

An Analysis of Search and Selection of Employees in a Selected Company

Aneta Rylková

Bachelor's Thesis
2022



Tomas Bata University in Zlín
Faculty of Humanities

Univerzita Tomáše Bati ve Zlíně
Fakulta humanitních studií
Ústav moderních jazyků a literatur

Akademický rok: 2021/2022

ZADÁNÍ BAKALÁŘSKÉ PRÁCE

(projektu, uměleckého díla, uměleckého výkonu)

Jméno a příjmení: **Aneta Rylková**
Osobní číslo: **H170187**
Studijní program: **B7310 Filologie**
Studijní obor: **Anglický jazyk pro manažerskou praxi**
Forma studia: **Prezenční**
Téma práce: **Analýza systému vyhledávání a výběru zaměstnanců ve vybrané firmě**

Zásady pro vypracování

Literární rešerše na téma vyhledávání a výběr zaměstnanců
Představení společnosti Scott Automation a.s.
Analýza současného systému vyhledávání a výběru zaměstnanců pro pozici operátor CNC strojů a operátor ohraňovacího lisu ve firmě Scott Automation a.s.
Doporučení ke zlepšení systému

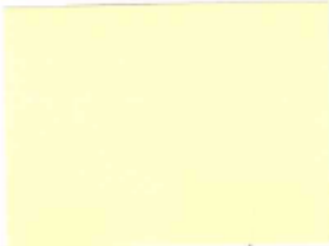
Forma zpracování bakalářské práce: **tištěná/elektronická**
Jazyk zpracování: **Angličtina**


Seznam doporučené literatury:


- Armstrong, Michael, and Stephen Taylor. 2020. *Armstrong's Handbook of Human Resource Management Practice*. New York: Kogan Page.
- Hook, Caroline, and Andrew Jenkins. 2019. *Introducing Human Resource Management*. United Kingdom: Pearson Education.
- Horváthová, Petra, and Andrea Čopíková. 2017. *Human Resource Management*. Ostrava: VŠB-TU Ostrava.
- Koubek, Josef. 2015. *Řízení lidských zdrojů: základy moderní personalistiky*. Praha: Management Press.
- Lussier, Robert N., and John R. Hendon. 2020. *Fundamentals of Human Resource Management: Functions, Applications, and Skill Development*. Los Angeles, London, New Delhi, Singapore, Washington DC, Melbourne: SAGE.

Vedoucí bakalářské práce: **Ing. Petra Benyahya, Ph.D.**
Ústav managementu a marketingu

Datum zadání bakalářské práce: **8. listopadu 2021**
Termín odevzdání bakalářské práce: **9. května 2022**


Mgr. Libor Marek, Ph.D.
děkan




doc. Mgr. Roman Trušník, Ph.D.
ředitel ústavu

Ve Zlíně dne 28. února 2022

PROHLÁŠENÍ AUTORA BAKALÁŘSKÉ PRÁCE

Beru na vědomí, že

- odevzdáním bakalářské práce souhlasím se zveřejněním své práce podle zákona č. 111/1998 Sb. o vysokých školách a o změně a doplnění dalších zákonů (zákon o vysokých školách), ve znění pozdějších právních předpisů, bez ohledu na výsledek obhajoby ¹⁾;
- beru na vědomí, že bakalářská práce bude uložena v elektronické podobě v univerzitním informačním systému dostupná k nahlédnutí;
- na moji bakalářskou práci se plně vztahuje zákon č. 121/2000 Sb. o právu autorském, o právech souvisejících s právem autorským a o změně některých zákonů (autorský zákon) ve znění pozdějších právních předpisů, zejm. § 35 odst. 3 ²⁾;
- podle § 60 ³⁾ odst. 1 autorského zákona má UTB ve Zlíně právo na uzavření licenční smlouvy o užití školního díla v rozsahu § 12 odst. 4 autorského zákona;
- podle § 60 ³⁾ odst. 2 a 3 mohu užít své dílo – bakalářskou práci - nebo poskytnout licenci k jejímu využití jen s předchozím písemným souhlasem Univerzity Tomáše Bati ve Zlíně, která je oprávněna v takovém případě ode mne požadovat přiměřený příspěvek na úhradu nákladů, které byly Univerzitou Tomáše Bati ve Zlíně na vytvoření díla vynaloženy (až do jejich skutečné výše);
- pokud bylo k vypracování bakalářské práce využito softwaru poskytnutého Univerzitou Tomáše Bati ve Zlíně nebo jinými subjekty pouze ke studijním a výzkumným účelům (tj. k nekomerčnímu využití), nelze výsledky bakalářské práce využít ke komerčním účelům.

Prohlašuji, že

- elektronická a tištěná verze bakalářské práce jsou totožné;
- na bakalářské práci jsem pracoval samostatně a použitou literaturu jsem citoval. V případě publikace výsledků budu uveden jako spoluautor.

Ve Zlíně

.....

1) zákon č. 111/1998 Sb. o vysokých školách a o změně a doplnění dalších zákonů (zákon o vysokých školách), ve znění pozdějších právních předpisů, § 47b Zveřejňování závěrečných prací;

(1) Vysoká škola nevydělečně zveřejňuje disertační, diplomové, bakalářské a rigorózní práce, u kterých proběhla obhajoba, včetně posudků oponentů a výsledku obhajoby prostřednictvím databáze kvalifikačních prací, kterou spravuje. Způsob zveřejnění stanoví vnitřní předpis vysoké školy.

(2) *Disertační, diplomové, bakalářské a rigorózní práce odevzdané uchazečem k obhajobě musí být též nejméně pět pracovních dnů před konáním obhajoby zveřejněny k nahlížení veřejnosti v místě určeném vnitřním předpisem vysoké školy nebo není-li tak určeno, v místě pracoviště vysoké školy, kde se má konat obhajoba práce. Každý si může ze zveřejněné práce pořizovat na své náklady výpisy, opisy nebo rozmnoženiny.*

(3) *Platí, že odevzdáním práce autor souhlasí se zveřejněním své práce podle tohoto zákona, bez ohledu na výsledek obhajoby.*

2) *zákon č. 121/2000 Sb. o právu autorském, o právech souvisejících s právem autorským a o změně některých zákonů (autorský zákon) ve znění pozdějších právních předpisů, § 35 odst. 3:*

(3) *Do práva autorského také nezasahuje škola nebo školské či vzdělávací zařízení, užije-li nikoli za účelem přímého nebo nepřímého hospodářského nebo obchodního prospěchu k výuce nebo k vlastní potřebě dílo vytvořené žákem nebo studentem ke splnění školních nebo studijních povinností vyplývajících z jeho právního vztahu ke škole nebo školskému či vzdělávacího zařízení (školní dílo).*

3) *zákon č. 121/2000 Sb. o právu autorském, o právech souvisejících s právem autorským a o změně některých zákonů (autorský zákon) ve znění pozdějších právních předpisů, § 60 Školní dílo:*

(1) *Škola nebo školské či vzdělávací zařízení mají za obvyklých podmínek právo na uzavření licenční smlouvy o užití školního díla (§ 35 odst.*

3). *Odpirá-li autor takového díla udělit svolení bez vážného důvodu, mohou se tyto osoby domáhat nahrazení chybějícího projevu jeho vůle u soudu. Ustanovení § 35 odst. 3 zůstává nedotčeno.*

(2) *Není-li sjednáno jinak, může autor školního díla své dílo užít či poskytnout jinému licenci, není-li to v rozporu s oprávněnými zájmy školy nebo školského či vzdělávacího zařízení.*

(3) *Škola nebo školské či vzdělávací zařízení jsou oprávněny požadovat, aby jim autor školního díla z výdělku jim dosaženého v souvislosti s užitím díla či poskytnutím licence podle odstavce 2 přiměřeně přispěl na úhradu nákladů, které na vytvoření díla vynaložily, a to podle okolností až do jejich skutečné výše; přitom se přihlédne k výši výdělku dosaženého školou nebo školským či vzdělávacím zařízením z užití školního díla podle odstavce 1.*

ABSTRAKT

Tato bakalářská práce má za cíl analyzovat současný stav vyhledávání a výběru zaměstnanců ve firmě Scott Automation a.s. První část práce je teoretická a se zabývá poznatky z oblasti řízení lidských zdrojů a popisem procesu vyhledávání a výběru zaměstnanců. Tyto poznatky také vysvětlují základní termíny spojené s touto problematikou a jsou čerpány z odborné literatury. Druhá část práce je praktická a zkoumá systém vyhledávání a výběru zaměstnanců ve firmě Scott Automation a.s.. Tato část začíná představením organizace, která obsahuje základní údaje o společnosti, zaměstnancích a vybraných ekonomických ukazatelích. Další část už je věnována systému vyhledávání a výběru zaměstnanců v dané firmě s popisem toho, jaké zdroje pro vyhledávání používá a jak celý proces naboru a výběru probíhá.

Klíčová slova: nábor, výběr, kandidát, organizace

ABSTRACT

This bachelor's thesis aims to analyse the current state of search and selection of employees in the company Scott Automation a.s. The first part of the thesis is theoretical and deals with knowledge in the field of human resource management and a description of the process of searching and selecting employees. This knowledge also explains the basic terms associated with this issue and is gained from the professional literature. The second part of the thesis is practical and examines the search and selection system of employees in the company Scott Automation a.s. This part begins with an introduction to the organization, which contains basic information about the company, employees, and selected economic indicators. The next part is devoted to the system of search and selection of employees in the company, describing what sources it uses for the search and how the whole recruitment and selection process is underway.

Keywords: recruitment, selection, candidate, organization

ACKNOWLEDGEMENTS

I would like to express my gratitude to Ing. Petra Benyahya, Ph.D., for supervising my bachelor's thesis. In particular, I thank her for her valuable advice, opinions, and comments on work, without which I would not be able to complete this thesis.

I would like to thank Soňa Kurková, the HR manager, for providing me with the documents and information for the thesis. Also, I thank my family and friends for their support.

I hereby declare that the print version of my bachelor's thesis and the electronic version of my thesis deposited in the IS/STAG system are identical.

CONTENTS

INTRODUCTION	10
I THEORY.....	11
1 HUMAN RESOURCE MANAGEMENT.....	12
2 HUMAN RESOURCE PLANNING.....	14
2.1 REASONS FOR HR PLANNING.....	14
3 RECRUITMENT AND SELECTION.....	15
3.1 LEGAL ASPECTS.....	15
4 RECRUITMENT PROCESS	17
4.1 JOB ANALYSIS	17
4.1.1 Job description	18
4.1.2 Job or person specification.....	18
4.2 RECRUITMENT AND SELECTION STRATEGY	18
4.2.1 Internal or external sources of candidates	19
4.2.2 Strengths and weaknesses of an organization	21
4.2.3 Employer branding.....	21
4.2.4 Employee value proposition.....	21
4.3 METHODS FOR ADDRESSING CANDIDATES	22
4.3.1 Advertisement	22
4.3.2 Online recruitment	23
4.3.3 Social media	23
4.3.4 Job boards.....	24
4.3.5 Corporate websites	25
4.3.6 Universities and educational facilities.....	25
4.3.7 Other methods for addressing candidates	26
5 SELECTION PROCESS	27
5.1 THE INITIAL SCREENING AND SHORTLISTING	27
5.2 METHODS FOR OBTAINING INFORMATION ABOUT CANDIDATES FOR SELECTION.....	29
5.2.1 Interviews	29
5.2.2 Tests and assessment centre	30
5.2.3 References	30
6 SUMMARY OF THEORETICAL KNOWLEDGE	32
II ANALYSIS.....	33
7 INTRODUCTION OF THE ORGANIZATION.....	34
7.1 THE SCOPE OF THE ORGANIZATION’S BUSINESS AND ITS SIZE	34
7.2 ORGANIZATION’S GOALS.....	36
7.3 SELECTED ECONOMIC INDICATORS OF THE ORGANIZATION	37

7.4	SWOT ANALYSIS	38
8	AN ANALYSIS OF THE CURRENT SEARCH AND SELECTION OF EMPLOYEES IN SCOTT AUTOMATION A.S.	39
8.1	AIM OF THE ANALYSIS	39
8.2	METHODS OF DATA COLLECTION	39
8.3	SCOTT AUTOMATION’S CURRENT SITUATION	40
8.4	RECRUITMENT	42
8.4.1	Financial and non-financial benefits	42
8.4.2	Methods for attracting internal candidates	43
8.4.3	Methods for attracting external candidates	44
8.5	SELECTION	48
8.5.1	Face-to-face interview	49
8.5.2	Selection assessment	50
8.5.3	Final decision	50
8.6	SUMMARY OF ANALYTICAL FINDINGS	51
9	PROPOSED RECOMMENDATIONS	53
9.1	COOPERATION WITH SECONDARY SCHOOLS.....	53
9.2	TRADE SHOW OF JOB OPPORTUNITIES	54
9.3	BETTERMENT OF CORPORATE WEBSITE	55
9.4	CREATING A FACEBOOK PAGE	56
	CONCLUSION	58
	BIBLIOGRAPHY	60
	LIST OF ABBREVIATIONS	63
	LIST OF FIGURES	64
	LIST OF TABLES	65
	APPENDICES.....	66

INTRODUCTION

In today's world, with successful organizations expanding and founding their subsidiaries worldwide, a company needs to overcome various economic or organizational barriers and secure its position among the competition. However, this requires that the organization has enough qualified people, without which it could not function. It can be claimed that human capital is the most vital thing a company needs to work. Therefore the organization must pay sufficient attention to human resource management to ensure the best employees for its company.

This bachelor's thesis will aim to examine the current state of search and selection of employees in Scott Automation a.s. for the CNC Machine Operator and Press Brake Operator positions. These positions were chosen because it was an actual problem the organization had to address. The CNC Machine Operator and Press Brake Operator are technologically focused positions for which there is the need to find enough qualified workers with adequate educational backgrounds. Scott Automation a.s. has tried unsuccessfully to find suitable candidates for these positions for a long time. Therefore, the thesis will inquire into the organization's system of searching and selecting employees for the two positions and discover its main strengths and weaknesses to provide recommendations for improvement.

The theoretical part of the bachelor's thesis will introduce the principal terms connected to human resource management, recruitment, and selection. This part will concentrate on the professional literature, which will serve as a background to understand and explain the recruitment and selection process and other necessary terms to further examine the organization's system in the practical part of the bachelor's thesis.

The practical part will focus on Scott Automation's system of search and selection of new employees while using the knowledge described in the theoretical part. The first chapter will introduce the organization. The following chapters will be aimed at analysing the system of finding new employees for the CNC Machine Operator and Press Brake Operator positions. Scott Automation's system will be compared accordingly to the theoretical knowledge highlighting its strengths and weaknesses. Consequently, the final chapter with proposed recommendations will suggest improvements to its system, ensuring the organization will find the necessary number of employees for these job positions.

I. THEORY

1 HUMAN RESOURCE MANAGEMENT

Human resource management (HRM) is a term used to describe all employment processes, including people working in an organization (Armstrong 2020, 4). Also, this term indicates managerial approaches which are connected to the successful finding of new employees, their future development, and their well-being in a company while ensuring the best possible employment relationship and bilateral satisfaction (Horváthová and Čopíková 2017, 1).

According to Koubek (2015, 15), HRM is a concept that evolved from personnel management during the 1950s and 1960s, emphasizing the workforce as a principal and valuable source for an organization helping to succeed in established company objectives.

The same opinion is shared by Horváthová and Čopíková (2017, 3), adding a point that explains the difference between personnel management and human resource management. Personnel management is focused administratively, paying attention to communication with employees and paperwork that handles employment issues such as payrolls, contracts, or employment laws. On the other hand, HRM is focused more on the employees and their overall incorporation into an organization since the workforce should contribute to and support its success. (Horváthová and Čopíková, 2017, 3).

HRM managers in an organization must manage numerous activities while ensuring that their implementation will fulfill organizational objectives. Whereas the main goals are usually similar for every organization, the main activities performed by managers can vary according to the size of an organization or the function of managers (Hook and Jenkins, 2019, 6). The main goals which an organization aims to achieve through HRM belong (Armstrong 2020, 7):

- understanding that all human resource strategies in a particular company should be used and implemented in a way that would provide an organization with the necessary support to achieve its objectives and ensure that those activities are in concord with the organization's business strategy,
- an effort to develop a high-performance culture that would be sustainable over a long period of time,
- discover the best ways to attract talented, skilled, and engaged people for an organization who are necessary for an organization's success,

- create a harmonic employment relationship that would provide a sense of trust, appreciation, and understanding between management and employees,
- participate in a good experience for employees and provide them opportunities for their professional growth.

The main activities of managers are as follows (Hook and Jenkins, 2019, 5):

- responsibility for workforce planning, including analysis, the processes necessary for recruitment and selection of employees,
- learning of new employees, their training and development of skills and knowledge,
- motivating employees using rewards for their high performance and regular payment, benefits, training for professional improvement,
- handling contracts, ensuring equal employment opportunity and fair treatment,
- follow health, safety, security, and ethics issues according to laws or provisions,
- manage dismissal or redundancy decisions and the process itself.

2 HUMAN RESOURCE PLANNING

Human resource planning or workforce planning refers to an essential process of human resource management in which managers must analyze people's requirements for vacancies needed for an organization. It means analysing the organization's people already working for them, the number of employees a company must hire in the future, or solutions for a necessary current demand and supply of employees. In other words, those processes should result in having the required number of people with the necessary skills and knowledge in an organization at the right time and in the right place. (Armstrong 2020, 289).

Nevertheless, it is essential to do these processes, which are mentioned above, in a way that will correspond to organizational strategy and will satisfy short and long-term company goals (Horváthová and Čopíková 2017, 17).

2.1 Reasons for HR planning

In case the human resource planning is appropriately done in an organization and corresponds to the current and future state, which a company predetermines as its objective, the results of the analysis can help an organization to display information for improving its human resource strategies (Caroline and Jenkins 2019, 141).

According to Armstrong (2020, 291), there are three main reasons for HR planning in organizations:

- to understand and possibly optimize people's resources in a way that can modify according to circumstances and modify them due to actual problems, which could result in making undesirable decisions,
- to benefit from analysis in a way that managers would easier predict the future state if they are acquainted with the current situation, and they would focus not only on short-term objectives but also on the long-term,
- to compile human resources plans accordingly to business plans and in a way that those plans can obtain support from higher managers and better organize and coordinate critical organizational decisions and their application in practice.

3 RECRUITMENT AND SELECTION

Recruitment and selection are considered an essential part of HRM, which allows managers to compete for skilled candidates for their organization by using different methods and processes to attract several possible candidates who will meet the company's requirements to fill a vacancy needed (Emma - Denisa 2017).

Although recruitment and selection can be considered as two separate processes with different approaches, they are fundamentally interconnected and influence each other (Hortváthová and Čopíková 2017, 20). This idea is confirmed by Hook and Jenkins (2019, 164), claiming that both are closely related and focus on hiring an employee with specific competencies. However, Hook and Jenkins (2019, 164) added that even though these two processes are related and interconnected, each requires different levels of managers' abilities and expert knowledge.

In today's competitive world, organizations must adjust to numerous changes. Those changes include the national and global economic environment, as well as changes in shortage of skilled employees, candidate's expectations for an employer and work itself, and in recent years the shift in usage of new and evolving technologies not only in the recruitment and selection processes but also in the workplace (Zeuch 2016, 3).

According to Nikolaou (2021), recruitment and selection of employees have been changing, especially in the last twenty years when new technologies are on the rise. The new technological developments include the internet, social media, and numerous other possibilities that substantially impact the recruitment and selection process. It has influenced methods and provided HR managers with new options used in those processes (Nikolaou 2021). A majority of them will be explained in detail in the following chapters.

3.1 Legal aspects

The process of recruitment and selection of an employee or other labor law matters between the employee and the employer are subject to the Labor Code No. 262/2006 Coll., as amended in the Czech Republic.

In addition, the employment contract is also subject to the Labor Code No. 262/2006 Coll., which states, according to the provision §34, three mandatory information that must be included in the employment contract as follows:

- “the type of work (job title) which the employee will perform for the employer,

- the place or places of work where the employee will perform the work pursuant to the first point,
- the date of commencement of employment (i.e. of an employment relationship).”

4 RECRUITMENT PROCESS

The term recruitment, recruiting, or staffing is defined as searching for people with the right skills, knowledge, and behaviours to fit into an organization and successfully perform a job or a particular position within the organization, which is needed to fulfill (Zeuch 2016, 5).

Moreover, the recruitment process is crucial for an organization because having capable employees means that an organization can fulfill its organizational objectives through them, influencing its success and prosperity, and competitiveness among other companies (Koubek 2015, 126).

The process of recruitment and selection itself is divided into numerous stages. Armstrong (2020, 299) suggested ten stages of this process, which include “defining requirements, attracting candidates, sifting applications, interviewing/assessment centres, testing, assessing candidates, obtaining references, checking applications, offering employment, following up.” On the contrary, Horváthová and Čopíková (2017, 21) suggested only five stages, including “job analysis, recruitment and selection strategy, recruitment, selection, and evaluation.”

In one way or another, the fundamental stages include attracting candidates, screening potential and suitable candidates, and the final stage of offering a job (Nikolaou 2021). Nevertheless, differences in recruitment and selection appear between small and big organizations. Big and small companies do not function similarly, so more prominent organizations conduct these two processes more intensively than smaller organizations using different methods and approaches to find suitable candidates (Emma - Denisa 2017; Urbancová, Stachová, and Stacho 2015, 1052). The reason for that is differences in an organization’s size and, consequently, its HR department’s size, costs available, and the economic sector in which an organization operates (Urbancová, Stachová, and Stacho 2015, 1052). In addition, it also depends on the lifecycle of an organization, which means in which stage (existence, survival, success, renewal, and decline) an organization is currently standing and on the overall economic cycle, which positively or negatively influences external circumstances (Emma - Denisa 2017; Lester, Parnell, and Carraher 2003, 342-343).

4.1 Job analysis

Job analysis is a process in which managers have to gather information about a vacancy that is needed to fill and define the requirements of potential candidates in terms of their skills,

knowledge, and duties (Hook and Jenkins 2019, 167-168). It is the first and vital stage of recruitment since this process should provide basic information about a position for potential candidates (Armstrong 2020, 299; Horváthová and Čopíková 2017, 21). Job analysis aims to form job descriptions and job or person specifications (Hook and Jenkins 2019, 167).

4.1.1 Job description

Job descriptions describe a specific position's primary responsibilities, tasks, and information about it. As recommended by Koubek (2015, 134), job descriptions should contain "job title, job function, employment, types of job tasks and for what is an employee responsible, place of work, the possibility of training and education during work, working conditions, especially working environment and salary conditions."

4.1.2 Job or person specification

Job or person specifications describe the necessary qualifications of potential employees, which are inevitable to do the specific position (Lussier and Hendon 2020, 337). According to Koubek (2015, 134), the specifications should contain information about "education and qualification, skills and abilities, work experience and personality characteristics."

When managers work on these two forms of documents, Koubek (2015, 134) recommends establishing criteria for a more straightforward assessment of candidates in the way of sorting requirements into essential (those requirements that are inevitable for a particular position), desirable (those which are favorable to the performance of a specific job position, although they are not essential), welcome (those requirements which are not necessary, even though they might improve candidate's capabilities within work) and marginal (those which are not required or essential for candidate's performance and might be enhanced by additional training).

Job descriptions and job or person specifications are essential documents containing information necessary for further stages, including attracting potential candidates and assessing them in the selection process (Hook and Jenkins 2019, 167).

4.2 Recruitment and selection strategy

This second stage is essential for an entire recruitment and selection process since the strategy should establish a systematic way to recruit and select new employees. Furthermore, this strategy should be unified with an overall business strategy of the organization to ensure

the best possible suitability in considering potential candidates and job positions (Hortváthová and Čopíková 2017, 21).

When compiling recruitment and selection strategies, there are numerous questions that managers must consider and factors that must be appropriately evaluated. Among the most critical questions belongs (Horváthová and Čopíková 2017, 21):

- how many people an organization needs to fill a vacancy required and from which sources (internal or external) managers want to attract and then hire candidates,
- which possible sources of attracting potential candidates managers will use for recruitment,
- which methods managers will use in the recruitment and selection process and how these results will be evaluated,
- how much recruitment and selection will cost, and how much time will be spent on this process.

Consequently, the factors which can influence the recruitment and selection process in terms of attracting potential candidates are (Armstrong 2020, 300-303):

- strengths and weaknesses of an organization in terms of advantages for employees,
- view of an organization as an employer connected to employer branding,
- benefits that an organization can offer to potential or current employees in terms of an employee value proposition.

4.2.1 Internal or external sources of candidates

Before attracting candidates, managers should know whether to hire people from internal sources or find possible candidates from external sources, which means deciding whether they want to offer a job position to the organization's employees and give them a chance to be promoted or find a suitable person with the necessary requirements in the labor market (Urbancová, Stachová, and Stacho 2015, 1052).

According to Lussier and Hendon (2020, 430-431), the main advantages of internal recruitment include:

- increasing motivation and engagement of employees through their promotion,

- knowledge of present employees regarding their experience with operations and processes in a workplace,
- organization's knowledge about employees and their performance which gives them a view of employee's suitability for a different position,
- saving costs for the whole recruitment process because an organization does not spend money on advertising.

Consequently, the main disadvantages of internal recruitment include (Horváthová and Čopíková 2017, 25; Lussier and Hendon 2020, 431):

- having a much smaller pool of potential candidates than from external recruiting,
- lack of new ideas and opinions, which external candidates could bring into an organization,
- problems in social relations since the ones who were promoted might get a higher position and supervise those with whom they were working before,
- limited possibilities from which managers can select the best candidate, meaning that external candidates could be more suitable for their qualifications.

Also, there are the main advantages of external recruitment, which are, according to Koubek (2015, 130) following:

- there is much more diversity of potential candidates with different skills, knowledge, and competencies outside the organization than could be available in internal sources of candidates,
- people from external sources could positively influence an organization through a variety of new opinions, pieces of knowledge, and experiences, which could provide new approaches to organizations' in how things can be done differently,
- external recruiting is usually faster and more inexpensive than internal recruiting.

Furthermore, the main disadvantages of external recruiting are the following (Horváthová and Čopíková 2017, 25):

- the process of recruitment and selection is longer than internal recruiting, and additional training for new employees could be expensive,

- the organization could hire a candidate who could not perform in a way the organization intended because managers do not have any information about their past performance as they have with internal sources of candidates.

4.2.2 Strengths and weaknesses of an organization

Before compiling a plan for attracting candidates for particular positions, it is advisable to analyse what an organization can offer its employees. This analysis can cover issues concerning a company's reputation, benefits for employees, or opportunities for employees of an organization, including their further development, training, or possible chances for a promotion (Armstrong 2020, 300).

Armstrong (2020, 300-301) suggested that it is valuable to enquire about these issues to current employees and appropriately obtain information about other organizations working in the same business field to make a competitive offer for employment.

4.2.3 Employer branding

Employer branding is another factor that can convince potential employees to join the organization since employees naturally want to work for an organization with an excellent and respected reputation (Khalid and Tariq, 2015).

Whereas Armstrong (2020, 301) defined employer branding as “the image presented by an organization as a good employer,” Khalid and Tariq (2015) described employer branding as “a process of developing the perception of the brand for the audience and making it that much unique that it could be differentiated from their competitors.”

Furthermore, employer branding serves organizations to attract employees by representing its organizational culture and influencing candidates' subjective perception of an organization so that they are attracted and identify themselves as a person who will fit into an organization (Khalid and Tariq 2015; Carpentier, Hoye, and Weijters 2019).

4.2.4 Employee value proposition

This term refers to factors influencing potential or existing employees regarding what is valuable for them and why they want or are working for a particular company. In other words, these factors mean advantages that a company can offer to its employees (Armstrong 2020, 302).

Among those factors belong not only financial remunerations but also advantages considering career opportunities, location of a company, an opportunity for further training, organization's benefits, working environment, and reputation of an organization (Armstrong 2020, 303).

4.3 Methods for addressing candidates

Nowadays, there are plenty of possibilities for attracting suitable and skilled candidates. HR managers are now affected by globalization, information technologies, and other consequences of the modern world. It compelled them to redefine their strategies and update approaches in competition for the best possible employees (Hmoud and Laszlo 2019, 22). With the emergence of the internet and social media, organizations must change the traditional way of sourcing candidates and implement these new technologies in HRM activities, especially concerning the younger generations, who are constantly surrounded by new technologies (Slavić, Bjekić, and Berber 2017, 36-37).

Therefore, combining traditional forms of addressing candidates, for example, advertising, with new and modern, for example, social media, online recruitment, and others, is the best possible way of attracting potential candidates (Slavić, Bjekić, and Berber 2017, 39).

4.3.1 Advertisement

Advertisement is the most widespread and used source for attracting candidates. There are many possibilities for organizations where to put their job advertisement. These might include local or regional newspapers, billboards, professional journals, the internet, radio, or television (Hook and Jenkins 2019, 176; Horváthová and Čopíková 2017, 22).

The advantage is that this source could be visible almost everywhere to reach a wide range of people, possibly also those who are not actively looking for a job. On the contrary, the advertisement is costly since rent is charged for all places where an advertisement is found. Mainly, there is a problem when this source would not help find potential candidates for an organization. Managers must then use other sources, costing organizations even more money (Koubek 2015, 138).

4.3.2 Online recruitment

Online recruitment indicates that the process of recruiting people occurs online. Online recruitment allows for job position advertisement on corporate websites, organizations' social media pages, or job boards. Further, it allows application forms and CVs to be sent by e-mail, and screening of candidates can be done with the help of online databases or candidates' social media pages (Hook and Jenkins 2019, 180).

The online recruitment method could also be extended to the selection process. It is advantageous for candidates to do video interviews, electronic tests, complete an application form online, and send a CV or motivation letter without even going somewhere (Slavić, Bjekić, and Berber 2017, 39).

However, the online recruitment and selection process is still combined with the traditional way of those processes. According to Slavić, Bjekić, and Berber (2017, 39), the online method is predominantly used for sending application forms, CVs, and online tests. However, face-to-face interviews and other stages of the selection process are still done traditionally (Slavić, Bjekić, and Berber 2017, 39).

There are numerous reasons to use online recruitment, such as the possibility of reaching a significant number of potential candidates, reducing costs and time spent on the process, flexibility, and it is also an easier way of finding information both for candidates and managers (Hook and Jenkins 2019, 181). In addition to these advantages, Slavić, Bjekić, and Berber (2017, 37) stated two problems, including the possibility of responses from candidates who do not have the required qualifications or do not meet the requirements for the job position. The other one concerns a problem for the older generation to be attracted through this recruitment method since they do not have access to the internet (Slavić, Bjekić, and Berber 2017, 37).

4.3.3 Social media

Today, since social media are widely used and not only by younger generations, it has become an essential source for attracting candidates. Many organizations now invest money into creating their own social media pages (Carpentier, Hoye, and Weijters 2019).

Social media pages are online platforms, such as Facebook, Twitter, LinkedIn, or Instagram, allowing sharing information to a broad audience while allowing active

interaction and communication between them. Moreover, they are accessible to everyone (Armstrong 2020, 304; Carpentier, Hoye, and Weijters 2019).

According to Carpentier, Hoye, and Weijters (2019), organizations can use social media to attract candidates and present “their organization, products, brands, and through which they communicate with different stakeholders.”

An organization’s social media pages can positively influence an attraction and candidate’s perception of a company by providing more broad information about an organization and introducing how it is to work for that organization, for example, through a video. Especially when an organization is active on social media pages, presenting news and responding to people’s questions, it can improve a candidate’s view of an organization as a good employer (Carpentier, Hoye, and Weijters 2019).

However, social media pages can be beneficial also in searching for information about potential candidates. Nevertheless, this way of recruiting has some challenges. According to Murire, Chinyamurindi, and Cilliers (2020), the main problem is a privacy issue. People use social media primarily for their personal purposes, and they do not always manage their content which is accessible only to their friends. The question is to what extent managers should use the information found on candidates’ social media pages in the recruitment process. Other challenges include reliability, which means that managers do not know whether the information is accurate or not and whether employers have even the right to use the information found on social pages in the recruitment and selection process (Murire, Chinyamurindi, and Cilliers 2020).

4.3.4 Job boards

Job boards or job sites are websites on which organizations advertise their job offerings, so it lists many vacancies from many different organizations available in one place. It can be said that job boards were the first online recruitment opportunities where candidates could find a job (Nikolaou 2021).

Potential candidates might search results according to numerous requirements (place of work, salary, profession) to better orientate in databanks of vacancies (Armstrong 2020, 306). In the Czech Republic, the most well-known job boards are Práce.cz, Jobs.cz, or Profesia.cz.

4.3.5 Corporate websites

Corporate websites are official websites of an organization, including detailed information about the organization, its history, organization mission, services, employees, benefits, vacancies available, and contact numbers (Armstrong 2020, 306; Horváthová and Čopíková 2017, 24). It is a common practice for organizations to have their own websites. However, candidates do not usually directly go to the website in the recruiting process. It is pretty common to assess an organization's website after seeing an advertisement for a vacancy to search for more detail about a specific organization.

4.3.6 Universities and educational facilities

Cooperation of an organization with high schools, universities, and other educational facilities is also a familiar source for attracting new and potential candidates for the future. Nowadays, some organizations put their effort into increasing the number of graduated people to work for their company (Armstrong 2020, 308).

Organizations' cooperation with universities on grants or projects in which students are involved might give them necessary practical experience while ensuring organizations have possible and skilled candidates for their positions in the future. It has become a common practice advantageous for organizations in the Czech Republic. Through these collaborations with students, an organization could bring talented people and satisfy the organization's needs (Urbancová, Stachová, and Stacho 2015, 1057). In addition, many universities in the Czech Republic and the United States hold campus recruiting, which allows students to find more information about organizations and talk with either organization's employees or its representatives (Koubek 2015, 139). Apart from this, promotional brochures about the organization participating in campus recruiting are distributed to students to better orientate in the information and opportunities provided by companies (Horváthová and Čopíková 2017, 24).

According to Koubek (2015, 138), the most significant advantage is that high schools or universities could suggest suitable students to organizations and organizations acquire information about student's field of study, including prior knowledge and skills.

On the contrary, Koubek (2015, 138-139) sees the main disadvantage of graduated students working for a company due to their lack of time throughout the school year. It means two possibilities for organizations: either they could wait for students' graduation and fill

the job position only temporarily, or they could involve students whenever possible, for example, on holidays, and include them already in training for the specific job position.

4.3.7 Other methods for addressing candidates

Even though other sources such as artificial intelligence, recruitment agencies, recruitment consultants, or executive search consultants can be used in the recruitment process, they are not described because this theoretical knowledge is not necessary for the practical part of the bachelor's thesis.

5 SELECTION PROCESS

The selection process logically follows the recruitment process. Since the recruitment provides managers with a pool of potential candidates suitable for job positions, the selection process continues to evaluate and decide between candidates and provide an organization with those who will start to work on a specific job position (Slavić, Bjekić, and Berber 2017, 38).

As Hook and Jenkins (2019, 186) explained, selection is defined as a process in which managers must “to choose the best person for the job.” The process incorporates a few rounds of assessing potential candidates who are evaluated and compared with other candidates according to the job requirements, qualifications, and HR managers’ predictions to manage and perform a specific job position (Hook and Jenkins 2019, 186).

The selection process is divided into numerous stages, which differ according to the authors. Hook and Jenkins (2019) stated two main stages of selection, including “shortlisting from the applicants and assessment to determine the most suitable person for the job.” On the contrary, Horváthová and Čopíková (2017, 26) stated that the process consists of eight stages, including “a pool of qualified candidates, initial screening, a smaller pool of qualified candidates, the first round of selection, a smaller pool of qualified candidates, the second round of selection, new employees, and orientation.”

The selection process and methods used in this process will vary in each organization, considering the size of an organization, the period in which managers should find a new employee, and the position for which an organization is searching an employee (Horváthová and Čopíková 2019, 25).

5.1 The initial screening and shortlisting

The initial screening of candidates begins after candidates’ response to an advertisement for an offered job position. Candidates’ responses should consist of an application form and CV to allow managers to obtain necessary information about candidates for further evaluation and selection between them (Armstrong 2020, 308).

An application form contains information about candidates’ education, training, additional courses, previous work experiences, qualifications, and personal information (Armstrong 2020, 308; Hook and Jenkins 2019, 181). The application form might differ in every organization since many prefer to have their own for different job positions. Moreover,

the advantage of having their own application form is that managers could choose what kind of information they want to obtain from potential candidates. At the same time, it will provide them with the same kind of information from every candidate, which is convenient for further stages of the selection process (Hook and Jenkins 2019, 181-182).

A curriculum vitae (CV) is similar to an application form since it contains the same basic information about the candidate's work history, education, certificates, and other important information. However, the main difference is that candidate does not have to strictly follow a form that has to be written according to the required types of information (Arthur 2006, 89). At the same time, for managers, a CV could be more challenging to assess in comparing the information with other candidates because the CV's information depends predominantly on the candidate's discretion, so the entire process is much more time-consuming (Hook and Jenkins 2019, 185).

Once an organization obtains these documents from candidates, it can commence screening them and shortlist suitable candidates for a job position. The first stage is to process all acquired application forms and CVs for which an organization could use AI technologies. After this stage, the screening of applications begins. This stage compares available information about candidates from the application form and CV with the requirements included in a job or person specification (Armstrong 2020, 310).

In this stage, managers should take notes about each candidate and classify them according to their suitability regarding their qualifications, skills, or experience. Koubek (2015, 154) suggested classifying them into three groups. The first group is labeled very suitable, meaning that those candidates will be invited to an interview. The second group is labeled suitable, meaning that those candidates could be invited for an interview unless there are a few very suitable candidates. The third group is labeled unsuitable, and those are candidates who are not suitable for the job position, and they are refused at this stage (Koubek 2015, 154).

The next step is to prepare for an interview. Managers should decide which types of questions will be asked, what additional information is required to obtain from shortlisted candidates, who will do the interview, how much time would be spent on the whole process, and which selection methods will be used in addition to interviewing (Armstrong 2020, 312).

Once an interview program is prepared, shortlisted candidates should receive a letter or e-mail as an invitation for an interview. The rest of them, thus suitable and unsuitable candidates, should receive a holding letter or rejection letter (Armstrong 2020, 312).

5.2 Methods for obtaining information about candidates for selection

Horváthová and Čopíková (2017, 27) said that the most well-known selection methods are interviews, tests, and assessment centres. Urbancová, Stachová, and Stacho (2015, 1053) added that questionnaires, interviews, and references were the most widely used methods for obtaining information about candidates. However, these methods are now usually used with additional methods, such as personality and ability tests or assessment centres, which help managers assess candidates' abilities more deeply (Urbancová, Stachová, and Stacho 2015).

As it was mentioned before, the recruitment and selection processes are influenced by technology. The technology is used in the earliest stages of selection, but it is also becoming more widely used for selection methods. The main selection methods mentioned in this chapter might be conducted online, even though it is still advisable to have at least face-to-face interviews because it is the first interaction between managers and potential employees.

5.2.1 Interviews

An interview is the most helpful method for selecting potential candidates. However, it is essential to know that the interview should benefit both a candidate and the employer or interviewer. It is a two-way process where the interviewer should obtain additional information about candidates. On the other hand, candidates should have an opportunity to ask questions and obtain information about the organization. A typical interview is divided into numerous phases. It includes an introduction and explanation of how the interview will be conducted and a time for asking candidates questions related to their skills, duties, and expectations in the specific job position to assess their suitability. The last phase is devoted for candidates to asking questions related to an organization or additional questions considering the role in the organization (Horváthová and Čopíková 2017, 27).

However, some obstacles might appear during an interview and consequently affect the evaluation process of selecting candidates. The interviewer's insufficient preparation and training for conducting an interview might ensue these obstacles. Another mistake of interviewers is that they can influence their opinion on candidates according to their own

experience or attitudes, but they should avoid subjectivity in the selection interview (Hook and Jenkins 2019, 192).

The following are the most common bias in interviews, according to Horváthová and Čopíková (2017, 29) and Hook and Jenkins (2019, 192-193):

- the halo effect occurs when interviewers are influenced by one positive thing about candidates, and this initial good impression persists even there is some unsatisfactory information revealed during an interview,
- snap decisions occur when interviewers are influenced by their own opinion about candidates, and this subjective opinion does not change during an interview,
- preference of hiring people with specific personal characteristics, which causes interviewers to believe that candidates are like them,
- contrast effect occurs when interviewers have more interviews consecutive, and they sort people as bad or good even it should not be necessarily the case,
- stereotyping happens when there are certain groups of people, such as minorities, and interviewers assume that their characteristics are the same as all members of these groups.

5.2.2 Tests and assessment centre

Selection tests and an assessment centre might be used in addition to different methods for obtaining information about candidates. However, these two options are not explained because they are not selection methods that would be used in the practical part of this bachelor's thesis.

5.2.3 References

References represent another widespread option for obtaining information about candidates and assisting with the evaluation. New employers usually ask candidates' current or previous employers to confirm qualifications, experience, or previous job responsibilities (Hook and Jenkins 2019, 209-210). The primary purpose of references is to confirm the candidate's employment record and factual information found there (Armstrong 2020, 322). As Hook and Jenkins (2019, 209-210) suggested, references should be requested after a new employer offers candidates a job position.

After finishing all selection methods and obtaining references, managers have to finalise the recruitment and selection process by choosing the right candidate and officially offering a job position. There can happen that there is only one best suitable candidate, or there is more than one possible candidate, or no suitable candidate was not found in the entire process. In the third case, managers should consider whether some candidates can be hired if provided with the necessary training to perform the job (Armstrong 2020, 321-322).

Once the final decision is made, the most suitable candidate chosen to be hired for the job should receive a letter, e-mail, or telephone call with an offer of employment. Then the confirmation is finalised by signing an employment contract (Armstrong 2020, 322-323).

6 SUMMARY OF THEORETICAL KNOWLEDGE

The theoretical part of this bachelor's thesis focuses on finding talented and qualified people for organizations and their selection among other candidates. The need to find new workers belongs among the main goals on which the human resource management focuses. This need is also related to human resource planning, ensuring that the company adequately analysed people's resources and the conditions needed to satisfy business plans.

After analysing people's resources, the need to fill a vacancy might arise. Then, the company must gather enough information about the vacancy, define the requirements and qualifications of potential candidates, and the main responsibilities to create a job description and person specification to commence the recruitment and selection process. The vital part is also to decide whether the organization will hire the people internally or externally.

The essential part is also to analyse what the organization can offer its employees when employer branding and employee value proposition are considered. These two terms refer to factors that can influence or even convince potential candidates for the vacancies to join the company. They are not considered only financial benefits but also a company as a good employer, which is its image.

Consequently, the recruitment process should ensure the organization has a pool of potential candidates for vacancies. The company can use many methods to address them, including advertisements in the press, radio, or TV, and different forms of online recruitment such as corporate websites, social media pages, or job boards.

As soon as the organization has a sufficient number of potential candidates, there is a need to choose among them to find the best suitable person for the job position. The selection process has many stages, which are affected mainly by the number of potential candidates or the suitability of candidates. The candidates are screened and shortlisted according to information and requirements contained in their CVs or application forms, the documents required when applying for the vacancy. Then, different selection methods can be used, including the interview or references, to obtain information and check employment records about candidates.

The recruitment and selection process, if successful, should ensure that the organization finds the most suitable candidate for whom the company will fill the vacancy. The whole process is officially finalised by signing the employment contract with the chosen candidate.

II. ANALYSIS

7 INTRODUCTION OF THE ORGANIZATION

7.1 The scope of the organization's business and its size

The Scott organization is a global expert in automation, which is proved by its more than 100 years of engineering history. Scott is one of the world-leading organizations providing devices with smart automation and robotic solutions. Over the years in the business, the organization spread across many countries and today is operating in America, Canada, Chile, Uruguay, New Zealand, Australia, China, Czech Republic, Belgium, France, Germany, and United Kingdom (Scott Automation, n.d.).

Scott is a global organization employing over 600 employees around the world. More than 200 workers are employed in Europe, and more than a half of them are employees of Scott Automation a.s. in the Czech Republic. Currently, Scott Automation a.s. employs 124 employees, primarily in the Operations department. The total number of employees ranks this organization among medium-sized companies. Of 124 employees, there are two CNC Machining Centre Operators, one CNC Laser Operator, and four Press Brake Operators. The number of operators might have changed already due to the hiring or dismissal of employees (Internal document, 2022).

Figure 1 shows the number of employees according to the individual years. The number changes according to the natural fluctuation of employees. However, the strong impact on the reduction of employees in 2020 and the following year, 2021, was Covid-19. It forced the organization to operate in so-called partial unemployment. Also, they could not afford to renew fixed-term employment contracts or fill job positions after employees retired (Annual report, 2020, 2021).

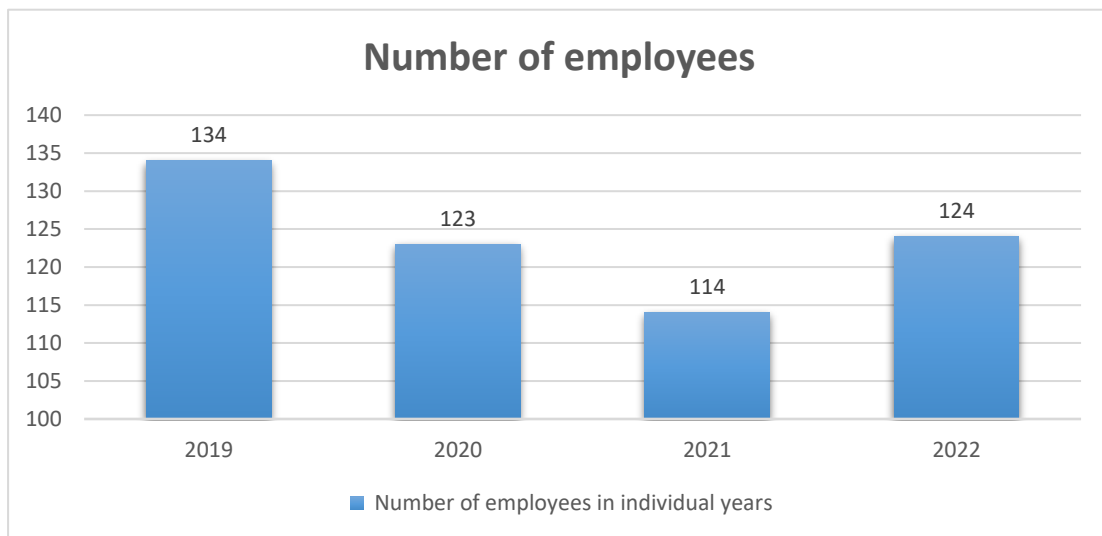


Figure 1 Number of employees in individual years (own creation according to annual report)

The organization's scope of business includes the production and installation of handling and packaging lines for packaging, semi-finished products, or finished products. Scott Automation's specialization is concentrated on palletising and depalletising systems. Therefore, there are three industries in which the organization operates, including (Scott Automation, n.d.):

- material handling,
- industrial automation,
- meat processing.

The organization offers various products for the material handling industry, which are beneficial for its efficient production in manufacturing and warehousing facilities. The products include end-of-line palletising systems, multi-line palletising systems, automated storage and retrieval systems, automated guided vehicles, centralised palletising systems, shared palletising systems, order preparation systems, or industrial software (Scott Automation, n.d.).

Scott's specialization is also in industrial automation. They can provide robotic equipment which ensures quality and consistency. This equipment includes robots for palletising or robots for depalletising (Scott Automation, n.d.).

In 2019, the organization commenced producing the BladeStop bandsaw for the meat processing industry. This equipment provides efficiency while ensuring that the work is done with minimum health and safety risks for operators (Scott Automation, n.d.).

In addition to offering a wide portfolio of products, the company also provides additional services to its products. It has a service team responsible mainly for technical support, which includes (Scott Automation, n.d.):

- maintenance, either preventative or curative,
- reconditioning,
- remote diagnostics,
- supply of spare parts or their substitution,
- upgrading of devices.

Furthermore, a service team is qualified and has the expert knowledge for providing training certifications for operators of their products (Scott Automation, n.d.).

Since the organization provides a variety of products, Scott has established itself as a worldwide provider of automated solutions for businesses throughout the years. Scott has acquired well-known companies as its main customers, including GE Appliances, Rio Tinto, Silver Fern Farms, JBS, Panasonic, McCain, Pfizer, PepsiCo, Pilgrim's, Thomas Foods, Procter & Gamble, ANZCO Foods, Primo, Electrolux, Clarins, Deldo, Häagen-Dazs, Doyen, Bpost, Morrisons, BHP, Colruyt, Alliance Farmer's Produce, Müller, FrieslandCampina, Wollworths, Jamestrong, AMPC and others (Scott Automation, n.d.).

7.2 Organization's goals

Every organization has its main objectives expressed in its visions, missions, values, or principles, which form its corporate culture. The mission of the organization Scott Automation is to provide smart automation solutions for industries worldwide to make the work safer for employees while saving costs and time due to robotics and automation's effectiveness and productivity (Scott Automation, n.d.).

Organization's vision for the future is to be the first choice worldwide in their automation industry for businesses that want to operate with higher productivity and efficiency (Scott Automation, n.d.).

Moreover, this organization has a set of values that represent them and are essential for how the company does its business. Those values are (Scott Automation, n.d.):

- excellence,
- results,
- integrity,
- people.

7.3 Selected economic indicators of the organization

Table 1 indicates how the Scott Automation a.s. prospered in the years 2019, 2020, and 2021. The year 2019 was influenced by Alvey Group's acquisition with Scott, which affected the economic outcomes due to changes that had to be adapted according to the new agreements between these organizations (Annual report, 2019).

The year 2020 was significantly influenced by the Covid-19 pandemic situation. The biggest problem was restrictions on movement between EU states, which resulted in shifts in delivery and installation times for other subsidiaries. The consequence was about 20% lower than last year's revenues (Annual report, 2020).

The year 2021 was still affected by the pandemic situation. However, the organization managed to increase many times its profit/loss. Considering the operating profit/loss, Scott achieved an increment of 10% compared to the last year (Annual report, 2021).

Table 1 Economic indicators (own creation according to annual report)

* All numbers are in thousand CZK	Revenues from products and services	Profit/loss	Operating profit/loss
2019	277 220	2 735	- 381
2020	162 664	1 217	139
2021	176 956	3 660	5 801

7.4 SWOT analysis

As suggested in the theoretical part, it is convenient for the organization to analyse its strengths and weaknesses. Therefore, the following analysis aims to discover the organization's strengths, weaknesses, opportunities, and threats which may affect Scott Automation a.s.

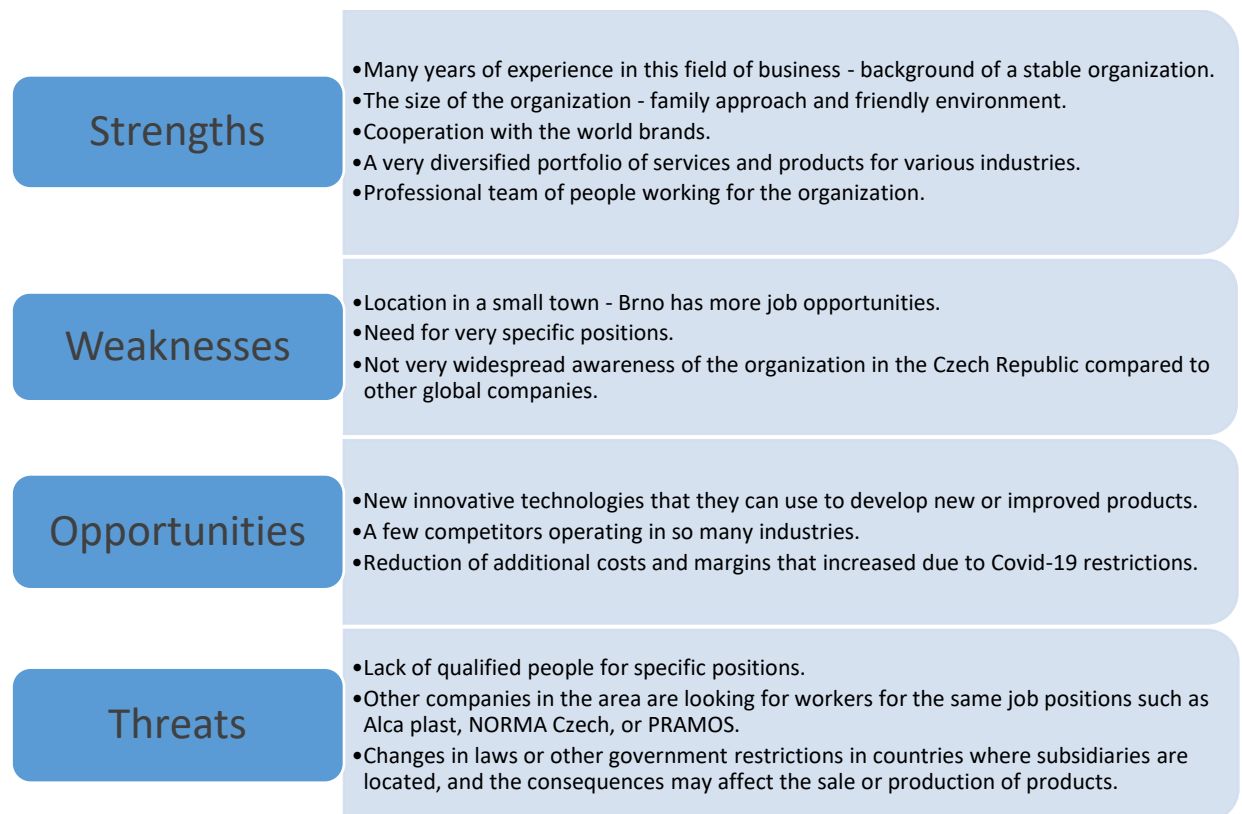


Figure 2 SWOT analysis (own creation)

8 AN ANALYSIS OF THE CURRENT SEARCH AND SELECTION OF EMPLOYEES IN SCOTT AUTOMATION A.S.

The analysis of the current search and selection of employees for the CNC Machine Operator and Press Brake Operator positions in Scott Automation a.s. will serve as a suggestion for improving the system of searching and selecting new employees. The reason is that this organization is struggling to find the required number of qualified employees for these technologically focused positions.

Scott Automation a.s. ranks two positions under the term CNC Machine Operator: the CNC Machining Centre Operator and the CNC Laser Operator. Therefore, the term CNC Machine Operator will collectively refer to these two positions.

8.1 Aim of the analysis

The analysis aims to examine the current state of search and selection of new employees in Scott Automation a.s. for the following job positions, CNC Machine Operator and Press Brake Operator, and potentially discover the main strengths and weaknesses of this organization's search and selection system.

8.2 Methods of data collection

After studying the theoretical knowledge of how the recruitment and selection process should be conducted, it was needed to know how it is practically done in this organization. For this purpose, four different methods of data collection were chosen to obtain the necessary information.

The first source was a study and examination of internal documents. Specifically, those documents include: quality policy - company principles, lists of current positions in the organization, map of operations, recruitment policy, and HR: recruitment, introduction, and qualification. By examining these documents, it was possible to describe the organization's principles, which are forming the corporate culture, the number of employees working in this organization, and the recruitment and selection process of employees, which is stated in the recruitment policy and internal directive. Internal documents clarified how the recruitment policy works in Scott Automation a.s. and who is responsible for each step in the recruitment and selection process.

The second source was consultations with the HR manager, held nine times. Since the HR manager is responsible for the whole recruitment and selection process, these consultations were beneficial for obtaining the necessary information about it. The HR manager was able to provide internal documents and answered questions concerning the issues which were needed to describe. The consultations concerned the organizational structure, number of employees, current positions in the organization, or benefits and opportunities for employees. It was also discussed whether the company uses internal or external sources of candidates and which sources the organization used or still uses for attracting candidates. Also, the entire recruitment and selection process of candidates and all the steps required before hiring an employee were explained by the HR manager.

The third source was the observation. Thanks to the HR manager, there was the opportunity to attend one job interview which was held on 9th March this year. The HR manager led it with the cooperation of the foreman, which provided a closer view of how the whole process was conducted. This observation was helpful in understanding how the interviews are practically done and what is needed from the HR manager and a candidate in terms of documents and important information that should be emphasised throughout the job interview. Also, it was beneficial for assessing whether the interview was well-conducted or it was the reason for problems with filling vacancies because of some obstacles that might appear during the interview, such as poor HR manager's preparation or inappropriate questions.

Also, the analysis of the promotion of vacancies used by the company was done when studying the organization's advertisements for vacancies. It was concentrated on their content such as salary, benefits, job description, or study background and qualifications. In addition, to examine the methods for addressing candidates, the focus was on their placement in the local press (Podivínský zpravodaj), social media (Facebook and Instagram), corporate websites, or job boards (Jobs.cz, Jenprace.cz, Volnamista.cz).

8.3 Scott Automation's current situation

The HR manager is responsible for the whole recruitment and selection process of employees. The HR department has two employees, including the HR manager and accountant, and it is directly subordinate to the HR department for Europe, which is located in Belgium. So the HR department is not a member of the organization's top management. Also, the company has no personnel strategy to follow. However, Scott Automation a.s. has

its own organizational principles (app. P I), which form a corporate culture. Figure 3 shows the shortened version of the principles.



Figure 3 Organizational principles (own creation according to organization’s documents)

Scott Automation tries to constantly find new employees for the CNC Machining Centre Operator, CNC Laser Operator, and Press Brake Operator. The company’s continuous effort is to fill 3-5 of these positions since they are causing problems with order fulfillment and product delivery. Even though that Scott has a minimum number of employees for these positions who ensure that the production process is still satisfactory, there is a need to avoid a situation when a missing operator will cause problems with continuity of production. When this situation happens, the organization is forced to move to a job with other employees who can work on CNC machines.

8.4 Recruitment

The recruitment of CNC Machine Operators and Press Brake Operators is necessary because of the shortage of enough qualified people for these technical job positions. Therefore, the recruitment process must always be started when there is a need to replace an existing position or a new position. All Scott's departments have a headcount which is reviewed annually. Thus the recruitment process begins on request for a new employee required either by management after an annual review or by a department manager.

Scott Automation a.s. has a processed form for each job position that serves as a job description describing the scope of work and requirements for candidates. An example of this form is seen in Appendix II. After completing that form, the department manager can complete the Recruitment Requisition Form (RRF) when the position is needed to be occupied by a new employee. According to Scott's recruitment policy, the RRF (app. P III) must contain a description of the position, employment type, salary range, start date, and other benefits. The hiring manager completes this form with the assistance of the HR manager. The department manager is responsible for complementing a job description, and these two documents are sent to the HR manager for review and approval. The final approval of documents is done either by the COO or CEO.

8.4.1 Financial and non-financial benefits

Before commencing the recruitment process, the organization must know what it might offer potential candidates regarding financial or non-financial benefits. This information can also be found in advertisements for vacancies.

As far as employer branding is considered, Scott Automation can offer a stable background of a world organization which suggests employer reliability and certainty of joining a professional team. As was mentioned in Scott's organizational principles, the emphasis is placed on employees, their cooperation as a team, and, more importantly, their satisfaction and well-being at work. To summarise, Scott Automation a.s. can be represented in employer branding as an organization with a high level of employee engagement, solid social interaction and ties, high candidate quality considering experience and qualification, and a strong organizational culture aimed at people.

The employee value proposition is represented as financial benefits and other opportunities and advantages that a company might offer employees. The following are benefits that an organization provides or advertises on job vacancies:

- recruitment allowances for new and current employees up to 80 000 CZK,
- 25 days of holiday,
- meal vouchers at the price of 150 CZK for a day,
- 13th salary paid in August,
- 500 CZK for a month in a case that the employee is regularly attended,
- bonuses of superior,
- 1 500 CZK bonus for work on Saturday,
- corporate events such as summer barbecues and Christmas parties.

Other advantages of working in this organization, considering location, an opportunity for further training, or working environment, are the following:

- the location of the organization is situated near Břeclav, a district town in the South Moravian Region, which allows commuting to work for a global company nearer than in a big city like Brno, so people living in this area can take advantage of it,
- every employee has an opportunity for further training or retraining every year, which is conducted either internally or externally and lasts at least three days,
- the size of Scott Automation company is not big, which allows for a more family-like environment where there is open and honest communication, positive social interaction between employees and superiors, supportive leadership, and team responsibility.

Once the Requisition form and a job description are approved, the HR manager takes responsibility for advertising and publishing a vacancy. For the vacancy advertisement, Scott Automation a.s. uses internal and external sources of candidates that are described below.

8.4.2 Methods for attracting internal candidates

Even though other companies might prefer to use predominantly external sources of candidates, it is appreciated that Scott has in its recruitment policy that advertisement for vacancies must also be done internally. It can increase the motivation and engagement of

employees while the company is sure about employees' performance. Moreover, advertisements for vacancies are more widespread by using internal and external sources of candidates, which is advantageous.

Internal candidates, so the current employees have many ways to know about a new vacancy. These are the following:

- an e-mail with information about actual free vacancies sent by the HR manager,
- advertisements posted on notice boards in production,
- advertisements placed on an electronic information board in production,
- advertisements placed on boards in the organization's entrance hall,
- advertisements placed on the information board in front of the company building.

In addition, as was mentioned in benefits, there are recruitment allowances up to 80 000 CZK available for the current and new employees. The current employee can get this allowance by recommending a new employee for the organization. Scott began to reward new employees with recruitment allowances last year when the situation in the labor market was critical, and the lack of qualified workers compelled them to increase the attractiveness of its job positions. From that time, a new employee is also benefited by 80 000 CZK when joining the organization. The total economic costs of using internal recruitment range from 50 000 CZK to 500 000 CZK per year since the company provides recruitment allowances.

8.4.3 Methods for attracting external candidates

There are many possibilities for attracting expertised and skilled workforce. Scott uses the most well-known sources to find external candidates for its specific positions, including CNC Machining Centre Operator, CNC Laser Operator, and Press Brake Operator. The sources below are the ones that should ensure that the organization will successfully find new employees for the vacancies that need to be filled. Consequently, Scott uses all sources whenever a specific position is free, and a new employee has to replace it in the recruitment process.

Advertisement

Scott uses the most widespread source for attracting candidates as the first choice to reach potential candidates. The job advertisement for the CNC Machining Centre Operator, CNC Laser Operator, and Press Brake Operator appears in the regional press called Podivínský

zpravodaj. The advertisement (app. P IV) lists all the job positions for which the organization needs to attract candidates, the place of work, benefits, several photos of the workspace, contact, and the organization's logo. The design of the advertisement is in blue, white, and black colors, which correspond to the organization's colors. Moreover, the best advantage is that the advertisement is located on the entire back cover page, so there is a minimal chance of being unnoticed.

The Podivínský zpravodaj is distributed only in Podivín. Even though it is a city with around 3000 inhabitants, it is thought that the advertisement in the local press is an excellent way to attract candidates directly from the place where the organization is located. Therefore, it could be beneficial and attractive for people struggling to transport to work somewhere other than where they live.

Scott Automation also took advantage of the organization's location when using local radio as another way to find job seekers. The local radio broadcasted their free positions not only in Podivín but also in other cities nearby, such as Rakvice, Ladná, Vrbice, Bořetice, and Kobylí. Despite this, the number of potential candidates did not increase much, so the company did not continue to use this method.

Another way of advertising Scott used was the radio advertisement. The radio Čas reserved space for them in their broadcasts for spoken advertising of their job offers. Scott used this for one month, but interest in their positions did not increase as expected. Therefore the company did not invest the money in using this method again.

Scott also tried to offer vacancies for some time in TV advertisements. Their positions could be regularly seen in TV commercials placed in waiting rooms at Břeclav Hospital. However, this way of attracting new employees did not have an effect that would meet their expectations too. Therefore, the company does not use this method anymore.

Social media

Social media are another good way to present your company or attract new employees. Unfortunately, Scott has some deficiencies in using this source. Its Facebook, Instagram, and LinkedIn are available only as English pages as a global organization. Therefore, Facebook is useful only for searching for information and the latest news about an organization. The Instagram account is also presented only as an English webpage. However, there is no activity at all.

Even though the official social media pages are not a good option to attract Czech candidates, Facebook is used by the HR manager to add current vacancies. The issue might be that the HR manager is using her personal Facebook account to advertise free positions on Podivín's Facebook page, which has 2 500 members and is available for all inhabitants of Podivín. Therefore advertising a vacancy can help find specialised workers from the same place where the organization is located, as was mentioned earlier in the advertisement in the local press. The main advantage is that the HR manager adds all available positions regularly, so information is actual.

The advertisements added by the HR manager have four forms. The first one lists all free positions and includes benefits and contact. The second one is used for one specific position and consists of a job description, job specification, and benefits. The third one also contains a list of all vacancies, but it is written without a job description, job specification, or benefits. It includes only contact for the HR manager. And the last one lists a few positions and consists of a shortened version of important information.

Job boards

Job boards are beneficial for listing free vacancies, and Scott lists its job advertisements on many Czech job boards. Its offerings are displayed at Jobs.cz, Jenprace.cz, Volnamista.cz. Furthermore, Scott cooperates with employment services and advertises its vacancies on the official websites of employment services located in Břeclav by completing a vacancy form sent to them. An example of such a vacancy report is seen in Appendix P V.

Advertisements on job boards differ in some details, but it is due to websites that allow space or structuralised tables for information. At Jobs.cz a candidate can find enough data about a job position, including the full job description, job specification, and other important information. At Jenprace.cz a potential candidate can see only basic information. However, there is everything essential to know for a candidate. At Volnamista.cz a candidate can only find a shortened version of important information, and the salary is missing. A candidate can obtain shortened but essential information on the employment services website, similar to Jenprace.cz. As of 21st March 2022, six advertisements for one of the positions (CNC Machining Centre Operator, CNC Laser Operator, and Press Brake Operator) were found on Jobs.cz, Jenprace.cz, Volnamista.cz from other companies in a close area, including Alca plast, NORMA Czech, or PRAMOS.

The economic costs of advertising vacancies on job boards are around 7 000 CZK per month for each job board. Due to the costs incurred, the company receives only a few candidates, a maximum of five within one month from the time the free position was published. Of this number, a maximum of one candidate who is sufficiently qualified or accepts a salary condition is offered with the employment contract. The total economic cost of using all mentioned job boards is around 18 000 CZK per month.

Corporate websites

Like any other company, Scott Automation a.s. also uses its official websites for advertising free vacancies. However, since Scott is a global organization, the list of free vacancies might be complicated to find even though the website can be transformed into the Czech language. Because when a potential candidate finds a section named 'Kariéra' and then clicks on 'Aktuální volné pozice' candidate is automatically redirected to an English page with a list of vacancies in English and has to look for those written in Czech. The search is also written in English according to location and employment type. However, the advertisement itself is written in Czech and consists of the job specification, types of job tasks, place of work, and benefits. Even though corporate websites are not a pretty common choice for finding free vacancies, it is thought it should be done and advertised more appropriately. The issue is that not everyone is good at English, and the advertisement should at least contain a salary, which might be a decisive factor for candidates, or other necessary parts and current advertising of job positions.

Cooperation with educational facilities

Scott is not currently cooperating with any high schools or educational facilities. However, in earlier years, the organization used to provide excursions for pupils attending Podivín Elementary School but did not renew this cooperation after the Covid-19 restrictions were released. These excursions were held for eighth grades and allowed them to see the premises and equipment of the organization while they could learn more about Scott Automation. However, instead of providing excursions for pupils attending Podivín Elementary School, it is suggested that the organization should aim at students attending secondary vocational schools around the location of Scott's company. Through these cooperations with secondary vocational schools, the organization can find skilled candidates for their positions in the future. The organization's previous effort to target the students is positively evaluated. However, it is thought that this could be done more efficiently, targeting those who are prepared to be potential candidates for Scott's job positions.

Furthermore, Scott is offering students summer practical training for gaining experience in their field of study. However, this summer training which lasts during the summer holiday and is attended by 3-5 students each year, is not just for students of technical fields. The company provides them to students of elementary or secondary schools and grammar schools who are engaged in summer practical training with auxiliary work in production. Nevertheless, Scott Automation a.s. does not recruit its future employees in this way.

Other methods for addressing candidates are also available, such as recruitment agencies, recruitment consultants, or executive search consultants. Nevertheless, these sources are not used by Scott Automation a.s. because they are unnecessary for the CNC Machine Operators and Press Brake Operators positions since the recruitment and selection process would be too costly. The total economic cost of using all methods for addressing external candidates is approximately 200 000 CZK per year.

8.5 Selection

The selection process begins when potential candidates respond to the advertisement for the vacancy. The application has the same procedure for internal and external candidates as stated in the recruitment policy. A candidate has to apply for the job position by sending a CV to the HR manager by e-mail or contacting the HR manager by calling. The internal candidates who want to apply for the vacancy must also let their department head know they are considering responding to a job advertisement.

Once the HR manager obtains responses from potential candidates who responded to the organization's advertisement through one of the available sources, the initial screening can begin. With the assistance of the department manager, the HR manager reviews the details of candidates' applications - their CVs - to shortlist applicants and invite them to the first interview. The labor market situation makes it challenging to find skilled workers because of their shortage, and few candidates apply for the positions. That is why the HR manager invites to interview all those who meet the basic requirements for the CNC Machining Centre Operator, CNC Laser Operator, and Press Brake Operator positions.

Then, selected candidates will receive an invitation from the HR manager for the interview by phone call or e-mail. Candidates who are not suitable and will not be invited for the face-to-face interview will receive an e-mail from the HR manager explaining the organization's decision. The first interview can be conducted via phone call if it is necessary

to either explain job-specific information, confirm the candidate's interest, or confirm the invitation to the face-to-face interview. However, mostly the candidates are directly invited to the face-to-face interview.

After the candidates' confirmation for the interview, the HR manager is responsible for scheduling the job interview with the cooperation of the department manager. The preparation of the interview is the responsibility of the HR manager, so before their appointment, there is a need to process the candidate's CV again to prepare questions that should be asked during the face-to-face interview.

8.5.1 Face-to-face interview

The interview is conducted by the HR manager together with the department manager or foreman responsible for the future worker. The primary purpose of the interview is to meet the candidate, assess the candidate's job competency, allow meeting the team and the workplace, and ask additional questions related to the job position.

The HR manager starts the interview by introducing the persons attending the interview and the organization and summarizing the specific job position. During the interview, the HR manager goes through the candidate's CV and asks questions related to the previous employment, such as the candidate's responsibilities or the reason for leaving the previous work. It is an important part in which the HR manager has a chance to know more about the candidate's abilities, experience with work, and expectations of working for their organization. The next thing for the discussion is the benefits an organization offers and other opportunities that the candidate can utilise, as stated in the advertisements. In addition, the candidate is acquainted with formal aspects of employment, including the employment time, the start date, the salary, and bonuses for work. Other questions are related to the health condition to know about some disabilities or limitations that could affect the candidate's work, such as the ZTP card, salary expectation, or possible start date.

The next part of the interview is dedicated to discussing the department manager or foreman and the candidate. The manager or foreman briefly summarizes how the department's work functions and what is expected from the candidate as an employee. Then the candidate is given time to ask additional questions connected to the department or the job position. Also, the questions are related to the type of previous work and the candidate's range of abilities necessary for doing the job position.

In the final part, the HR manager summarises the main points they discussed and informs the candidate when they will probably contact him with the notification of acceptance or refusal for the given position. The interview takes approximately 30 minutes and is closed by thanking the HR manager for the candidate's interest in working for their organization.

8.5.2 Selection assessment

After interviews with all candidates for the given position, the HR manager has to conduct background checks to validate the candidate's information and collect further information to make a final decision. These checks include:

- reference checks provided by current or previous employers,
- pre-employment medical,
- qualifications,
- criminal conviction history,
- credit check.

Scott Automation does not require any selection testing, such as intelligence, personality, interest, or ability tests, so the first or possibly the second interview plus the references are the only sources for obtaining information about candidates used to evaluate candidates. Also, the assessment centre is not an option for selecting candidates since it is too time-consuming and unnecessary for the given positions.

8.5.3 Final decision

The final review of candidates and information about them is done by the department manager or foreman and the HR manager. Once the decision is made, the HR manager is responsible for the final check of all documents and their approval. Then the HR manager completes the offer documentation and signs the offer. The acceptance notification is then sent by e-mail to the candidate, or the HR manager offers it verbally via a phone call. The next step is to send the candidate offer documentation with the suggested date of signing the employment contract. If the selected candidate rejects the employment offer, the chance is given to other successful candidates who fit the position. All other candidates who were not chosen for the job receive a notification by e-mail explaining their rejection.

A month before joining the company, a new future employee is asked for an appointment with the HR manager to complete a basis for drafting employment law documents (app. P VI). Also, new employees are required to have a medical examination for a specific position before starting work. Upon signing the employment contract, the HR manager copies their identity card, driver's license, health insurance card, bank account number, and other professional ID cards they hold.

From the author's point of view, the interview was professionally conducted since it met the condition that it should be a two-way process. The HR manager and the foreman obtained the necessary information while getting an idea about the candidate's work performance, and the candidate had enough time to ask. The cooperation of the HR manager and foreman was well managed. There was enough time for the candidate's question and enough time spent obtaining important information from the candidate. It is appreciated that the HR manager, who is essentially responsible for the full selection and recruitment process for all job positions, has everything prepared and gives candidates essential information about the entire process, including notification about interviews, assessments, acceptance, or rejection.

8.6 Summary of analytical findings

After analysing the current search and selection system of employees in Scott Automation a.s. it can be stated that the system can be improved in some ways to ensure enough candidates for the needed job positions.

In the recruitment process, the organization does not focus only on external sources of candidates. What is really appreciated is that Scott also uses internal sources of candidates. Once there is a free vacancy, the current employees are automatically informed about it. As far as methods for addressing external candidates are considered, the advertisement in the local press is seen as the best way to attract candidates in the organization's location. Also, job boards are widely used for advertising vacancies. Unfortunately, cooperation with schools, which could provide the company with suitable candidates for the future, is misused. Instead of focusing on secondary schools where students receive the education needed to perform the positions that the company is struggling to fill, it has focused only on excursions for elementary schools. It is thought that other actions such as improving corporate websites for easier orientation in vacancies offered or creating an official Facebook page for addressing potential candidates could be ameliorated.

Scott Automation only requires a CV from applicants to apply for the position in the selection process. For assessing candidates, the company uses only an interview and references. No further assessment tests are done. It has to be said that the selection process which the HR manager manages was well prepared and conducted. In the interview, the cooperation of the HR manager and foreman was observed, which was well done, and the candidate felt comfortable. Everything was clearly explained, and it was not seen that there are some shortcomings for improvement.

The entire search and selection process is in charge of the HR manager, who informs candidates about the results of the admission procedure. What is appreciated is that the HR manager informs unsuccessful candidates of the rejection, stating the reason why the company is not accepting them.

9 PROPOSED RECOMMENDATIONS

The previous chapters have described and examined the search and selection system of Scott Automation a.s. since the need to fulfill CNC Machine Operator and Press Brake Operator position is a current problem for this organization. Even though the various ways of attracting new candidates for these positions are used, this chapter provides recommendations for some ameliorations for their system.

9.1 Cooperation with secondary schools

This recommendation proceeds from Scott Automation's previous experience with collaboration with the school. Therefore, the organization is proposed to enter into a cooperation agreement with the secondary vocational schools, thus giving the students of these schools practical training during their studies in Scott Automation. The first thing which is suggested is to define requirements concerning the education necessary to be able to work in the given positions. For the CNC Machine Operator positions, the required field of study with a vocational certificate is metal worker, or other possibilities are mechanic repairman, locksmith, and toolmaker. For the Press Brake Operator positions, the candidate must study a locksmith or another field of study aimed at mechanical engineering.

Consequently, the organization is suggested to address the school corresponding to these fields of study requirements. In the nearby area around the location of Scott, several schools offer at least one of the mentioned fields of study, including machine mechanic, metal workers, mechanical engineering, or mechanical engineering work. These schools are:

- Edvard Beneš Secondary Industrial School and Business Academy, situated in Břeclav,
- Private Secondary Industrial School Břeclav, s.r.o. CULTUS, situated in Sedlec,
- Secondary School and Secondary Vocational School Hustopeče, situated in Hustopeče,
- Grammar School and Secondary Vocational School Mikulov, situated in Mikulov.

These schools meet the required field of study, including acquiring vocational certificates. Their students also must complete practical training during the study, which takes place in the form of professional experience lasting several hundred hours in companies or organizations that have a contract with the school.

Therefore it is recommended that Scott Automation, thus the HR manager, address these schools with an offer of cooperation to ensure that students of these selected schools can complete their practical training with the Scott organization. As with summer practical training, these students should be in charge of the department manager or foreman who will take responsibility for them. In this way, Scott can discover how capable and efficient these students are at work, and after their studies, the organization can approach them with the offer of employment. This cooperation can benefit both sides: the organization will have trained future candidates for their positions accustomed to working in their company, and schools will acquire other companies that can provide practical training and, consequently, provide their students post-graduate jobs if there would be mutual satisfaction.

Concerning the economic costs of this suggested recommendation, Scott Automation will have to pay the transport costs if they agree with the schools on a meeting where they can conclude a cooperation agreement. Costs are the following (the prices are approximate):

- travel costs to Břeclav are 90 CZK,
- costs to Sedlec are 120 CZK,
- costs to Hustopeče are 130 CZK,
- costs to Mikulov are 150 CZK.

Consequently, the organization might reward the department manager or foreman for students' guidance with financial bonuses if it deems appropriate.

9.2 Trade show of job opportunities

The trade show of job opportunities is a good option to broaden awareness of the organization. As indicated in the SWOT analysis, the weakness of Scott might be not very wide recognition of the company compared to other companies nearby, which are trying to find new employees for the same positions, has an established reputation, and focus on promotion. Nevertheless, the trade show offers both organization's visibility for new customers and suppliers, but it can also help Scott Automation a.s. become visible to potential job candidates.

Therefore, Scott Automation is proposed to participate in Job Fair MSV in Brno, which will take place from 4th October to 7th October this year. This trade show is the most important industrial trade show in central Europe, focusing on key areas of the mechanical

engineering and electrical engineering industry and other related fields. Participating in Job Fair MSV can allow Scott Automation to discover other organizations in the same field, compare what they can offer to employees in comparison to other companies, and, more importantly, establish personal contact with potential candidates searching for work in these proposed fields of work in the trade show.

Even though this recommendation can benefit the organization in various ways, the economic costs are quite high. The organization has to pay for space rent in the trade show, transport to Brno, promotional materials such as leaflets, banners, business cards, or promotional items such as pens. In addition, Scott needs to pay some employees who can participate in the trade show, together with the HR manager. Space rental ranges between 2 400 CZK per square metre to 5 350 CZK per square metre according to the space location (free area, ground floor of hall, gallery of hall). Consequently, the organization must pay a registration fee of 12 000 CZK and a technical cost of 90 CZK per square metre. The price for transport to Brno will be approximately 360 CZK. Concerning promotional materials, Scott will probably use the services of companies that provide professional printing. However, the final price can not be estimated because it depends on the number of pieces made. Also, these companies have no price lists included on their websites, so Scott Automation is suggested to send an inquiry through the completed form on their pages. Concerning the need for employees who will participate in the trade show, the organization can take advantage of various rewards. Scott might, for example, provide employees with more days of holidays, paid them as if they were working on weekends (current earnings for hours worked + 1 500 CZK), or offer other financial bonuses that the organization deems appropriate.

9.3 Betterment of corporate website

This recommendation follows the problem it was mentioned in the recruitment process in which there is the use of a corporate website as a source for addressing candidates. As far as the website's content is considered, the English and the Czech page contain the same information. In other words, the English page is translated into the Czech page with the same content in accordingly ordered sections.

Nevertheless, the problem is seen in the section Careers. There are listed all free positions from all countries in which Scott operates. So, it does not matter the default language of the page you choose or the selected country where you want to display the

corporate website because you are always redirected to the English page with all currently offered job positions. Therefore, the organization is proposed to contact its webmaster with the request to redo this section. It is recommended to redo the section accordingly to the default language or the country chosen. Then, the Careers will be in the Czech language with the current job positions offered only in the Czech Republic. By doing this, information about vacancies will be clearly arranged, and candidates will not have to browse and search among the advertisements offering vacancies in other countries.

Considering the economic costs is hard to tell the price for this work of redoing the website. They might vary because it is very individual for each professional company that manages the website for organizations. Therefore, these companies have no price list on their official website since this work is unique, and each of the organization's requests differs in the amount of time spent on this job or its complexity. In this case, Scott Automation a.s. is proposed to approach its webmaster with its recommended change request.

9.4 Creating a Facebook page

As was mentioned before, the deficiency is that social media pages are available only as English pages, so it is not convenient to use them as a source for candidates to find information about the organization or vacancies. Even though Facebook is used in a certain way, it is not considered that the HR manager's personal account for advertising vacancies is appropriate or representative for such a multinational organization searching for candidates.

Therefore, Scott is proposed to create an official company Facebook account, available for the Czech Republic. The HR manager has, among other responsibilities given in the job description, the management of social networks. Thus, the HR manager will be responsible for creating a company account on Facebook related to the Czech organization situated in Podivín.

There is an instruction on the official Facebook page where points describe the steps for creating a company account. The first thing is to create a company name, Scott Automation a.s., and briefly describe the organization's scope of business. The second step is to add a profile picture, usually the organization's logo. The next step is choosing from many actions that are here to motivate people and are located at the top of the page. These actions are site promotion, post promotion, gaining more potential customers, or just a click so customers can call the organization or visit a corporate website (Facebook, n.d.).

The following steps are to create actual content and provide current information. The HR manager can use it for advertising vacancies too. Also, it is recommended to promote the organization's page on other Facebook pages. The author's suggestion is to place Scott's page on pages such as Podivín, where are added inhabitants of Podivín. Consequently, there are other possibilities to place Scott's page, for example, on official pages of other towns in the area. Through these promotions on other Facebook pages, Scott can reach a broad audience for its page. Moreover, it is recommended to invite the current employees to join the page by sending an e-mail by the HR manager to employees with an invitation. In addition, the HR manager can use the organization's page for communicating with customers or potential candidates or for responding to their questions.

The best advantage is that there are no economic costs because creating a Facebook page is free. However, the HR manager needs to spend some time working on this page to provide current information and update the page with the news. The benefits of this recommendation are a new possibility for communication with customers or candidates and raising awareness of the organization and its job offers for people from the surrounding area.

CONCLUSION

Human capital is the most vital thing that an organization needs to succeed among other competitors while ensuring that the organization's goals will be achieved. To accomplish that, the organization needs to have qualified workers. Therefore, this bachelor's thesis focused on analysing the search and selection of new employees in the company Scott Automation a.s.

The first thing that was done was to examine theoretical knowledge from the professional literature. These theoretical findings gave a background for the practical part, which examined employees' search and selection system in the given company. The theoretical part of this thesis introduced the importance of human resource management, also stating the importance of human resource planning for understanding people's resources. The recruitment process was described, stating the advantages and disadvantages of using internal and external sources of candidates, and different methods for addressing candidates were introduced. The next part described the selection process and its steps and focused on methods for obtaining information about candidates.

The practical part of this thesis used various data collection methods to examine the organization's search and selection system of employees. These methods included studying internal documents, consultations with the HR manager, observation at the job interview, and observation to study the organization's advertisements. By analysing Scott Automation's system, it was found that the company uses internal and external sources of candidates while addressing them with different methods. Nevertheless, some weaknesses were found, such as inadequate awareness about the organization, insufficient use of social media and corporate websites, or inappropriate cooperation with educational facilities.

Therefore, the proposed recommendations suggested that the organization cooperate with secondary vocational schools with the required field of study for the CNC Machine Operator and Press Brake Operator positions to train students for possible future employment in the company. For the purpose of broadening awareness of the organization, the company was suggested to participate in an industrial trade show of job opportunities. Because of insufficient use of social media and corporate websites, the company was proposed to create an official Czech Facebook page and redo the section Careers on its official websites.

It is thought that the aim of this bachelor's thesis was accomplished, and the proposed recommendations could help to improve the organization's system of search and selection of employees to ensure the organization with the necessary number of qualified workers for the CNC Machining Centre Operator, CNC Laser Operator, and Press Brake Operator positions.

BIBLIOGRAPHY

- Annual report. 2018. Alvey Manex. Accessed February 8, 2022.
<https://or.justice.cz/ias/ui/vypis-sl-detail?dokument=56815469&subjektId=246864&spis=685499>.
- Annual report. 2019. Scott Automation. Accessed February 8, 2022.
<https://or.justice.cz/ias/ui/vypis-sl-detail?dokument=61291403&subjektId=246864&spis=685499>.
- Annual report. 2020. Scott Automation. Accessed February 8, 2022.
<https://or.justice.cz/ias/ui/vypis-sl-detail?dokument=64383654&subjektId=246864&spis=685499>.
- Annual report. 2021. Scott Automation. Accessed April 10, 2022.
<https://or.justice.cz/ias/ui/vypis-sl-detail?dokument=71031642&subjektId=246864&spis=685499>.
- Armstrong, Michael, and Stephen Taylor. 2020. *Armstrong's Handbook of Human Resource Management Practice*. New York: Kogan Page.
- Arthur, Diane. 2006. *Recruiting, Interviewing, Selecting & Orienting New Employees*. New York: American Management Association.
- Carpentier, Marieke, Greet Van Hoye, and Bert Weijters. 2019. "Attracting Applicants Through the Organization's Social Media Page: Signaling Employer Brand Personality." *Journal of Vocational Behavior* 115. Accessed October 5, 2021.
<https://doi.org/10.1016/j.jvb.2019.103326>.
- Emma - Denisa, Andrei. 2017. "New Challenges in Recruitment and Selection - Attraction of the Y Generation." *Cactus Tourism Journal* 15, no. 1: 40-52. Accessed October 14, 2021. <https://doaj.org/article/f3d60f564f7d41b58564cefd3de58982>.
- Facebook. n.d. "Vytvořte si firemní stránku - zdarma a během pár minut." Accessed April 10, 2022. <https://www.facebook.com/business/pages/set-up>.
- Hmoud, Bilal, and Varallyai Laszlo. 2019. "Will Artificial Intelligence Take Over Human Resources Recruitment and Selection?" *Network Intelligence Studies* 6, no. 13: 21-30. Accessed October 14, 2021.
<https://doaj.org/article/a6bfa7b7c3da40f1a28ecad93ea86c48>.
- Hook, Caroline, and Andrew Jenkins. 2019. *Introducing Human Resource Management*. United Kingdom: Pearson Education.

- Horváthová, Petra, and Andrea Čopíková. 2017. *Human Resource Management*. Ostrava: VŠB-TU Ostrava.
- Internal document. 2022. Název a počet funkcí.
- Khalid, Shazia, and Shahnila Tariq. 2015. "Impact of Employer Brand on Selection and Recruitment Process." *Pakistan Economic and Social Review* 53, no. 2 (Winter): 351-372. Accessed October 8, 2021. <https://www.jstor.org/stable/26153264>.
- Koubek, Josef. 2015. *Řízení lidských zdrojů: základy moderní personalistiky*. Praha: Management Press.
- Lester, Donald L., John A. Parnell, and Shawn Carraher. 2003. "Organizational Life Cycle: A Five-Stage Empirical Scale." *International Journal of Organizational Analysis* 11, no. 4: 339-354. Accessed October 8, 2021. <https://doi.org/10.1108/eb028979>.
- Lussier, Robert N., and John R. Hendon. 2020. *Fundamentals of Human Resource Management: Functions, Applications, and Skill Development*. Los Angeles, London, New Delhi, Singapore, Washington DC, Melbourne: SAGE.
- Murire, Obrain, Willie Chinyamurindi, and Liezel Cilliers. 2020. "Challenges Faced by Employers When Using Social Media for Recruitment and Selection Purposes." *2020 Conference on Information Communications Technology and Society (ICTAS)*. Accessed October 8, 2021. IEEE Xplore Digital Library.
- Nikolaou, Ioannis. 2021. "What Is the Role of Technology in Recruitment and Selection?" *The Spanish Journal of Psychology* 24. Accessed November 3, 2021. <https://doi.org/10.1017/SJP.2021.6>.
- Scott Automation. n.d. "About Us." Accessed January 12, 2022. <https://scottautomation.com/en/about-us>.
- Scott Automation. n.d. "Our customers." Accessed January 14, 2022. <https://scottautomation.com/en-us/our-customers>.
- Scott Automation. n.d. "Our mission." Accessed January 12, 2022. <https://scottautomation.com/en/about-us/our-values>.
- Scott Automation. n.d. "Our values." Accessed January 12, 2022. <https://scottautomation.com/en/about-us/our-values>.
- Scott Automation. n.d. "Products & Solutions." Accessed January 12, 2022. <https://scottautomation.com/en/products>.
- Scott Automation. n.d. "Service & Support." Accessed January 14, 2022. <https://scottautomation.com/en/service-support>.

Scott Automation. n.d. "Training & Support." Accessed January 14, 2022.

<https://scottautomation.com/en/service-support/training-support>.

Slavić, Agneš, Radmila Bjekić, and Nemanja Berber. 2017. "The Role of the Internet and Social Networks in Recruitment and Selection Process." *Strategic Management* 22, no. 3: 36-43. Accessed October 10, 2021.

<https://doaj.org/article/54414dde47ff44b09a551a877bacc396>.

The Labor Code. Act No. 262/2006 Coll., §34 as amended.

Urbancová, Hana, Katarina Stachová, and Zdenko Stacho. 2015. "Methods of Recruitment in the Czech and Slovak Organizations." *Acta Universitatis Agriculturae et Silviculturae Mendelianae Brunensis* 63, no. 3: 1051-1060. Accessed October 4, 2021.
<https://dx.doi.org/10.11118/actaun201563031051>.

Zeuch, Matthias. 2016. *Handbook of Human Resources Management*. Heidelberg: Springer - Verlag GmbH. <https://link.springer.com/referencework/10.1007%2F978-3-662-44152-7>.

LIST OF ABBREVIATIONS

HRM	Human Resource Management
HR	Human Resource
CV	Curriculum Vitae
AI	Artificial Intelligence
IT	Information Technology
CNC	Computerised Numerical Control
SWOT	Strengths, Weaknesses, Opportunities, and Threats
CZK	Czech koruna
RRF	Recruitment Requisition Form
COO	Chief Operating Officer
CEO	Chief Executive Officer
ZTP	Zvlášť těžké postižení

LIST OF FIGURES

Figure 1 Number of employees in individual years (own creation according to annual report)	35
Figure 2 SWOT analysis (own creation)	38
Figure 3 Organizational principles (own creation according to organization's documents)	41

LIST OF TABLES

Table 1 Economic indicators (own creation according to annual report).....37

APPENDICES

Appendix P I: Organizational principles

Appendix P II: Scope of work

Appendix P III: Recruitment requisition form

Appendix P IV: The advertisement in Podivínský zpravodaj

Appendix P V: Vacancy report

Appendix P IV: A basis for drafting employment law documents

APPENDIX P I: ORGANIZATIONAL PRINCIPLES



POLITIKA KVALITY – FIREMNÍ PRINCIPY A ZÁSADY

1. **Bezpečnost a spokojenost** našich zaměstnanců, zákazníků a dodavatelů jsou pro nás prvořadě.
2. Naším cílem není jen, aby byl zákazník spokojený. **Naši zákazníci by měli být velmi spokojení.**
3. Naším cílem je být nejlepším dodavatelem průmyslových systémů a služeb ve své třídě a tuto pozici si udržet. Proto se musíme kontinuálně zlepšovat a tedy neustále procházet změnami. **V našem oboru podnikání hodláme zůstat** a díky tomu se zaměřujeme na dlouhodobé a kontinuální zlepšování a dlouhodobý výzkum a vývoj.
4. Naši **lidé jsou naprosto nejdůležitějším aktivem společnosti.** Snažíme se, abychom přijímali pouze nejlepší zaměstnance, pokud jde o talent, přístup k práci, etiku a prozákaznickou orientaci. Samozřejmě jsme zaměstnavatelem se 100% rovnými příležitostmi.
5. Usilujeme o **vysokou etickou úroveň.** O věcech mluvíme otevřeně. Co řekneme, to uděláme. Pokud uděláme chybu, přiznáme ji a sjednáme nápravu. To neznámá, že na sebe necháme svalovat vinu. Interně ani externě nesdělujeme vědomě nic, o čem bychom nebyli přesvědčeni, že není pravda.
6. Interně a obzvláště externě **sdělujeme pouze nezbytně nutné informace.** To se týká zejména citlivých dat od zákazníků.
7. Konflikty, ať už interní nebo externí, jsou nevyhnutelné a představují pro nás příležitost ke zlepšení systému. Řešíme je pomocí otevřené a upřímné diskuze, vedené snahou pochopit názory druhé strany a chovat se férově. To znamená **férovost k druhým, ale také férovost sami k sobě.**
8. Zakázky nepředkládáme na základě nejnižší ceny, stejně tak nevybíráme komponenty či řešení. Místo toho se **soustředíme na minimalizaci celkových nákladů.** Snažíme se mít pro každou položku jediného dodavatele, se kterým budujeme dlouhodobý vztah založený na loajalitě a důvěře.
9. Vždy budeme **neustále zlepšovat** náš systém obchodu, technické přípravy, výroby a servisních služeb, abychom docílili zvýšení kvality a produktivity, a tím neustále snižovali náklady.
10. Všichni naši zaměstnanci dostávají každý rok **interní a/nebo externí školení v minimálním rozsahu 3 dny.**
11. Všichni naši zaměstnanci jsou vysoce talentovaní a kvalifikovaní **dospělí lidé,** kteří nepotřebují dohled. Naši vedoucí pracovníci jsou LÍDŘI, kteří drží tým pohromadě a zajišťují, aby všichni chápali své cíle a měli k dispozici potřebné nástroje, infrastrukturu a školení k tomu, aby těchto cílů dosáhli.
12. **Nikdy nepropustíme žádného zaměstnance kvůli tomu, že se podařilo dosáhnout vyšší efektivity nebo provést zlepšení jakéhokoliv druhu.**
13. Členění na jednotlivá oddělení je nezbytným organizačním zlem. Lidé ve vývoji, konstrukci, obchodu a montáži u nás i u zákazníka **musejí pracovat jako jeden tým,** aby byli schopní předvídat problémy, ke kterým může při realizaci projektu nebo servisu dojít. Ke svým kolegům přistupujeme jako ke svým interním zákazníkům. Vynikající interní zákaznické služby jsou nutným a nezbytným předpokladem pro poskytování vynikajících služeb externím zákazníkům.

14. Problémy, chyby nebo vady nikdy nejsou způsobeny pouze jednotlivcem, ale fungováním společnosti jako celku, a musíme je vnímat jako **příležitost ke zlepšení** našeho systému. Proto problémy neskrýváme, ani nezastíráme, ale vynášíme je na světlo, abychom je mohli napravit.
15. Variabilní složky mzdy, prémie a zvýšení platu za zásluhy se odvíjejí spíše od **týmové a firemní výkonnosti** než od úspěchů jednotlivce. Budeme odměňovat činnosti a iniciativy, které pomohou vylepšit systém.
16. **Hrdost na odvedenou práci** a na realizované projekty je klíčovým motivačním faktorem pro všechny. Neděláme věci "jak nejlépe umíme" – svou práci děláme profesionálně.
17. Všechny naše činnosti jsou **standardizované a zdokumentované do procedur**, kterými se my všichni řídíme. Slovo "NORMÁLNĚ" je třeba vymýtit z naší společnosti a jejího slovníku. Věci děláme určitým způsobem, nebo je neděláme vůbec.
18. Musíme vydělávat peníze, abychom přežili, ale vydělávání peněz není naším jediným cílem. V rámci našich možností máme **sociální odpovědnost** vůči lidem a organizacím v nouzi.
19. Budoucnost naší společnosti je spojena s neustálým zlepšováním, které je **úkolem pro každého zaměstnance společnosti**.

Podivín, 17/09/2020



Aaron Vanwalleghem
Director Operations

APPENDIX P III: RECRUITMENT REQUISITION FORM

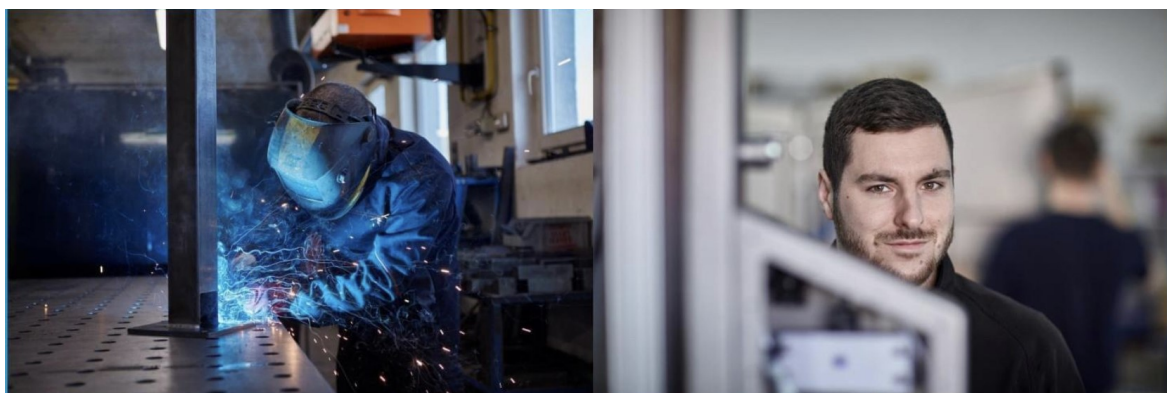


G09.17F RECRUITMENT REQUISITION FORM

Position Title:			
Position Location:			
Hiring Manager:			
<input type="checkbox"/> New Position		<input type="checkbox"/> Replacement Position Who is the position to replace:	
Is it within headcount & budget? Yes			
Please provide the business justification for recruiting.			
Employment Type			
<input type="checkbox"/> Permanent	<input type="checkbox"/> Casual	<input type="checkbox"/> Fixed Term - length of fixed term: _____	
Reason for being fixed-term:			
Trial/Qualifying period: (If applicable) If successful applicant has already been identified, is the individual a current or previous employee, or an independent contractor of Scott's? Provide details.			
Days/ Hours to be worked per week: 40h/week			
Start date: xx. xx. 2021			
Remuneration – Please specify the salary/ hourly rate range			
CZK/month			
Current position description must be attached			

Signature of GM	Date
Signature of CEO/COO	Date

APPENDIX P IV: THE ADVERTISEMENT IN PODIVÍNSKÝ ZPRAVODAJ



**SPOLEČNOST SCOTT AUTOMATION A.S.
V PODIVÍNĚ A BOŘETICÍCH HLEDÁ NOVÉ
KOLEGY NA POZICE:**

- ASISTENT OPERÁTORA CNC LASERU
- ASISTENT/KA MANAŽERA KVALITY
- ASISTENT/KA ODDĚLENÍ SERVIS
- ELEKTROMECHANIK – BladeStop
- FRÉZAŘ
- MANAŽER SKLADU
- OPERÁTOR CNC LASERU
- OPERÁTOR CNC OBRÁBĚCÍHO CENTRA
- OPERÁTOR OHRAŇOVACÍHO LISU
- ŘIDIČ
- SOUSTRUŽNÍK



**Nabízíme: 25 dnů dovolené, stravenky 150,-/den, 13. plat, 500,-/měsíc za
pravidelnou docházku, prémie nadřízeného, firemní akce**



**V případě zájmu volejte na tel.: 606 789 320 nebo zasílejte své životopisy na e-mail:
s.kurkova@scottautomation.cz**

APPENDIX P V: VACANCY REPORT

Úřad práce České republiky



*Vysvětlivky viz 2. strana (nebo poslední strana).
Zaškrtnutí platí křížkem i zatřením, oboje má ve
formuláři stejný význam.*

Hlášenka volného pracovního místa									
Název a sídlo zaměstnavatele:		Scott Automation a.s.			IČO:		26291231		
Místo výkonu práce - adresa:		Bořetice							
Požadovaná profese:		Operátor CNC laseru							
Počet požadovaných zaměstnanců:				1		CZ-ISCO ¹⁾ :		7223	
Typ pracovního vztahu:		pracovní poměr		služební poměr		DPP		DPČ	
Zaměstnání na dobu:		neurčitou		Od: 1.2.2022		Hrubá měsíční Mzda/plat ²⁾ od:		30 000,- Do: 40 000,-	
		určitou		Od:		Pracovní úvazek:		plný zkrácený Počet hodin týdně: 40	
		Do:							
Směnnost:		1 směna 3 směny nepřetržitý provoz turnusové služby dělené směny pružná pracovní doba noční provoz		2 směny 4 směny		Vhodné pro:		zdravé osoby osoba zdravotně znevýhodněná OZP s maximálně 2. stupněm invalidity OZP s invaliditou 3. stupně (dříve TZP) OZP na vozíku (bezbariérový přístup) absolventy mladistvé do 18 let azylanty	
				Expirace (VPM bude nabízeno a zveřejňováno do data –max. měsíc):		30.4.2022			
Požadovaný minimální stupeň vzdělání: <small>(obor napište případně do následujícího řádku)</small>		základní vzdělání		bez vzdělání		úplně střední odborné s vyučením i maturitou nižší střední odborné úplné střední odborné s maturitou (bez vyučení) střední odborné s výučním listem vyšší odborné střední odborné bez vyučení a bez maturity bakalářské konzervatoř úplně střední všeobecné (gymnázium) vysokoškolské vědecká výchova (Ph.D. apod.)			
Upřesňující informace ³⁾ : <small>(požadavky RP skupin., jazykové požadavky, náplň práce apod.)</small>		<ul style="list-style-type: none"> •SOU, SŠ vzdělání v oboru strojní zámečnick •praxe v oboru min. 1 rok •orientace v technické dokumentaci •průkaz obsluhy VZV, jeřábnický a vazačský výhodou •zodpovědný přístup k práci, pečlivost •schopnost týmové práce a kooperace <p>Pracovní doba: 6-14:40</p>							
Zaměstnanecké výhody ⁴⁾ :		25 dní dovolené, stravenky 150,-/den, prémie, 13. plat, firemní akce							
				Souhlas s nabízením volného pracovního místa cizincům ⁶⁾ :					
Zájem o občany z jiného státu Evropské unie ⁵⁾				modrá karta ⁶⁾					
				zaměstnanecká karta ⁶⁾		Program kvalifikovaný zaměstnanec ⁷⁾			
				povolení k zaměstnání		Mimořádné pracovní vízum ⁸⁾			
Zveřejnit nabídku ⁹⁾ ?		ano ne		Nabízet v těchto dalších okresech:		Jihomoravsky			
Způsob prvního kontaktu zájemce o volné pracovní místo se zaměstnavatelem ¹⁰⁾ :		osobně		Místo, případně čas:					
		e-mailem							
		telefonicky		Kdy		6-14:40			
		na výběrovém řízení		Místo, datum, hodina:					
Kontaktní osoba:		Soňa Kurková							
Tel. (bude zveřejněn):		606789320			E-mail:		s.kurkova@scottautomation.cz		
Za zaměstnavatele vyhotovil(-a):				Soňa Kurková					
Dne:		19. 1. 2022		Tel. nebo e-mail výhradně pro ÚP ČR ¹¹⁾ :		s.kurkova@scottautomation.cz			

Prosím, neprodleně oznamujte obsazení nahlášeného volného pracovního místa nebo změny údajů uvedených ve formuláři.

C

S osobními údaji, poskytnutými v Hlášení volného pracovního místa, je nakládáno v souladu s příslušnými obecně závaznými právními předpisy. Další informace o zpracování osobních údajů (např. účel a rozsah zpracování, poučení o právech při zpracování osobních údajů atd.) naleznete na: <https://www.uradprace.cz/web/cz/informace-o-zpracovani-osobnich-udaju>

Vysvětlivky:

- 1) Kód profese podle klasifikace zaměstnání CZ-ISCO. Kód lze vyhledat na https://www.czso.cz/csu/czso/klasifikace_zamestnani_cz_isco
- 2) Zaručená mzda (měsíční nebo hodinová). Uveďte rozpětí nebo spodní hranici v souladu s nařízením vlády č. 567/2006 Sb., ve znění pozdějších předpisů. Ve veřejném sektoru se jedná o plat. U dohod o pracích konaných mimo pracovní poměr se jedná o odměnu. V případě nahlášení volného pracovního místa (VPM) v rámci zařazení do Programu kvalifikovaný zaměstnanec uveďte 1,2 násobek zaručené mzdy.
- 3) Zde uveďte Vaše požadavky na uchazeče (požadovanou praxi, obor vzdělání, řidičské oprávnění, znalost jazyků apod.), popis pracovní činnosti, upřesnění pracovní doby a další potřebné informace.
- 4) Příkladem zaměstnaneckých výhod jsou například zvláštní prémie, podnikové stravování, příspěvek na dopravu, dovolená navíc, zajištění ubytování, stravenky.
- 5) Zaškrtněte v případě, že máte zájem zaměstnat občana Evropské unie nebo občana Švýcarska, Lichtenštejnska, Norska či Islandu. VPM je v tom případě na Evropském portále pracovní mobility (<http://ec.europa.eu/eures>) zvýrazněno tím, že je označeno obrázkem vlajky Evropské unie, a ve výpise je umístěno před nezvýrazněnými nabídkami. Zvýraznit VPM na Evropském portále pracovní mobility a zároveň jej nezveřejnit na Integrovaném portále MPSV (<http://mpsv.cz.cz>) není možné. Máte-li zájem nabízet VPM přednostně ve vybraném státě Evropské unie nebo ve Švýcarsku, Lichtenštejnsku, Norsku či na Islandu, obraťte se na poradce EURES, jejichž seznam najdete na Evropském portále pracovní mobility v sekci „Poradci EURES“ (<http://ec.europa.eu/eures>).
- 6) Zaškrtněte, pokud hodláte zaměstnat cizince. Za cizince se podle § 85 zákona č. 435/2004 Sb., o zaměstnanosti, ve znění pozdějších předpisů, nepovažuje občan Evropské unie a dále občan Švýcarska, Lichtenštejnska, Norska a Islandu. V případě zaškrtnutí modré karty dáváte souhlas, aby VPM bylo zařazeno do centrální evidence volných pracovních míst obsaditelných držitelé modré karty. Modré karty jsou pouze pro cizince s vysokoškolským vzděláním nebo vyšším odborným vzděláním, pokud doba studia trvala minimálně 3 roky. Výše mzdy musí odpovídat alespoň 1,5násobku průměrné hrubé roční mzdy v České republice vyhlášené sdělením Ministerstva práce a sociálních věcí. V případě, že dáte souhlas s modrými kartami a nepodaří se ve lhůtě 10 dnů (podle situace na trhu práce lze prodloužit až na 30 dnů) od nahlášení VPM jej obsadit uchazečem nebo zájemcem o zaměstnání, bude VPM automaticky zařazeno do centrální evidence volných míst pro modrou kartu. V případě zaškrtnutí zaměstnanecké karty, dáváte souhlas, aby VPM bylo zařazeno do centrální evidence volných pracovních míst obsaditelných držitelé zaměstnanecké karty. U pracovních pozic pro zaměstnaneckou kartu týdenní pracovní doba v každém základním pracovněprávním vztahu musí činit nejméně 15 hodin a bez ohledu na rozsah práce měsíční mzda, plat nebo odměna cizince nebude nižší než základní sazba měsíční minimální mzdy dle nařízení vlády č. 567/2006 Sb., ve znění pozdějších předpisů. V případě, že dáte souhlas se zaměstnaneckými kartami a nepodaří se ve lhůtě do 10 dnů (podle situace na trhu práce lze prodloužit až na 30 dnů) od nahlášení VPM jej obsadit uchazečem nebo zájemcem o zaměstnání, bude VPM automaticky zařazeno do centrální evidence volných míst pro zaměstnaneckou kartu.
- 7) Zaškrtněte, pokud na VPM z centrální evidence volných pracovních míst obsaditelných držitelé zaměstnanecké karty hodláte zaměstnat cizince zařazeného do Programu kvalifikovaný zaměstnanec. <https://www.mpo.cz/cz/zahranicni-obchod/ekonomicka-migrace/program-kvalifikovany-zamestnanec--248247/>
- 8) Zaškrtněte, pokud má být VPM obsazeno cizincem v rámci Mimořádného pracovního víza. http://eagri.cz/public/web/file/641468/Prezentace_MZE_mimoradne_pracovni_vizum.pdf
- 9) VPM je zveřejněno fyzicky na vývěsní tabuli kontaktního pracoviště Úřadu práce ČR a elektronicky na Integrovaném portále MPSV (<http://mpsv.cz>) a na Evropském portále pracovní mobility (<http://ec.europa.eu/eures>). Zveřejnit VPM pouze na jednom z uvedených míst není možné. Nezveřejnit pracovní místo znamená, že ho Úřad práce ČR zadá pouze do vnitřního databázového systému a využije jen pro evidované uchazeče a zájemce o zaměstnání.
- 10) Uveďte, jakým způsobem Vás mají uchazeči kontaktovat – zda dáváte přednost zaslání životopisu e-mailem, telefonickému nebo osobnímu kontaktu. Je možné vybrat i více možností. Případné další informace můžete rozepsat v kolonce „Upřesňující informace“.
- 11) Tento kontaktní údaj se nezveřejňuje (není-li stejný jako kontakt pro zájemce o VPM).

Doplňující informace

Volná pracovní místa se zadávají na kontaktních pracovištích Úřadu práce ČR dle místa výkonu práce.

Přehled kontaktních pracovišť Úřadu práce ČR najdete na této internetové adrese: <http://uradprace.cz>

Pracovní nabídky v rámci samostatné výdělečné činnosti (takzvané na živnostenský list) nejsou zaměstnáním pro účely evidence hlášení VPM, proto nemohou být zadány do evidence volných pracovních míst.

Informace obsažené v centrální evidenci volných pracovních míst podle zákona č. 435/2004 Sb., o zaměstnanosti, ve znění pozdějších předpisů, jsou informacemi, zveřejňovanými jako otevřená data v souladu s nařízením vlády

č. 425/2016 Sb., o seznamu informací zveřejňovaných jako otevřená data. Integrovaný portál MPSV (<http://mpsv.cz>) je službou veřejnou. Ministerstvo práce a sociálních věcí ani Úřad práce ČR nejsou zodpovědné za subjekty, které si libovolně stahují nebo kopírují informace o volných pracovních místech na své internetové stránky a do svých periodik, a neručí (ani nemohou ručit) za aktuálnost zveřejněných informací o volných pracovních místech u takovýchto subjektů. Úřad práce ČR nenabízí a nezveřejňuje nabídky zaměstnání, které jsou diskriminačního charakteru nebo jsou v rozporu s pracovněprávními a jinými právními předpisy nebo odporují dobrým mrávům. Rovněž nenabízí a nezveřejňuje nabídky volných pracovních míst u zaměstnavatele, kterému byla uložena pokuta za porušení povinnosti vyplývající z pracovněprávních předpisů nebo za porušení povinnosti vyplývající ze zvláštních právních předpisů, které kontroluje Státní úřad inspekce práce nebo oblastní inspektorát práce, a to po dobu 3 měsíců ode dne nabytí právní moci rozhodnutí o uložení pokuty. Úřad práce ČR dále nenabízí, nezveřejňuje, popřípadě MPSV vyřadí z centrální databáze databáze volná pracovní místa obsaditelná držitelé zaměstnanecké karty nebo obsaditelná držitelé modré karty za zákonem stanovených podmínek.

Dokument je platný dnem vydání

APPENDIX P VI: A BASIS FOR DRAFTING EMPLOYMENT LAW DOCUMENTS



Podklady pro vypracování pracovněprávních dokumentů

Jméno a příjmení, titul: _____ rodné příjmení: _____

Všechna příjmení předcházející současnému: _____

Datum narození: _____ místo: _____

Rodné číslo: _____ rodinný stav: _____

Trvalé bydliště: _____

Korespondenční adresa (pokud se liší): _____

Stát: _____ státní občanství: _____

Počet dětí: _____

Nařízené srážky ze mzdy: Výživné: ano x ne

Exekuce: ano x ne

Oddlužení: ano x ne

Jsem registrován/a na Úřadu práce: ano x ne

Vlastním řidičský průkaz: ano x ne

Telefon: _____ zdravotní pojišťovna: _____

Zdravotní omezení: _____

Znalost jazyků: _____

Pracovní zařazení: _____

Den nástupu: _____ na dobu _____

Sazba v Kč/hod.: _____

Tarifní stupeň: _____

Sazba v Kč/měsíc: _____

Prohlašuji, že poskytnuté osobní údaje jsou pravdivé a v případě jakékoliv změny poskytnutých osobních údajů tuto změnu oznámím Správci.

zaměstnavatel

žadatel

Na další schůzku s personalistou si připravte tyto přílohy:

1. Doklad o nejvyšším dosaženém vzdělání a další osvědčení
2. OP a průkazka zdravotní pojišťovny, ŘP
3. Vstupní lékařská prohlídka-před nástupem (MUDr. Debef, Kobylí 206, 691 10), platí zaměstnavatel - 400 Kč
4. Potvrzení o zaměstnání (zápočtový list), pokud jste v evidenci úřadu práce, potvrzení o evidované době na úřadu práce
5. Číslo bankovního účtu pro zaslání mzdy
6. Další doklady (ZPS – změna pracovní schopnosti, rozhodnutí o důchodu,...)
7. Pokud uplatňuje odpočet nezdanitelné částky na dítě, tak kopie rodných listů