

Chris Brett

Student Number – 2318124

Word Count - 1416

(AC 1.1)

Before taking on employees, I want to highlight the employee lifecycle and how you can contribute within each of the five stages.

The first stage is 'attraction', making the brand attractive is prominent. Clean Quarter must be externally seen as a wonderful place to work. Attractive brands become employers of choice for job seekers, who will actively seek opportunities to join the company, therefore reducing future recruitment costs.

Second is 'recruitment', attracting candidates by reinforcing brand imagery and ensuring recruitment processes are carried out efficiently with due regard to applicant interests.

Third is 'onboarding', the first impression given to employees of Clean Quarter once employed, emphasis here also on helping people settle into the company.

Fourth is 'development', all employees require opportunities to acquire skills. The CIPD survey on talent management issues, showed increasing training and development opportunities was the most common employer initiatives taken to improve staff retention (2022, P.356).

Fifth is 'retention', making it an enjoyable place to stay, whilst also taking extra steps to encourage key staff to stay. This is backed by Allen and Bryant, outlining line management, and ineffective leadership by senior management, as the major driver of unwanted staff turnover (2022, P.359).

Lastly, 'Separation', when you lose employees, handle with care and consideration, for the welfare of the workforce, to foster substantial value internally and externally.

"Employees go on a journey with you, with many milestones and interactions, therefore the quality of employee experience has a direct impact on employee satisfaction" Plaskoff (2023b, P.277). In my own conclusion it will have a direct impact on Clean Quarter's long-term success as result.

(AC 1.2)

You are looking to employ three sales assistants for Clean Quarter, and therefore must recruit the 'right' candidates. The CIPD note good recruitment is vital, to ensure the workforce can better the organisation's future, it is not about filling vacancies but securing long-term success (2023).

To attract candidates, you must create a job description and a person specification. First you undertake a job analysis which provides data for recruitment, job evaluation, performance management, and this is the core for the job description.

Stanley Petzall, describes a job analysis as a basic Human Resources activity. A Job analysis involves an examination of job content, job requirements and the context in which the job is

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performed. It involves a systematic process of identifying tasks which make up jobs, the responsibilities, knowledge, skills, and abilities required to adequately perform the roles duties (2022, P.66).

Although a job analysis is technically an administrative task, it is a hugely valuable process that adds value to Clean Quarter Ltd.'s activities.

The main output of a Job analysis will be a job description, job summary or role map, Allen (2022, P.71). Job descriptions are well established across organisations and vary little from one company to another.

Job descriptions include headings such as: Job titles; grade of pay; location; reporting structure; job purpose; principal duties; and reference to other documents that may clarify or expand on other items. You may also express to employees that the content and reporting lines may be reviewed and cannot be assumed to remain the same indefinitely.

The purpose of the job description can be used in five specific ways:

1. For a tool in recruitment; they can assist in writing job advertisements.
2. A selection tool; it helps to ensure of a clear match between the abilities or experience and the requirements needed for the role.
3. The basis for employment contracts.
4. In potential future cases of unfair discrimination. Employment law recognises job descriptions as evidence and can deter people from bringing legal action if they can be used as evidence.
5. A clear showing of the employers' expectations, priorities and values are communicated clearly to inexperienced staff.

The second output of a job analysis is the person specification. The person specification's main purpose is to outline the skills, education, attributes, experience, qualifications, and knowledge that are required for the role. It is often used in the shortlisting process as a means of scoring applications equitably.

Typically, the person specification is divided into desirable and essential characteristics sought after and most suitable for the role. It is important to remember "Finding the right people for the right roles is not just a matter of matching people in skills, but also in values and interests", Chamorro-Premuzic (2023b, P. 246).

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(AC 1.3)

You will now be in a place to recruit, meaning to actively seek and solicit applications from potential employees.

As you have no internal employees, you must concentrate on external recruitment methods.

Walker and Hinojosa identified that content and design play a significant role in making advertisements effective (2022, P.95), but this is enhanced by recruitment methods.

There are many recruitment methods, however for this role, I advise using volume recruitment methods as they are easier to recruit and train. I, therefore, suggest using professional social networks i.e., LinkedIn, backed by Facebook and X 'twitter.'

The CIPD, confirms that professional and social networking sites are in the top 10 recruitment methods used by organisations (2021, P.109).

Cross platform advertising is effective as each has a slightly different target audience, and therefore widens the potential to attract new candidates.

Social media is ideal to look for new recruits, and to promote the Clean Quarter Brand effectively and translate into future customers.

Another external method I advise is job boards. This proves useful for new companies, as the brand is not well known, and they struggle to attract candidates directly to their website.

Therefore, visibility is necessary, through free job boards such as Indeed, or paid boards such as Total Jobs. A key benefit is the allowance to provide links to the website and the ability to upload CV's so you can start the shortlisting process.

Job Sites do not have to attract casual readers like normal print advertisements, as people who visit them are actively seeking a job (2023b, P.250).

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(AC 1.4)

All material on job boards and social media must maintain clear and accurate copy (words), including elevated levels of detail of notable features.

The Clean Quarter name must be displayed, plus; job titles, salary, location, key details, job description and person specification, application dates, benefits and how to apply. It must be concise, as thanks to character limiting social media, prospective candidates lose interest with longer detailed copy.

When writing copy for recruitment, particularly social media, be aware of corporate social responsibility. This is critical for roles such as sales assistants which can be targeted towards younger adult job seekers.

Lievens and Chapman, distinguished four activity types to prove attractive to talent, including: good environmental practices; community relations; sponsorships; and positive treatment of women and minorities (2022, p.131). A positive company image increases the likelihood that job offers are accepted when made, as you become an organisation people will be proud to represent.

(AC 2.1)

Selection programmes are complex and thus careful planning is necessary. According to Groyberg et al, selection is not easy to get right and a third of promising new employees leave within three years of being recruited (2023b, P.245).

I would advise two selection methods to work as a combination to predict future performance.

Considering the Schmidt and Hunter research on the validity of selection methods, and assessing the meta-analysis (2023b, P.254), I advise a face-to-face strengths-based interview for the vacancy.

A strengths interview will allow you to concentrate on what the candidates are good at doing, rather than just what they can do. This method is important for new companies.

I advise utilising an GMA 'general mental ability' test alongside the interview process.

A GMA allows those who struggle to perform to the best of their ability in interviews, equally it gives a high predictive validity to job performance as per the Schmidt and Hunter research (2023b, P.258).

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(AC 2.4)

Throughout the hiring, interviewing and candidate testing, you must retain selection records. The CIPD advise that candidate records should be retained for at least 6 months.

Although it would be a good idea to hold them for a year, as time limits for discrimination claims could be extended to 12 months (2021, P.130).

Records to retain include application forms, CV's, Interview records, GMA tests, notes, scores, and decisions against each prospective candidate.

There is always the burden of proof against organisations with discrimination claims. Organisations are responsible for evidencing non-discriminatory reasons for acts complained of, and selection records prove as facts to a fair and just process of employment (2019, P.124).

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(AC 2.5)

Example letter of appointment for Clean Quarter Ltd,

(Applicants Name)

(Home Address & Email)

Date – 4th December 2026

Subject – Successful application and subsequent job appointment letter for the Sales Assistant position at Clean Quarter Ltd.

Dear (Selected applicant for the role),

Congratulations and thank you for speaking with me over the phone regarding your successful application to join Clean Quarter Ltd as a Sales Assistant.

As the director of Clean Quarter Ltd, I would like to formally offer you the position of sales assistant within the company.

You are joining at a fantastic time at Clean Quarter Ltd, our company is a saviour to the retail market, selling plastic free food products, plus cleaning and cosmetic products.

Job Title – Sales Assistant

Job Description – Responsible for serving and assisting customers, whilst selling products and services for Clean Quarter Ltd, including but not limited to plastic free food products, cleaning, and cosmetic products.

Start Date – Monday the 2nd of January 2027.

Position Hours – 37.5 Hours per week, Monday to Friday, 9:00am – 17:00pm including 30 minutes lunch break per day.

Salary - £21,000 per annum.

Benefits – You will make 2% commission on each individual sale made – more information provided in the contract of employment.

This offer is made subject to the necessary pre-employment checks.

If you have any queries on the contents of this letter or the pre-employment checks, please do not hesitate to contact me on 07770074006 or CleanQuarter@outlook.com.

To accept this offer, please sign this letter and scan it back to CleanQuarter@outlook.com or post

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to, Clean Quarter Ltd, Quarter Lane, Carmarthen, SA32 8AA.

We are delighted to offer you this job opportunity and look forward to you joining Clean Quarter Ltd.

Yours sincerely,

Jaspreet Jones, Director.
Clean Quarter Ltd

Clean Quarter Ltd,
Quarter Lane,
Carmarthen,
SA32 8AA

Example letter of a non-appointment for Clean Quarter Ltd,

Subject - Re. Sales Assistant application at Clean Quarter Ltd

Dear (Candidate Name),

Thank you for your recent application, interview, and GMA testing for the sales assistant position at Clean Quarter Ltd. We highly appreciate your time and effort spent applying for the position.

After careful review and assessment of your application, we regret to inform you that you have not been successful on this occasion.

However, we were impressed with your interview and GMA results, therefore we will keep your application on file and contact you if any other opportunities arise in the future.

We are more than happy to offer you feedback, please call 07770074006 anytime this week to discuss.

Thank you again for your interest in Clean Quarter Ltd, and we wish you luck in your career journey.

Sincerely,

Jaspreet and Caroline, Clean Quarter Ltd.

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Reference List

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