

Enterprise Rent-A-Car - Summary

Recruitment and selection at Enterprise Rent-A-Car

Introduction

Enterprise Rent-A-Car (Enterprise) is the largest car rental business in North America with 7,000 offices in the USA and more than 900 spread around the world, including the UK. It continually expands its range of services to meet customers' needs. Both business and private customers require a speedy and convenient service. Maintaining high levels of customer satisfaction is crucial to the company's growth. Enterprise ensures it employs the right people with suitable skills in order to reach its aims and objectives.

The role of Human Resource Management (HRM)

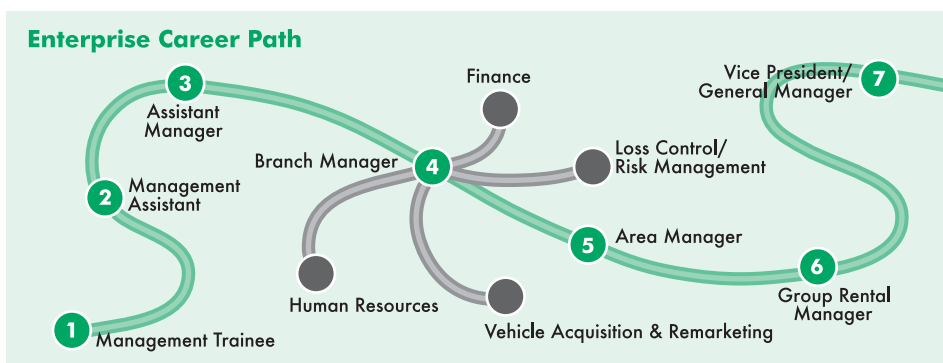
The purpose of HRM is to hire, train, develop, discipline or dismiss staff. Employees at Enterprise are helped to meet their full potential through effective training and development, reducing the need for external recruitment.

HRM also involves workforce planning. This means making plans for future staffing needs. For instance, the company may expand into new markets or need to replace employees who retire. There may also be external changes in the labour market, resulting in fewer skills being available or an excess of skills in one area. Enterprise needs staff with ambition and drive and recruits around 1,000 graduates a year.

Attracting applicants

Enterprise expects to promote staff from within the company. Many employees begin at Management Trainee level and can progress to Vice President/General Manager. Career building from within has a positive affect on the company. However, external recruitment is needed to introduce new skills or to help the company to grow. Enterprise raises its profile within UK universities to attract high quality people through:

- company presentations
- relationships with clubs and organisations
- attending Careers Fairs
- drop-in sessions
- skill sessions
- mentoring schemes.



Recruitment

Enterprise's recruitment practice is designed to ensure that its people reflect the diversity of the communities in which they work. New recruits can enter the business by different means:

- The Enterprise Internship scheme – allows students to gain skills through on-the-job training with the chance of a full-time job after graduation
- Graduate Management Trainee programme – a fast-track career path. Graduates can move to Management Assistant in as little 8-12 months.

Enterprise advertises through a wide range of media. Its recruitment brand and website, 'Come Alive', targets graduates. Enterprise also uses specialist graduate recruitment sites at peak times.

Selection

The selection process aims to identify the best person for the job. HRM uses standard formats to match jobs to applicants' merits and skills. These include:

- the job description – this highlights the job role and lists main tasks
- person specification – summarises personal qualities needed for the job.

The selection process includes:

- screening – to ensure applicants have the essential skills for the job and can meet the role requirements
- interviews with a recruitment manager and branch manager where candidates demonstrate capabilities
- an assessment day – where candidates participate in role-play, individual and group activities.

The skills and abilities sought by Enterprise include:

- customer service
- persuasiveness
- flexibility
- results-driven
- leadership ability
- communication skills.

Conclusion

As a service-orientated business, Enterprise aims to deliver perfect service to keep its customers content. A dissatisfied customer is unlikely to return. Enterprise recruits people with the skills the business needs in the longer term. Additionally, it develops and trains existing staff, keeping key skills within the business.

