

Measures to Develop Human Resource for The Saigon Communication Works Company

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The Saigon Communication Works Company is specialized in building and maintaining bridges and roads; producing building materials; and building electric works, water supply and sewerage systems. In the international integration trend, one of the most worrying problems to the company is to develop its human resource in order to maintain and enhance its competitiveness.

1. Human resource of the company

The above data show that in the past five years, the workforce increased slightly (34 laborers) while the number of female laborers decreased a little.

Regarding the age bracket, the

proportion of female laborers to the male one was small (1.94% in 2004), which was acceptable because most jobs were done outdoor. This age group is in the peak of their working life so the Company should create conditions for tapping their capacity and productivity. If this group does well their jobs, the business performance will be high.

The 41-50 age group experienced small decreases, which was a good sign. The number of female laborers in this group, however, increased considerably, to 5.66% in 2004, in comparison with the 31-40 age group. This situation could affect the labor productivity and the company should take measures to reduce redundancy.

Table 1: The Company labor force

Labor force	2001	2002	2003	2004
Total	536	532	507	565
Increase/ Decrease	15/15	14/16	47/71	88/27
Growth rate	2.79%	2.63%	9.27%	15.57%
Female laborer	96	95	84	87
As % of the workforce	17.91%	17.85%	16.56%	15.39%
Laborers in concrete production units	13	12	11	24
As % of the workforce	2.42%	2.25%	2.16%	4.24%

number of laborers of the 20-30 age bracket decreased. The Company should pay full attention to the development of this group because they are young and easy to adjust themselves to new trends and techniques.

The number of laborers of the 31-40 age bracket increased remarkably in the past five years, and the

The U-60 group almost doubled in the past five years (the female labor accounted for some 25%, which was not favorable to the business performance. The Company had better think of reducing this age group and offer preferable treatment to retirees.

The data show that the average education level of employees has been enhanced, which will smooth the training and development process. Encouraging signs is high percentages of direct labor force that gained secondary education (39.65% in 2004), and of indirect labor force that gained tertiary education (16.99% in 2004). This was the first results of the reform in the human resource development.

2. Measures to develop the Company human resource

After analyzing, estimating and applying various theories, I suggest the following measures to improve the personnel department of the Company.

Firstly, the Company should form a personnel department by improving the Administration and Personnel Department and examining employees of this department. This is an urgent task because if this department fails to cope with constant changes in the market, a lot of time, money and energy will be wasted, which was common in the subsidized companies, and the future development of the Company will be hindered.

Secondly, the main objective of the personnel department should be to ensure interests of employees and customers and protect the environment. The head of this department should have a strategic vision, instead of only dealing with and controlling problems; consider employees as a resource instead of a cost factor, and see personnel development as a task of top priority to the

Table 2: The workforce in terms of education

Education	2002		2003		2004	
	Number of employees	As % of the workforce	Number of employees	As % of the workforce	Number of employees	As % of the workforce
9 th to 12 th grade	215	18.79	178	35.10	224	39.65
Technical high school	40	7.51	42	8.28	59	10.44
University	60	11.27	76	14.99	96	16.99
Post graduate	2	0.37	2	0.39	3	0.53
Total	317		298		382	



manager instead of only giving technical advice.

Thirdly, analyses of job and job description must be done properly. This will help the manager know what employees do, how jobs are done, when they are finished, what reasons for doing the jobs are and what standards should be reached. The main objective is to ensure equality in assigning, moving or promoting employees; encouraging performance by giving financial incentives; saving time and energy; reducing redundancy; and creating close relationship between employees and the management.

Fourthly, the recruiting process must be improved. As for sources of potential employees, the Company could ask its employees to recom-

mend their friends (the OMNI Hotel has applied this method). This approach is not costly but may be less objective because of the employees' friendship. The Company can also recruit new employees through ex-employees, advertisements on mass media, colleges and universities (this approach is preferable in Vietnam today because universities don't ensure employments for their graduates), and employment agencies.

The recruitment process could include the following steps: examining application forms, testing, initial interview, intensive interview, checking CVs, health check, and decision to hire. The Company could adapt this process to its current conditions.

Fifthly, the process of assessing jobs done by employees should be introduced. Objectives of the assessing

Table 3: Recruitment process

Recruitment step	Participated candidates	Rejected candidates	Remained candidates
Examining applications	100	40	60
Number of candidates filling the form	60	25	35
Making decision on applications	35	7	28
Testing	28	10	18
Checking CVs	18	8	10
Initial interview	10	4	6
Intensive interview	6	2	4
Checking health	4	1	3
Decision to hire	3	1	2*
Assigning	2	1	1

* One actual and one reserve candidate

process is determined in order to set standards for salary and benefits, thereby encouraging employees to correct past mistakes and take part in future training courses. Methods of assessing should be suitable to each department and employee.

Sixthly, the salary scale and bonus system must be improved and perfected.

In short, the human resource management in the Saigon Communication Works Company isn't done properly because of various causes, both external and internal ones. The above-mentioned measures to improve the situation are based on analyses of weaknesses and strengths of the company; and opportunities and challenges from the business climate according to modern human resource management theories. ■

