualification and skills, the date of possible start, wage conditions, accomodation, health capability and others. Interviewer then writes an report and send applicant to concrete workplace where the leader of given department decides about his/her placement, explains the requirements on given position and acquaint candidate with

working conditions. For higher managerial positions are applied language and aptitude tests. Special requirements are laid on welder workers who have to pass welder test. In case that the candidates are not successful, may choose to attend Welder school that was established in 2011. Here, candidates or current employees improve theoretical and practical knowledge. If they pass the course, obtain a welder certificate that enables them to apply for vacation.

At the end, the chief of the department signs questionnaires with references and pass it on personnel department. The head of personnel department determines the date of start. All documents must be signed by personnel director.

Selected applicants who pass through recruitment process are informed about admission. Personnel department signs a fixed-term employment contract for a period of one year, evaluates the employee performance and after given period decides about permanent relationship. Applicants have to submit documents about health capability, reached qualification, credit list, personnel questionnaire, the number of bank account, photo and ID card with other certifications.

Development of employment in Agrostroj Pelhřimov



Source: Kubiska, L. *Bakalářská práce Příjem zaměstnanců*, 2011p.24

4.2.5.4 Adaptation process and development

Adaptation of new worker runs under supervision of senior employee who helps him to cope with regular working contents. Employees are introduced to the company through firm presentation in powerpoint, are trained in occupational and health safety, acquainted with

training and development possibilities. Presentation shows current situation of the company, stresses basic values, emphasizes on corporate vision and objectives which characterize key attributes of Agrostroj. After one month, the chief of concrete department (division) evaluates employee's performance. Results are then referred to employee in order to provide a feedback among employees. Next evaluation comes at the end of fixed-term period (within one year), other after two and the last in third year.

I have already mentioned several educational or development programmes that Agrostroj apply into praxis (Career Employee Programmes, Welder school). The firm uses training courses subsidized by EU like "Vzdělávejte se" that are intended for enterprises which were struck by economic crisis. Employers take advantage of grants to realize special qualification courses for employees who were affected by restructuralization changes. Project "Vzdělávejte se" encompasses finance or economic courses, lectures of proper communication and welder training.

My case study also aimed at organizational culture that appears more or less informal. They deal only according to the norms which regulates the relationships with suppliers (Ethical Codex). The second document concerns cleanness and tidiness of work environment.

SWOT ANALYSIS:

Strengths:

1. traditional employer in Vysočina region, the largest producer of agricultural machinery within the Czech Republic
2. investment into new technologies and extension of production, construction of new facilities
3. strong development of employees, educational centers for welders, social benefits, catering services, practical training in foreign countries
4. cooperation with technical schools
5. constructive cooperation with unions
6. wide range of employment opportunities, attractive employer
7. emphasis on quality, cleanliness and order
8. sophisticated system of recruitment and employee adaptation

Weaknesses:

1. high fluctuation of agency workers
2. demanding logistic system (firm strategy laid on continual manufacturing – no storages)
3. dependance on agency workers (welders)
4. main orientation on foreign partners
5. small usage of web pages to attract job applicants
6. almost no organizational norm concerning an internal organizational culture

Opportunities:

1. cooperation with universities, public institutions
2. implementing of new PC programmes (SAP), new courses subsidized by EU and Ministry of Labor and Social Affairs
3. cooperation with Agrostroj unit located in Počátky
4. creating of written organizational norms

Threats:

1. outflow of skilled labourers to foreign countries (Slovakia, Germany, Austria)
2. potential loss of contracts with multinational companies
3. high dependancy on key contractors
4. adaptation process dependant on leading employee

4.3 ZD Kalich

Agricultural cooperative ZD Kalich belongs to the traditional firm within Kamenice region. The company was established in December 1975 according to the board resolution on consolidation of agricultural cooperatives JZD Kalich Kamenice nad Lipou, Podskalí Rodinov and Skalka Vlásaenice. The fusion was approved by the District National Committee in Kamenice nad Lipou in 1976. ZD Kalich concentrates on primary and secondary agricultural production. Agricultural cooperative farms over 1600 hectares (barley, rye, wheat, rape, oats, potatoes, maize and caraway). The animal production encompasses more than 1800 animals (1000 cattle, 800 pigs). They also provide catering for own employees, operate abattoir or wood carving. The firm employs 65 permanent (12 administrative), 10 seasonal workers hired as the auxiliary for combine harvesters and drying operations. The average age reaches about 50 years.



4.3.1 Organizational Structure

The highest authority is represented by the Membership Meeting that organizes annual conference. The Membership Meeting sits twice a year and discusses about election of new members, approves regular financial statements, decides about development of agricultural cooperative, its main objectives, increasment of registered capital, mergers, status, distributin of profit etc. The board of the directors create a statutory representative of the company. They elect a chairman who runs and operates cooperative activities. ZD Kalich has 13 members of the board. Control commission controls all activities within company and comment on requirements or complaints of the members. The commission sits once in three months.

4.3.2 Recruitment process

Employment planning in ZD Kalich appertains to economic department. The head of economic department with one personnel officer plan future employees needs in advance of two months. Needs outcome from people who go to retirement (natural reasons), needs of seasonal workers (regularly 10 employees) and also layoffs. The proposals are then handed to chairman who approves or disapproves plan for recruitment. The most of smaller of medium-sized cooperations have limited funds for recruiting. The cooperative seeks candidates by advertisements into regional newspapers Týdeník Vysočina and Jindřichohradecké Listy. ZD Kalich also tries to find suitable candidates at job centre in Pelhřimov but they suffer by the lack of skilled applicants.

Electronic board located on administrative building reports about free positions. Other way how the organisation attracts the applicants is cooperation with secondary agricultural school in Kamenice nad Lipou (SOU Kamenice). Kalich provides praxis in programmes “Farmer” and “Repairman of agricultural machines”. Chairman keeps closer contact with study department that informs him about talented students. Unfortunately, the most of local students leave area and opt for well paid positions in machine industry in Jindřichův Hradec or in Edscha Bohemia Kamenice (automotive industry).

Recruitment process takes place at administrative building in the presence of Chairman, personnel officer and the head of economic department. Interviewers use an unstructured interview that enables to lay questions in reaction to candidate answers. Each interview lasts about 45 minutes. Employer stresses mostly on candidate experience and skills. Requirements corresponds to given positions, but the firm mostly looks for people with tractor license. At present, firm desires skilled employees for operating positions. In 2009 and 2010 company had to dismissed six employees due to the decreasing of production. The company has gone through modification of technology (process of automation) in recent times. Despite of that, they have problems to find proper candidates. The firm looks for skilled livestock specialists and tractor mechanics. Ing. Milan Běle told me that key factors during the recruitment process are references from previous employers. He lays emphasis on performance of individual candidate. Selective commission then opts for appropriate job applicant. Chosen candidates are then placed to given position, have to pass the health and

organisational safety, fire safety training, welder, forklift truck courses, managerial and accounting programmes. ZD Kalich organizes several cultural action (visiting of theatre, Open Doors Day).

SWOT ANALYSIS:

Strengths:

1. cooperative with a long history and tradition (established in 1976)
2. high technologisation of production, automation process
3. offer traditional high quality products, stress on health environment
4. wide range of supportive activities (publican activities, logging, repairing of agriculture machinery, joinery, operating of gas station)

Weaknesses:

1. limited means for recruitment process
2. lower social and payroll conditions
3. absence of written (formal) cultural norms
4. absence of cooperative web pages (suitable tool for recruitment, attraction of employees and customers)
5. located in town with prevailing engineering industry

Opportunities:

1. cooperation with other schools within region (Humpolec, Pelhřimov, Jindřichův Hradec)
2. Day of Open Doors, workshops, cultural actions
3. attraction of students from SOU Kamenice, education of own talented students

Threats:

1. seasonal character, dependance on whether conditions (crop conditions, deseases)
2. lower attractivity of primary industry, outflow of proper candidates to other branches
3. high dependance on state and EU subsidy
4. cheaper products from EU
5. aging of employees

5 Recommendations

5.1 Optimal recruitment system

At the present time, companies face the daunting challenge in economy conditions. They feel the consequences of world crisis. The changes has reflected into strategic managerial decisions and naturally did not avoid the personnel policies. I have visited choosen enterprises in order to interview the heads of personnel departments. I wanted to summarize the information about recruitment process, the policies that have to be implemented in the hard times and find common element. The results serves for a setting the optimal recruitment system for other firms. We know that individual stretegy may meet the needs of concrete organization while in other is inapplicable. This could be the example of ZZN Pelhřimov, the company that merge with seven agricultural plants (subholding company) in order to create strong position on the Czech agriculture market. Nevertheless, the enterprise faced the same challenge to minimize costs in personnel sphere, react on the decreasement of profit due to the firm reorganization in 2008 or finding the policies for stabilization as Agrostroj and ZD Kalich.

All selected companies has aimed at optimalization of human capital. They seek a way to improve the personnel productivity, orient on talented employees and their development. The emphasis on adaptation process and employee stabilization have borne the fruits.

I have tried to set a common strategy for personnel activities in mentioned enterprises.

5.1.1 Looking for appropriate candidates in current labor market conditions

Internal Sources

Representatives of firms confirmed that the first steps lead to their own employees. Personnel managers find out whether the firm spares human resources for given positions. HR department ought to map out whole organizational structure and analyse the effectivity

of given positions. According to the interview results, some 30 % of new labor forces come from internal resources. We imagine the advantages of such recruiting. Corporate employees orient better in firm environment, share common values or organizational culture. Therefore, we may achieve certain reserves by unification of some working positions. In praxis this means to monitor own employees, their reached skills, knowledge and offer them career opportunities with relevant benefits.

External resources create the largest base for recruitment process. The companies could hardly ever rely on job centres. Current job applicants, who are registered at job centre, often do not live up to the expectations of firm requirements. For example, all personnel managers declared that the quality of current young job applicants who graduate or finish schools is really terrible (with a few exceptions). Therefore the most companies implemented (ZZN, Agrostroj) preliminary tests to select unskilled candidates and spare a valuable time.

The cooperation with **educational institutions** seems like the best option. Agrostroj Pelhřimov for example established its own welder school, makes recruitments in technical schools, provides scholarship (in exchange for future cooperation) and cooperates also with SOU Pelhřimov, apprentice schools in Kamenice, Dačice or the Qualification Centre in Sezimovo Ústí. I would like to stress that education and training of own talented students has become a real phenomenon. In the past, a lot of schools preferred theoretical knowledge then practical. But now the situation changes. Many school facilities (Business Academy Jirsíková, Technical School Pelhřimov, SOU Pelhřimov etc.) cooperates with local enterprises and implements compulsory praxis into education.

5.1.2 Supporting the flexible forms of employment

Experience with economic recession and disproportionality of production pressed companies to accept flexible system of employment. Nowadays, the firms more than ever control their labor costs and the need of human resources. They opt for methods that solve prompt solution of human resource provision. Agrostroj Pelhřimov promotes the system of fixed-duration employment relationship that lasts one year. The company secures itself in case of the loss of contracts in production. In the course of one year personnel officers evaluate

employee performance, take production development into consideration and then suggest about prolonging or hiring the employee to permanent contract.

ZD Kalich solved the crisis by reduction of working hours to 30 hours a week. They also had to dismiss 4 employees for 3 months as a consequence of decreasing work possibilities with a promise that the dismissed worker is going to be “recontracted” within several months.

ZZN Pelhřimov usually use the Agreement to Complete Job for seasonal workers with students who may become a perspective promise to future cooperation.

Agrostroj Pelhřimov, as the only one of selected company, uses agency workers in order to cover labour shortage on the local employment market. The most of hired agency employees comes from Slovakia. Agrostroj signs contracts for several months to assure sufficient number of employees for main season that starts in August and ends at the end of April. The problem may occur when the agency worker do not follow the organizational objectives or culture. We know that the perception of organizational culture and policy need certain time. This is probably the reason why Agrostroj suffer by higher fluctuation of employees during season.

5.1.3 Development of the firm attractiveness

The recruitment process represents similar strategy as the product marketing. Therefore, the companies should present themselves in a good light. Agrostroj and ZZN use own web pages to represent products and services they offer. Unfortunately, ZD Kalich has no similar web page which may to discourage some job applicants, who would like to find out the information about the firm and look for a job opportunity. I recommend the creation of firm web pages with short introduction to the firm, its history, products and services range, news, contacts, location and of course career possibilities. The price for creation a web page starts from 200,- per month.

Agrostroj web site informs only about firm, products, history and contacts. There is only strict information about its vacancy. If the firm wants to attract current job applicants, they should also provide information about their welding school, scholarships and career

programmes. ZZN Pelhřimov has a professional web site with relevant information about career within the Subholding and Agrofert group. The firm should also stress their interest in corporate culture and stress the importance of trading partner relationships.

Interesting option represents the Doors Open Day in Agrostroj that presents basic profile of the firm, offer workshops and practical demonstrations of skills to interested persons from the general public. We can find other possibilities how to attract more applicants. How about an employment fairs. Every year the University of Life Science in Prague hosts representatives of various companies. This could be a great possibility for Agrostroj or ZZN Pelhřimov, how to attract the students.

5.1.4 Selection process

It is very hard to set optimal selection system. All companies fit the selection to their corporate conditions. Structured interviews and assesment centres in ZZN, semi-structured interviews in Agrostroj Pelhřimov and unstructured interview in ZD Kalich have its pros and cons. ZZN Pelhřimov relies primarily on the HR director, that has the main competence and manages all recruitment processes. Mrs. Vávrová represents the real expert in personnel activities. She plays the role of the generalist who oversees the whole recruitment process and cooperates with specialists (the leaders of given divisions) during selection process. Agrostroj system is built on specialist recruiters who decides about candidate abilities. Personnel director then confirms the contracts. The recruitment in ZD Kalich is managed by Chairman and one personnel worker. We can see that the recruitment process is always dependent on the professionalism of personnel/HR workers. They should not assess the candidates according to their external characters (Halo Effect) and concentrate on performance or skills. I think that all HR workers in given companies meet such requirements. I have not found any discrepancy in recruitment processes in Agrostroj and ZZN Pelhřimov. The firms manage recruiting according to the strict corporate norms and professional approach. ZD Kalich comes out from the experience of chairman and personnel assistant.

5.1.5 Adaptation and stabilization of workers

Redefine the firm structure

Stabilization process should lead to rethinking or reassessment the personnel activities within company. The effort stresses on selection of employees and positions that do not bring necessary contribution. At the time of crisis, Agrostroj had to reduce more than 300 hundred of working positions (loss of contracts). The first layoffs wave concerned people with lower skills, higher absenteeism and lower working performance. Then the company had to dismissed the most agency labourers in order to preserve basic production. Agrostroj also reduced the amount of bonuses up to 50% of previous value. We may see a similar trends in case of ZZN Pelhřimov, that tried to find optimal placement for employees of all merged companies. Finally, there was dismissed more than 300 people. Concrete examples showed, that after the reduction of labor cost the investments must come necessarily into technology and employee development.

Set adaptation process to the effective performance

Adaptation process occupies key role in strategic firm orientation. I have found out the ZZN model as the classical example for other companies. ZZN Pelhřimov applies strategical adaptation for managerial workers by the way that new manager have to participate in all processes and given divisions relating with his/her future performance. At the end, manager knows with certainty the people and processes. Despite of the demands on time, the method perfectly fits organizational needs. All companies realize the importance of highly educated people. If the company acquires suitable employee, they should develop effort to keep such employees, regularly improve their qualification and create them optimal working conditions.

Provide conditions for personnel development

Personnel department should motivate the employees to self-improvement. We may see that ZZN, ZD Kalich, or Agrostroj apply programmes supported by EU and the Ministry of Labor and Social Affairs like Vzdělávejte se, programmes on corporate levels (IT courses, managerial techniques, ACC System, training in SAP, Farmer etc.). In order to distinguish

real talents in organization, the personnel managers have to cooperate with operation managers who have wider view and regularly keep in with ordinary workers.

Set the optimal reward system to the performance

The most important part in adaptational process plays benefits and motivational tools. We can see that Agrostroj for example motivates people by wide range of benefits like the allowance for living, free accomodation, free transport, meal allowance and proper reward system. In order to keep current talents, Agrostroj increases reward system for the workers according to their performance, they also enable paid overtime work at the weekends. Variable wage system motivates people for higher effort but the system could become contraproductive when a firm lacks of contracts and work.

5.1.6 Setting open communication

Open communication represents linkage between labourers and managerial workers. It is function lay in mutual feedback. Openness strengthens loyalty and participation of employees in firm objectives. The companies should in time inform all employees about changes in organization, actual situation of the company and its success on the market. Managers may opt for communication tools – corporate webs, intranets, magazines, message board located in given departments or regular meetings. Employees should be informed about the activities reaching over their occupational scope. It is also important to update the information that mostly becomes obsolete.

5.1.7 Establishment of formal (written) culture

This may be the most important project in personnel relation. All interviews also concerned with the term organizational culture and its perception. Unfortunately, the phenomenon is in the Czech corporate level frequently underestimated. In the fact, the values, habits or patterns determines organizational milieu in the firm, may affect an organizational performance and positively help to motivate people, create them a stable environment. The most organizational managers realize a presence of culture, but are not able to specify its main

attributes. They perceive it as something informal. Several companies suppose the culture as concrete element which deserves its attention. For example, Agrostroj Pelhřimov has elaborated codex that solves the relation with suppliers. They also pay attention to cleanliness and order at workplace, but it does not characterize the direction they ought to set out. Firms should process the main values and requested attributes into formal document or video-presentation. These documents could be published in internal networks or corporate web pages.

6 Conclusions

Recruitment process has undergone distinctive changes in recent time. Economic crisis fully struck into the Czech environment. Companies were forced to implement new corporate strategies to find optimal ways from depreciation. First of all, these steps have affected human resources in most organizations. Firms started to orient on the policies that would provide them a stability, cost savings and preserve their competitiveness on the market.

The aim of my diploma thesis was to find an optimal system of recruitment process, which could be implemented in current economical conditions. I have chosen two typical agricultural companies and one machinery firm with agricultural specialisation to evaluate the changes that has occurred during several years, analysed negative or positive aspects of personnel activities, and finally, recommend the measures for optimal recruitment system. The work has analysed concrete conditions in three firms within the Pelhřimov region. I was participating in recruitment process as an independent observer during several months in Agrostroj Pelhřimov and ZZN Pelhřimov. I also visited the companies to make an interview with personnel authorities, laid them prepared questions about recruitment process and situation on personnel activities within the organizations.

The practical part has proven that organizations within Pelhřimov region accepted different strategies to stay competitive on the Czech product market. Specifically, the changes related to the restructuralization process, radical reduction of labor forces and reorganization of personnel activities. The firms (ZZN, Agrostroj, ZD Kalich) realized that employees represents valuable assets and started to invest into technology and personnel development.

Therefore, the recommended system also concentrates on personnel development, effort to attract employees, and on trends of employment flexibility.

I believe that I have succeeded in the main objective to analyze and set optimal system of recruiting. Interviews with the chairman of ZD Kalich proved the lower interest of job applicants about primary agricultural production firm. Inconvenient situation is further supported by aging in agricultural branches and slower decrease of incomes in comparison with other industry.

At the end of my thesis, I recommend an implementation of organizational culture into the written form or documents because the most of firms stress only on particular aspects of organization. They should pay more attention to internal values and present them to all employees.

I hope, that I have succeeded in the basic scope of the Work. The Diploma thesis comes with proposal to the personnel activities and may serve as a theoretical tool for development of recruitment activities.

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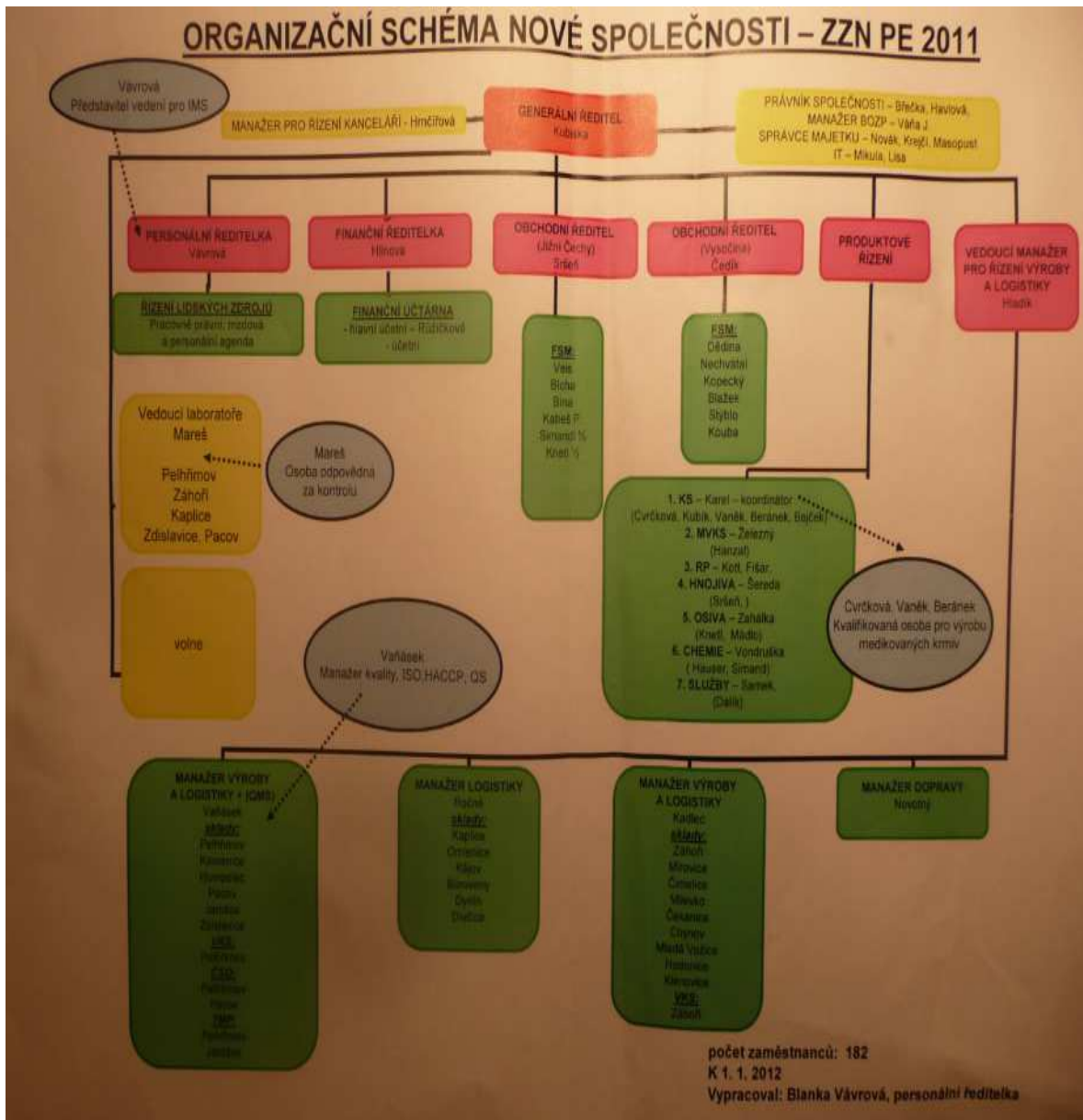
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8 Appendices

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| Appendice 2 | Adaptation plan ZZN Pelhřimov |
| Appendice 3 | Guidelines for interview |
| Appendice 4 | Employee requirement list |
| Appendice 5 | Entrance interview |
| Appendice 6 | Recruitment leaflet |
| Appendice 7 | Vacancy report |
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| Appendice 10 | Orientalional questions for semi-structured interviews |

Appendice 1



Appendice 2



ADAPTAČNÍ PLÁN NOVÉHO ZAMĚSTNANCE

Nově přijatý zaměstnanec: Zdeněk PIKL	Dosažené vzdělání: VŠ Zemědělská, Praha, ekonom.
Pracovní pozice: Fron Sales Manager - FSM	
Adaptační období: 6 měsíců	
Garant adaptačního procesu: Petr Kopecký, FSM, Lubomír Nechvátal, FSM	
Supervisor: Blanka Vávrová, Human Resource Manager	

Č. záznamu	Úkol	Časový rámec	Supervisor/Školitel	Dílčí vyhodnocení
1.	Základní informace: o společnosti, pracovním týmu/týmech a pozici samotné, profil role - smysl pozice	16.1.2007	Blanka Vávrová	
	Komunikační úrovně: Seznámení s organizační strukturou a firemní kulturou	16.1.2007	Blanka Vávrová	
2.	Vstupní školení: a) BOZP a PO	16.1.2007	Josef Váňa	
	b) seznámení s IMS, (ISO 9001, 14001, HACCP, OHSAS)	16.1.2007	Blanka Vávrová	
3.	Zákonná školení, zkoušky: Školení řidičů referentských vozidel	leden 2007	Autoškola p. Kněžů	
4.	Školení IT: Uživatelské školení e-mail, databáze lotus		Míkula Václav	
5.	Účast na vybraných kurzech, školeních, stážích: Manažersko-obchodní dovednosti	I. pol. 2007	Educatio Mahler	
6.	Samostudium: Prostudovat prodejní manuál, ostatní předané materiály - připravit témata pro následné odborné školení (sumář připomínek)	do 31.1. 2007		
7.	Praktické zaškolení: Systém ACC - (sestavy nákup a prodej, pohledávky atd.)		Smrčková Pavla, Matějková Alena	

Appendice 3

GUIDELINES FOR INTERVIEW



Name: Age:.....
Jméno: Věk:.....

Potential Position based upon the CV:.....
Možná pozice dle CV:

The applicant has been interviewed by:
Kandidát měl osobní pohovor s:

..... Date of interview:.....
..... Datum pohovoru:
..... Date of interview:.....
..... Datum pohovoru:
..... Date of interview:.....
..... Datum pohovoru:

Questions about the educational history:
Otázky týkající se historie vzdělání:

1. Are there any unexplained gaps in the applicant's educational history?
Existují nějaké nevysvětlené mezery v historii vzdělání kandidáta?

.....
.....
.....

2. Did the applicant shift educational aims? If so, why?
Změnil kandidát svoje vzdělávací cíle? Jestliže ano, proč?

.....
.....
.....

3. Apart from your studies, what will you remember most about your University/school days?
Kromě Vašeho studia na co budete nejvíce vzpomínat z doby (vysoko)školských studií?

.....
.....
.....

GUIDELINES FOR INTERVIEW



4. Is there any inconsistency between the employment history and educational background? *Existuje nějaká nesrovnalost mezi průběhem zaměstnání a vzděláním?*

.....

.....

.....

5. What training courses have you been on? What training have you had for this job? *Jakých školení/kurzů jste se zúčastnil(a)? Jaký výcvik jste absolvoval(a) pro tuto práci?*

.....

.....

.....

Potential Employer Questions *Otázky potenciálního zaměstnavatele*

6. What attracted you to.....sector? *Co Vás láká nasektoru?*

.....

.....

.....

7. Why did you apply to us? How much do you know about our organisation? *Proč máte zájem pracovat u nás? Co všechno víte o naší firmě?*

.....

.....

.....

8. Do you know anyone who works for us? *Znáte někoho kdo pro nás pracuje?*

Appendice 4

PŘÍPRAVA PRACOVNÍKŮ

Číslo: **F Q4.18-09** Strana 1/2

POŽADAVKOVÝ LIST NA PŘÍJEM PRACOVNÍKA

A. Příjem kmennového pracovníka:

B. Příjem sezonního pracovníka:.....

FUNKCE :.....

PRACOVIŠTĚ:

TERMÍN NÁSTUPU:

PRACOVNÍ DOBA:

POŽADOVANÁ KVALIFIKACE A PRAXE:

.....

.....

.....

PŘEDPOKLÁDANÉ MZDOVÉ ZAŘAZENÍ :.....

.....

DALŠÍ SPECIFICKÉ POŽADAVKY:

jaká osoba má zastávat danou pracovní pozici:

(muž/žena, absolvent, student, osoba se ZPS a pod.)

.....

.....

ZZN Pelhřimov a.s.

REVIZE:0 Datum:1.6. 2001

ostatní požadavky na znalosti:
(jazykové znalosti, obsluha výpočetní techniky, svářečský průkaz,
fidičský průkaz a pod.)

.....

.....

Datum:

Požadavek předkládá:..... Schvaluje ředitel a.s.:

Appendice 5

Vstupní (manažerský) rozhovor/Základní osnova

1. Pracovní zkušenosti

- jaká místa jste zastával
- za co jste byl odpovědný
- popište úkoly (projekty), na kterých jste pracoval
- popište výsledky svých řídicích aktivit
- co si myslíte, že se vám ve vašem minulém zaměstnání podařilo změnit a zlepšit
- jakým způsobem jste řídil a motivoval své podřízené
- co vás ve vaší práci bavilo
- popište situace, kdy se vám nepodařilo dosáhnout cílů
- popište situace, kdy jste potřeboval určitou pomoc
- jaký byl důvod změn vašich zaměstnání
- proč jste se rozhodl změnit své poslední zaměstnání
- jaké byly hlavní problémy, které vám vadily v zaměstnání

2. Představy o nové firmě a pozici

- co víte o pozici a práci, o kterou se ucházíte
- z čeho jste vycházel při představě o této funkci
- co považujete za největší problém v této práci
- čím byste mohl naší firmě osobně přispět

3. Osobní předpoklady

- s jakými lidmi se vám nejlépe pracuje
- jak měříte svůj vlastní úspěch
- jaké jsou podle vás hlavní činitele, které mají vliv na vaši spokojenost v zaměstnání
- jaké jsou podle vás vaše silné a slabé stránky jako manažera
- jak myslíte, že by vaši spolupracovníci popsali vaše přednosti a nedostatky
- jaké jsou vaše osobní silné a slabé stránky
- co byste rád dělal za 3, za 5 let

4. Osobní život

- stav
- rodina
- bydlení
- volný čas - záliby
- zdravotní stav - kuřák?

Volba prostředí, pohodlného pro obě strany rozhovoru.

Kandidát se ve své roli velmi pravděpodobně nebude cítit zcela uvolněně. Nechceme-li jeho zátěž úmyslně zvyšovat (což nepovažujeme za vhodné), je žádoucí přizpůsobit tomu prostředí, ve kterém interview probíhá. Rozhovor by především neměl být přerušován telefonem nebo příchody jiných osob. Chceme-li rozhovorem získat potřebné informace, neměli bychom sebe ani kandidáta rozptylovat dalšími záležitostmi.

Poznámky.

Při přijímacím rozhovoru nelze spoléhat jen na paměť. Vedeme-li rozhovor s více osobami, můžeme snadno zapomenout, co kdo přesně řekl a jaké byly naše dojmy z jeho projevu. Psané poznámky zachycující hlavní body odpovědí kandidátů a jejich reakcí na otázky jsou nejen důležité pro připomenutí jednotlivých osob, ale i nezbytným předpokladem pro navazující vyhodnocování kandidátů.

Hodnoty posuzovací škály

1. Neuspokojivý (velmi slabé předpoklady).
2. Problematický, vyžadující zlepšení (zaostávající za očekávaním. Má předpoklady pro zlepšení za podmínek získání dalších zkušeností, zvýšeného úsilí a tréninku).
3. Uspokojivý (uspokojuje stanovené požadavky).
4. Převyšující průměrná očekávání (jasně převyšující běžně očekávané schopnosti a předpoklady).
5. Vynikající (výjimečně schopný a výkonný, výrazně převyšující očekávání).

První dojem

1	2	3	4	5
<i>Zaškrtněte odpovídající políčka</i>				
nervózní			klidný	
neupravený			sebevědomý	
neestetický			profesionální vzhled	
malý oční kontakt			dobrý oční kontakt	
nepřipravený			dobrý pozdrav	
pomalý			konkrétní	
upovídaný			připravený	

Intelektové předpoklady

1	2	3	4	5
<i>Zaškrtněte odpovídající políčka</i>				
omezené vzdělání			vzdělaný	
nenápaditý, těžkopádný			zajímavé názory	
nelogický			logické uvažování	
neklade otázky			zvědavý	
omezené obchodní znalosti			dobré obchodní uvažování	

Pracovní zkušenosti

1	2	3	4	5
<i>Zaškrtněte odpovídající políčka</i>				
omezená/neodpovídající zkušenost			relevantní zkušenosti	
krátká doba v zaměstnáních			zkušenost s řízením lidí	
různá pracovní místa			zkušenost s řízením projektů	
nelogická kariéra			pracovní úspěchy	
krátká praxe s řízením			rychlý kariérový postup	

Odborné předpoklady

1	2	3	4	5
<i>Zaškrtněte odpovídající políčka</i>				
zaměřuje se na nepodstatné otázky			identifikuje důležité faktory	
činí neodpovídající předpoklady			využívá odpovídajících informací	
úzký přehled			značné odborné znalosti	
vyhýbá se otázkám			odpovídá na všechny otázky	
pomalá práce s čísly			schopnost rychle pracovat s čísly	

Týmová práce

1	2	3	4	5
<u>Zaškrtněte odpovídající políčka</u> malá zkušenost s týmovou prací přílišné zaměření na sebe příliš formální vážný, introvertní netaktní				vícestranná zkušenost s týmovou prací sklon ke spolupráci jasné vyjadřování názorů snaha o konsenzus taktní

Ambice, pracovní nasazení

1	2	3	4	5
<u>Zaškrtněte odpovídající políčka</u> nejasné cíle malé ambice materiální orientace uvažuje o příliš mnoha možnostech sebeuspokojený				jasné profesní cíle dlouhodobý pohled zájem o danou oblast má rád svou práci ambiciózní

Celkové hodnocení

1	2	3	4	5
---	---	---	---	---

Doporučení

Přijmout
Postoupit do dalšího kola
Odmítnout

Pořadí kandidáta

z

Pět hlavních kroků rozhovoru.

Vstupní interview se skládá z pěti klíčových kroků. Tvoří je:

1. **Uvítání kandidáta.** Patří k němu nejen představení, ale i krátký neformální rozhovor sloužící k uvolnění kandidáta. K jeho tradičním námětům patří počasí, potíže, které měl uchazeč s nalezením místa rozhovoru nebo to, jak se dozvěděl o dané pozici.
2. **Shrnutí obsahu pozice.** Úkolem osoby vedoucí interview je pozici stručně popsat, uvést, jaký typ kandidáta je hledán, a vysvětlit průběh vlastního interview.
3. **Položení profesních otázek.** Jde o otázky vztahující se bezprostředně k dané pozici a týkající se především uchazečovy zkušenosti a jeho vzdělání.
4. **Zjištění silných a slabých stránek uchazeče.** Otázky zaměřující se na silné a slabé osobní stránky kandidáta.
5. **Uzavření rozhovoru.** Kandidát by na konci rozhovoru měl získat možnost poskytnout informace, které považuje pro rozhodnutí o jeho osobě za nezbytné, a položit několik vlastních otázek. Na závěr kandidátovi poděkujeme za jeho zájem a oznámíme mu, kdy může očekávat, že ho firma vyrozumí o výsledcích rozhovoru.

Kladené otázky. Základem interview je volba otázek, které jsou kandidátům kladeny. Špatné otázky vedou zpravidla ke špatným odpovědím - takovým, které nám neumožňují posoudit, zda kandidát je pro danou pozici vhodný, či nikoli.

Pomineme-li úvodní otázky mající napomoci k uvolnění kandidáta, **spadají otázky, které by při vstupním interview měly být položeny, do čtyř základních kategorií:**

Appendice 6



AGROSTROJ PELHŘIMOV, a.s.

Investor - subdodavatel roku 2010

přijme spolupracovníky na:

Technické a manažerské funkce

- Manažer kvality (VŠ technické vzdělání, AJ, NJ výhodou)
- Mistr výroby (ÚSO vzdělání technického charakteru)
- Výrobní technik (ÚSO vzdělání technického charakteru)

Dělnické profese

- CNC operátor obráběcích strojů
- CNC operátor svařovacích robotů
- Svářeč

Nabízíme


- Stabilní a perspektivní zaměstnání
- Nadprůměrné mzdové ohodnocení s motivační složkou
- Firemní ubytování (u preferovaných profesí bezplatné)

Agrostroj Pelhřimov

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s 98% exportem do zemí EU, USA, Brazílie a CIS
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BUĎ V TÝMU DYNAMICKY SE ROZVÍJEJÍCÍ SPOLEČNOSTI

Appendice 7



Agrostroj Pelhřimov

Hlášení volného místa

Funkce, profese.....

středisko.....č.....
nástup od.....

Počet míst celkem	
-------------------	--

Pracovní doba č.....
(z docházkového systému - soubor DPD)
Nadřizený:
Příjmení, jméno.....
Osobní číslo.....

<u>Stupeň vzdělání:</u>	<u>Pracovní poměr:</u>
1- základní	1- na dobu neurčitou
2- vyučení (obor).....	2- na dobu určitou do
3- ÚSO - (SOU s maturitou)	3- jiný (do dalších požadavků, např. VPP)
4- ÚSV - gymnázium	
5- ÚSO - SOŠ	4- dohoda o pracovní činnosti
6- vyšší vzdělání	
7- vysokoškolské	

Vyplňte též druhou stranu AGR 80.02

Další údaje o volném místě

- stručný popis pracovní činnosti

- další požadavky na zaměstnance (např.: odborné znalosti, praxe, řidičský průkaz, svátečský průkaz apod.)

Vystavil:..... Schválil:.....
Dne:.....

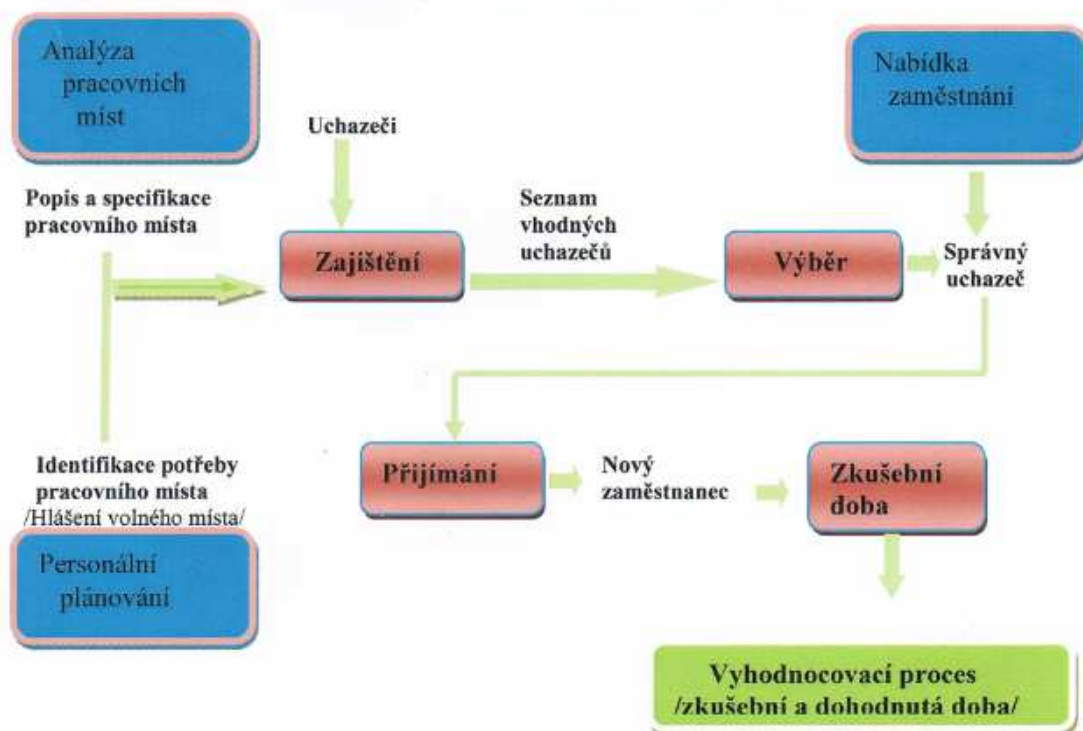
Prevzal P.Ú. dne:..... Personální ředitel:.....

Uchazeči o volné místo:		
Příjmení a jméno	Datum jednání	Přijat dne

Nahlášeno na ÚP dne:.....

Appendice 8

Obrázek 1: Schéma získávání a výběru zaměstnanců v Agrostroji Pelhřimov a.s.



Obrázek 2: Matice odpovědnosti při obsazování volného místa v Agrostroji Pelhřimov

Použito schéma PÚ- APe

Appendice 9



ON PU 012 05 Příloha č. 3

Revize:

List 1/1



Pracovní smlouva

Agrostroj Pelhřimov, a.s., U nádraží 1967, Pelhřimov

zastoupený
jako zaměstnavatel

a

Pan (paní) nar. rodné č.

trvale bydlíště
jako zaměstnanec

Zákonný zástupce mladistvého:

Pan (paní) nar. rodné č.

trvale bydlíště

uzavřeli dne pracovní poměr s těmito náležitostmi

I.

a) sjednaný druh práce

.....

b) místo výkonu práce

c) den nástupu do práce

d) mzdové a platové podmínky

.....

e) sjednaná zkušební doba

f) případná úprava pracovní doby

g) další podmínky

II.

Pracovní poměr byl sjednán na dobu

Appendice 10

Orientalational semi-structured questions to interview

1. Systém přijímání zaměstnanců – zda přes centrální personální oddělení /HRM oddělení/ nebo přes jednotlivé závody, zda přes personální agentury, či podnikové jednotky
2. Kolik zaměstnanců pracuje v personálním oddělení, kdo má na starosti příjem zaměstnanců.
3. Systém přijímání zaměstnanců u společnosti - rozdíly mezi THP a dělníky
4. Kdo provádí a zda provádí analýzu pracovních míst, definice a specifikace pracovních míst, požadavky na uchazeče o zaměstnání
5. Jaké druhy zaměstnání nabízí? Kolik zaměstnávají zaměstnanců, příp. počty THP a dělníků.
6. Jakým způsobem probíhá nábor a jaké prostředky jsou k němu využívány? (médiá, internet, pracovní úřady, spolupráce s družstvy, agenturami, zda se spolupracuje s vysokými školami)
7. Průběh přípravy na pohovor, jaké prostředky jsou používány, doba trvání pohovoru, fáze, zda využívají přímé dotazování, nebo testování znalostí, dovedností.
8. Jak rozvíjí péči a vzdělání o zaměstnance, uchazeče – zda využívají kurzů, programů na vývoj zaměstnanců a jejich schopností, spolupracují s EU na programech?
9. Zda využívají v určité míře levnější pracovní síly – brigádníci, senioři
10. Jak se projevila ekonomická krize na zaměstnávání u společnosti - nepopulární kroky či omezování nákladů v jiné sféře (propouštění)
11. Zda pozorují zvyšující, popř. snižující se trend kvalifikace nových zaměstnanců, hlavně z řad mladých lidí, zájem o zaměstnání
12. Jsou pohovory vedené spíše strukturovaným způsobem, či nestrukturalizovaným ---- zda dle určité šablony, daných bodů, nebo na základě reakce a situace pohovoru.
13. Jestli využívají spíše vnitřní zdroje hledání zaměstnanců či vnější – nábor zaměstnanců uvnitř podniku či mimo podnik.
14. Které znalosti a zkušenosti, popř. vlastnosti jsou pro výběr zaměstnanců nejdůležitější – např. při selekci, užším výběru zaměstnanců.
15. Mají od zaměstnanců zpětnou vazbu? Zjišťují výkonnost, spokojenost, sounáležitost s firemní kulturou? Jakým způsobem?
16. Vývoj zaměstnanosti u společnosti v posledních letech.
17. Jak se projevíly změny spojené se vstupem do EU na zaměstnanosti, zda se projevíly, či zda změnily strukturu zaměstnání, zájem o programy, změnu ve výrobních postupech, omezení a limity dané EU ve vztahu k zaměstnání
18. Zda existují programy podporované EU, v kterých našla uplatnění řada uchazečů o zaměstnání