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for Exercise & Fitness

UNIVERSITY of LIMERICK
OILSCOIL EITHMIGER

Facility Operations in Exercise and Health Fitness

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Section: Human Resource Management
Lesson: 5

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Topics

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graph TD; Overview[Overview] --> Selecting_candidate[Selecting candidate]; Selecting_candidate --> Advertising_job[Advertising job]; Advertising_job --> Pre_recruitment[Pre-recruitment]; Pre_recruitment --> Overview;
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Topic 1

Overview

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Definition

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- Strategic approach to management of organisation's most valued assets → employees.
- Employees individually/collectively contribute to achievement of organisational objectives.



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Functions

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- Employing people.
- Developing employees' capacities.
- Using and compensating employees' services.



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Challenges

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- Successful organisation must manage workforce effectively.
- Challenging task because individuals differ:
 - Physically
 - Culturally
 - Psychologically
 - Stages of life and career cycles



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Considerations

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- Huge growth since 1970s → increase in educated personnel.
 - College courses in HRM.
- Must be integrated into strategic planning process.
 - Estimating demand for/supply of labour



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Topic 2

Pre-recruitment

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Recruitment

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1. Attract suitable applicants.
2. Deter unsuitable applicants.
3. Create positive image of company.



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Job description

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- Three components:
 1. Job description
 2. Qualifications and person specification
 3. Terms and conditions



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Job description

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1. Job description → broad description of job's purpose, scope, duties and responsibilities.
 - Job title
 - Location
 - Reporting mechanisms
 - Main tasks



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Job description

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2. Qualifications and person specification → description of best person for job.
 - Qualifications
 - Knowledge required
 - Specific skills required
 - Experience in area
 - Personal attributes
- Must differentiate between essential and desirable criteria.



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Job description

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3. Terms and conditions:

- Effort/reward relationship
- Hours to be worked
- Method of payment
- Holidays and other entitlements
- Must meet employment legislation requirements



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Topic 3

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Advertising job

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Next step

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- Once job description is complete, position can be advertised:

1. Job description
2. Qualifications/person specifications
3. Summary of terms and conditions



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Topic 4

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Selecting candidate

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Selection

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- Once applications have been received, selection process can begin.
 1. Short list applicants
 2. Selection
 3. Induction

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Short listing

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1. Cross reference applications with qualifications/person specification to select suitable candidates.
2. Eliminate those who did not meet criteria.

- Measurable job description and person specification essential.

Short List

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Selection

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- Interview: group or individual, structured for fair comparison, notes taken.
- Practical assessment of job-related tasks.
- Objective grading tool used to justify selections.
- Reference check before job offered → confirm qualifications and character.



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Grading

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Name	Personal Presentation Score : 0,1,2,3	Relevant Qualifications Score : 0,1,2,3	Relevant Admin Experience Score : 0,1,2,3	Knowledge of the Fitness Industry Score : 0,1,2,3	Other/ General comments Score : 0,1,2,3	Total Score Possible 15
1 Mary Black						
2 John Green						
3 Helen Gold						

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Induction

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- Letter of offer, followed by acceptance.
- Short-term induction to facilitate smooth transition.
- Discussion of contract and terms of employment.



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Next

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Lesson 6

Contract of employment
Motivation and job satisfaction
Performance appraisal
Planning performance appraisal

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