

Analysis of Employee Selection and Adaptation in Generali Pojišťovna a.s.

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ABSTRAKT

Cílem této bakalářské práce je analyzovat současný systém výběru a adaptace zaměstnanců ve firmě Generali Pojišťovna a.s. První, teoretická část popisuje základní metody výběru, příjmu a adaptace nových zaměstnanců podle informací získaných z odborné literatury.

Druhá, praktická část, se kromě krátkého představení pojišťovací společnosti Generali, zabývá konkrétními postupy vedoucích pracovníků Generali Pojišťovny a.s. při výběru, příjmu a adaptaci pojišťovacích zprostředkovatelů.

Na základě analýzy jsou v závěrečné části navrženy doporučení ke zlepšení současné situace společnosti.

Klíčová slova: lidské zdroje, získávání zaměstnanců, výběr zaměstnanců, adaptace, pojišťovací zprostředkovatel

ABSTRACT

The aim of this bachelor thesis is to analyse current system of employee selection and adaptation in Generali Pojišťovna a.s. The first, theoretical part describes basic methods of employee recruitment, selection and adaptation according to information gathered from scholarly books.

The second, analytical part focuses, apart from a short introduction of Generali, on individual processes of recruitment, selection and adaptation of insurance intermediaries carried out by managers of Generali Pojišťovna a.s.

Based on the analysis there can be found some recommendations in the final part to improve the company's current situation.

Keywords: human resources, employee recruitment, employee selection, adaptation, insurance intermediary

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INTRODUCTION

Human resources are, apart from being the most important part of every company, the biggest value company can own. People can be found in every single company hence are inseparable part of it. Without human resources any company would be able to neither reach its set objectives nor generate profit nor expand. As they represent competitive advantage it is crucial to choose the best ones, manage them and take care of them. It is vital for any company to realise how valuable and important they are as the way they are managed will decide whether the company will succeed or not.

This bachelor thesis will focus on human resource management and individual stages of human resource planning, recruitment and selection and adaptation of new insurance intermediaries in Generali Pojišťovna a.s. As Generali Pojišťovna a.s. offers insurance and reinsurance services to a general public it has to be able to satisfy their demand. The reason to choose such a topic is to find out whether the company is capable to meet the demand by increasing of the number of insurance intermediaries and what processes are used to increase the number of them.

The theoretical part will explain the role of human resources in the company, basic stages of HRM, selecting methods and mistakes and also legal aspects of insurance intermediaries' recruitment. The analytical part, that will follow the theory, will introduce the company and its position in the Czech insurance market and will analyse the current employee selection and adaptation system of the insurance company.

Insurance intermediaries, whose number rises every year, have direct contact with their clients, that is why it is so vital to pay a big attention to their selection and also adaptation. Based on the analysis, included in the bachelor thesis, some recommendations will be suggested. Those will hopefully contribute to improvement of human resource management system in Generali Pojišťovna a.s and will bring satisfaction not only to the company but also to the insurance intermediaries.

I. THEORY

1 HUMAN RESOURCES

Human resources (HR) can refer on the one hand to labour, people working for an organization, on the other hand to the company's department responsible for such personnel issues as looking after and keeping records of all employees, and choosing new ones. (Macmillan Education 2002, 1057)

In economics, there are 4 groups of resources that are used to produce goods and services:

- labour
- land
- capital
- entrepreneurship

These groups are called factors of production or productive inputs. (eNotes.com) According to Armstrong (2003), the people an organization has, the labour, are the most valued assets. They help it to reach set objectives therefore to achieve success.

Human capital can be defined as a human factor represented by a set of knowledge, skills, abilities and also imagination and creativity that are either innate or acquired throughout training and education. The organizations have to invest into human capital in order to survive and expand. As long as human elements have an opportunity to learn, change, innovate and are motivated, the organization should not have trouble surviving. It is people that are the most important aspect in every company as it is them, not their employers, who own the capital and choose when, how and where they will contribute it. And it is human capital what makes each organization unique. (Armstrong 2003, 351)

2 HUMAN RESOURCE PLANNING

Human resource planning represents a process of forecasting, setting objectives and drawing up measures in human resource department; process of people coming into, leaving and moving inside the organization; process of allocating right people to right jobs in a right place and right time. (Koubek 2000, 145) Human resource planning refers to human resources that organization needs to reach its strategic objectives. It is one of the most important responsibilities of the organization for the people are undoubtedly a vital resource of every organization. It concerns not only with a number and structure of required staff but also with the right skills and competences they should have. Human resource planning has to ensure the quality of employees, their maintenance and development. (Stýblo, Urban and Vysokajová 2007, 2)

The typical aims of human resource planning are to (Armstrong 2003, 366):

- attract and retain the number of appropriate people
- anticipate and avoid potential workforce redundancies or shortages
- develop a well trained and flexible workforce
- reduce dependence on external recruitment
- improve the utilization of people by introducing more flexible systems of work

The core of human resource planning process is to indentify labour needs of the company and to find a way how to meet the needs by using either internal or external labour market. (Stýblo, Urban and Vysokajová 2007, 3) The former deals with stock and flows of people inside the organization, whereas the latter deals with the external local, regional, national and international people who can be employed. The decision whether to "make" employees, to promote, train, or redeploy people within the organization or to "buy" employees, to recruit or hire people from outside, depends on every organization. A common practice is to look at internal resources fist and if there are no appropriate candidates than the organization should examine external markets. (Armstrong 2003, 365)

2.1 Job Analysis

"A job consists of a related set of tasks that are carried out by a person to fulfil a purpose. It can be regarded as a unit in an organization structure that remains unchanged whoever is in the job. What is done, how it is done and the results achieved depend more and more on the capabilities and motivation of individuals and their interactions with one another and their customers or suppliers." (Armstrong 2003, 337)

What is essential in every job is creation of value and added value for the customer and the owner. It is job opportunities provided by customers what makes the job design possible. The customer has to be excited about the price, swiftness, quality, innovations etc. All this is captured in a Volkswagen Group's slogan: "Every workplace in a company has to have its customer otherwise its existence is worthless." (Stýblo, Urban and Vysokajová 2007, 3)

Job analysis is a process of identifying, recording, storing and analysing information on the duties, methods, responsibilities and working conditions of the job and it determines the kind of person who should be hired for the job. The aim of the job analysis is to get all the information important for job design and creation of job description and job specification. A job has to be analysed before any other personal operation is launched. (Koubek 1995, 72)

2.1.1 Job Description and Job Specification

‘A job description is a list of duties, responsibilities, reporting relationships, working conditions and supervisory responsibilities whereas a job specification, also known as a person specification, recruitment or personnel, is a list of the education, skills, and ability requirements of a job.’ (Dessler 1994, 39) Whereas the job description concerns with the job itself, the job specification concerns more with requirements for a person who should be recruited for the job. (Koubek 1995, 72)

There are several questions that should be answered when creating both the job description and the job specification. The questions of the job description are (Koubek 1995, 74-75):

- Who does the job? What is the name of the job and job position?
- What does the job require?
- How is the job done?
- Why are the duties and responsibilities done the way they are done?
- When and how often are the duties and responsibilities done?
- Where are the duties and responsibilities done?
- What is the relation between particular duties and responsibilities and what hierarchy is there?
- Who does the employee reports to?
- What is the relation between the job and the other jobs?
- What are the performance standards and ordinary outputs?
- Is there a possibility of training during working?
- What are the working conditions?

The first six questions are the most important whereas the rest of the questions give a closer look at the job.

The job specification consists of (Koubek 1995, 75-76):

- physical requirements such as strength, musculature, health, workmanship etc.
- mental requirements such as intelligence, ability to solve problems etc.
- skills relating to speed and accuracy and skills relating to ability to motivate, control and communicate with people etc.
- education and qualification
- working experience
- personal characteristics and attitudes

This group of questions describes competences, behaviour and personality of a worker who is needed for the job. (Koubek 1995, 76)

Job description and job specification has significance not only for the management of the organization but also for the people doing the job. It gives them a clear notion of their duties, competence and responsibilities, and it also gives them an opportunity to take part in the correct setting of the objectives, duties and responsibilities. (Stýblo, Urban and Vysokajová 2007, 5)

3 EMPLOYEE RECRUITMENT AND SELECTION

The aim of employee recruitment and selection is to obtain an amount of competent people required for the job at minimum cost and in time. There are 3 stages in the process of recruitment and selection of new employees that should follow each other (Armstrong 2003, 395):

- defining requirements
- attracting candidates
- selecting candidates

3.1 Defining Requirements

First of all, when starting a recruitment process it is essential to describe the job and decide terms and conditions of employment. A job description should contain the main activities and tasks of the job and other special requirements or features. Detailed specification of the job makes it easier to choose the right candidate and vice versa, the less details of the job make it more difficult even impossible to recruit the right people. The terms and conditions of employment, also known as recruitment, personnel, or a job specification, are derived from a job description and should clearly state a number and a category of people the company is recruiting, required education, training, qualification, experience and competence. (Armstrong 2003, 396-7)

3.2 Attracting Candidates

The second stage, attracting candidates, concerns with the internal and external sources of applicants. The job holder should consider candidates within the organization in the first place. It is not only effortless and economical but it is also a good motivation for employees. If there are not suitable internal candidates, the organization should approach to external sources such as advertising, the Internet, and outsourcing to consultants or agencies. (Armstrong 2003, 400-1) However, the company, this bachelor's thesis about, does not use these methods very often. The most common method in Generali Pojišťovna a.s. is attracting candidates by personal contact.

3.3 Selecting Candidates

The final stage of employee recruitment and selection, selecting candidates, uses several methods to choose the right candidates for the job. The most common method is an interview that provides a close contact between the interviewer and the applicant.

(Armstrong 2003, 413-4) This is also the most common method in the insurance company this bachelor's thesis is about, which uses not one but a series of interviews.

Another method is provided by selection tests that give more valid and reliable evidence of levels of intelligence, personality characteristics, abilities and aptitudes. (Armstrong 2003, 413-4) In this case the test, that is a part of process of selection candidates, is called a motivational test.

3.3.1 Selection Methods

For the purpose of assessing the candidates several selection methods can be used. The basic tasks of HRM, when preparing employee recruitment and selection, are to determine what selection methods will be used and what essential requirements they will test. In the company this analysis is done for, the following methods are used:

Analysis of CV, an initial selection method, is used for preliminary selection of possible candidates. It introduces the candidate and shows how he or she can present him or herself and his or her working eligibility. It provides the employer an opportunity to assess applicant's education, working experience and loyalty. The way the CV is arranged and organised is also very important as a CV's style and composition can hugely reflect an applicant's verbal ability. It is expected to be brief, lucid, systematic and logical. Structured CV, which is preferred, should contain a number of basic divisions and should not exceed 1 page in length. Among the basic divisions there are personal data such as name, title, address and contact, education overview especially highest reached education, working experience especially working function and responsibility, other knowledge such as knowledge of foreign languages or IT and candidates hobbies. (Stýblo, Urban and Vysokajová 2007, 91)

One of the best and, according to opinions of theorists and practitioners, the most common selection methods is an *interview*. (Koubek 1995, 142) The purpose of this face-to-face discussion method, that offers a close contact between the interviewer and the candidate, is to obtain and assess such information about a candidate which will enable a valid prediction to be made of his or her future performance in the job in comparison with the predictions made for any other candidates. Interviewing therefore engages processing and evaluating evidence about the capabilities of a candidate in relation to the job specification. The aim of the interview is to complement this data with more detailed or specific information about experience and personal characteristics that can be obtained in such meeting. An interview also provides an opportunity for judgment by the interviewer on

whether the candidate will fit the organization, and by both parties as to how they would get on together. (Armstrong 2003, 442)

Interview is only useful if it is well prepared and clearly structured. The interviewer should have clear expectations of what the candidate's answers should entail and such answers should reflect the suitability. (Stýblo, Urban and Vysokajová 2007, 92) There is a very powerful case for structuring the interview and reinforcing this structuring with tests. The more evidence that can be produced to help in making crucial selection decisions, the better. (Armstrong 2003, 416-7)

In particular, selection interviews aim, according to Armstrong (2003), to provide answer to these questions (Armstrong 2003, 422):

- *Can* the candidate do the job – is he or she competent?
- *Will* the candidate do the job – is he or she motivated?
- *How* the candidate fits into the organization?

According to Koubek (1995), there are, apart from general aim - to assess capability of the individual, three main aims (Koubek 1995, 142):

- to obtain additional and more specific information about the candidate, his or her expectations and work objectives, possibly to verify information in written documents
- to provide the candidate with information about the company and work; it is essential to provide true information, not to confuse the candidate
- to assess the candidates personality

3.3.2 Selection Mistakes

An interview goal is to get as much information about a candidate as possible. However, there can be several difficulties with interviews which very often do not test what they should test e.g. candidate's ability to do the work. Mistakes during an interview can be made by either the candidate or the interviewer. To eliminate or at least to reduce mistakes it is important for either of the side to realize them. (Foot, Hook 2002, 87)

Interviewers make all kinds of mistakes that have a common feature i.e. insufficient objectivity of their assessment. (Stýblo, Urban and Vysokajová 2007, 102) Among the most common selection mistakes there are halo effect, stereotyping and mirror effect.

Halo effect is the most common mistake that is connected with a first sight impression. Interviewer tends to assess the candidate as soon as he or she enters the room and generalises the whole assessment. To prevent halo effect it is crucial to focus on job

requirements and requirements on the capabilities and experience that are demanded. Interviewer should not be inadequately influenced by those qualities that are not vital for doing the job. (Stýblo, Urban and Vysokajová 2007, 102)

To stereotype potential employee is another, often very dangerous regarding for example to racial or sex discrimination, mistake made during an interview. When using an individual interview as a method of employee selection, there is more scope for a superficial, biased or prejudiced or subjective decision especially in case that the interviewer is a person who will not be directly or often working with the candidate. (Armstrong 2003, 413) If an interviewer has a prejudice against certain groups of people he or she is influenced by his or her preconceived judgement. When interviewing he or she focuses only on such information that validate his or her persuasions. (Stýblo, Urban and Vysokajová 2007, 102) A candidate assigned to a certain group of people is supposed to have the same attributes and traits as are common for the members of the group. Employers should realise that no one group member can have identical characteristics. (Foot, Hook 2002, 88)

Mirror effect consists of choosing a candidate who is alike the interviewer. Those candidates that can be similar to the interviewer, have similar education, similar experience etc. tend to be assessed better than others. Using this method will not say whether the candidate is able to succeed in the job or not. (Stýblo, Urban and Vysokajová 2007, 103)

Apart from those three there are several more mistakes, such as poor preparation, assessment of personality not capabilities, making irrelevant notes or not making notes at all etc., that can affect the final decision.

With regard to CVs a big mistake is to withhold or misrepresent information giving a clear signal of unreliability. Among the most common signals that should arouse the jobholders suspicions are (Stýblo, Urban and Vysokajová 2007, 92):

- unclear or confused structure of CV
- too detailed entries
- fragmentary or missing information
- not highlighting of the main qualities of the applicant
- obviously untrue or misleading information

4 EMPLOYEE ADAPTATION

The first few months in a new job are vital for a long lasting success. What happens during this period influences whether the employee will stay or will leave the company. Hence, a good preparation of the very first day and the training period increases the likelihood that the employee would manage the work and stay in the company longer than just a few months. (Dale 2007, 163)

After entering a new job a new employee undergoes an adaptation process which can be described as a familiarization of an individual with a new working environment, in other words familiarization with a new company, new work, way the new work is done and other working conditions. (Koubek 1995, 154) It is the process of receiving and welcoming the new employee and giving him or her basic information needed to settle down quickly and happily and start work. Such an adaptation has four aims (Armstrong 2003, 453):

1. To overcome preliminary stages when everything is likely to be strange and unfamiliar to the new employee
2. To establish a favourable attitude to the company in his or her mind as soon as possible so that the new employee is more likely to stay
3. To obtain quickly effective output from the starter
4. To reduce the possibility of the new employee leaving quickly

There can be defined two adaptation processes, *working adaptation process* which aims to reach certain working requirements and *social adaptation process* which aims to incorporate the new employee into a team. Social adaptation process is rather spontaneous as it is based on everyday permanent personal contact with employees and their cooperation. (Mayerová 2000, 74-75) Both working adaptation and social adaptation are demanding and longer lasting processes using personnel department tools such as plan of adaptation, training of adaptation and feedback discussions with the new employees. The company this analysis is done for lays emphasis on working adaptation process as the insurance intermediaries work most of the time on their own.

An employee who first joins a company should be provided with a variety of printed documents such as safety rules and safety literature, a company rule book and an employee handbook, also known as an informative package or a package of orientation, which is a sort of brochure containing information the employee needs to know. Type and amount of information included depends on the type of work and position in a working hierarchy but nevertheless it is essential to give the employee all possible information that concerns him

or her. An informative package not only eliminates the risk of leaving out any information but also enables the employee to read the information at home and come back to them whenever he or she needs to. (Koubek 1995, 154)

When they first join the company the new employees should be also given their printed individual plan of adaptation which defines what overall information and documentation they should get familiar with, what trainings or personal meetings they should undergo and when the main check points of their adaptation are planned. (Stýblo, Urban and Vysokajová 2007, 142)

Company induction procedures should not only rely on the printed word. A member of the personnel department or a superior employee should run through the main points with each individual providing more personal touch and an opportunity to answer any queries. Both oral and printed instructions and information should be efficiently adjusted. (Armstrong 2003, 457)

An inseparable part of an adaptation process is feedback discussions. Personnel department should regularly hold feedback discussions focusing on whether the new employee manages given tasks, whether the company is satisfied with his or her working behaviour and whether the company could help the new starter with required training. There should not be any unanswered queries, obscurities or misunderstandings. Feedback discussions lay the basis for evaluation of adaptation process effectiveness. (Stýblo, Urban and Vysokajová 2007, 144)

Leading employees should encourage new employee's security and importance conviction. It means that the new employee should feel that he or she can master given tasks, is an accepted and reputable employee and colleague. (Mayerová 2000, 76)

5 EMPLOYEE RECRUITMENT LEGAL ASPECTS

As this bachelor thesis focuses on recruitment and selection of insurance intermediaries, legal recruitment aspects in the Czech Republic are regulated by 3rd part of Commercial Code, Act No. 513/1991 Coll., Contract of agency. Insurance intermediaries, their rights and duties are defined in 1st part of Act No. 38/2008 Coll., Act on insurance intermediaries and independent loss adjustors.

5.1 Contract of Agency

Agency contract commits a sales agent to carry out activities that would result in conclusion of certain types of contracts or to negotiate and conclude transactions on behalf of a principal and on its account. There are entrepreneurs on both sides of the contractual relationship (Businesscenter.cz).

Contract of agency, which is supposed to provide a long-term cooperation, has to be in written form and should have several particulars. The contract should define both parties an agent and a principal, their duties and commission for the agent (Businesscenter.cz).

General duties of sales agents listed in Commercial Code are (Businesscenter.cz):

- agent has to do the work he or she is committed to professionally, honestly and in a good faith
- agent has to bear principal's interests in mind
- agent has to share all important information he or she is acquainted with with the principal
- agent has to report back to the principal about market development and all factors important for keeping principal's interests

General duties of principals listed in Commercial Code are (Businesscenter.cz):

- principal is bound to act honestly and in a good faith in dealing with the agent
- principal has to provide the agent with all necessary documentation that relates to subject of the business
- principal has to provide the agent with all information necessary to fulfil agency obligations
- principal has to pay provision to the agent

5.2 Conditions of Registration

To become an insurance intermediary or independent loss adjuster the applicant has to meet certain conditions such as to enter the Register, to satisfy conditions of one of three qualifying levels of vocational competence and to be trustworthy.

Register of insurance intermediaries and independent loss adjustors (Register), which is governed by the Ministry, is accessible to public. Everyone has the right to look at the Register, make notes, transcripts and copies of the Register. Applications of insurance intermediaries or independent loss adjustors in order to enter the Register have to have written form, are charged and assessed by the Ministry. Individuals are entered to the Register under the number of registration (Podnikatel.cz).

Competence, general and vocational knowledge needed to do insurance work, have to be proved by insurance intermediaries and independent loss adjustors. General knowledge is proved by a high school degree whereas vocational knowledge is proved by a graduation from high school or university, which focuses its studies on system of insurance, finance and coherent areas. Bound insurance intermediary, subordinate insurance intermediary and independent loss adjuster can prove their vocational knowledge by taking an exam in an institution competent to offer educational programs focusing on vocational knowledge. Underwriter and insurance broker can prove their knowledge only in front of examination board that consists of at least 3 members appointed by the Treasury (Podnikatel.cz).

There are three qualifying levels of vocational competence (Podnikatel.cz):

1. At a basic qualifying level an individual has to prove general knowledge, minimum vocational knowledge needed for this level, knowledge of insurance products and ability to explain these products to clients. When it is talked about independent loss adjuster he or she has to prove general knowledge, knowledge of loss adjustment procedures and ability to determine range of indemnity.
2. At an intermediate level an individual has to prove general knowledge, minimum vocational knowledge needed for this level, at least 2 years of experience, knowledge of insurance products and ability to explain these products to clients, to analyse rival products of insurance companies on which behalf of he or she is entitled to act and to choose the one that suits the best.
3. At a higher level an individual has to prove general knowledge, minimum vocational knowledge needed for this level, at least 4 years of experience, knowledge of insurance and reinsurance products available at the market, ability to

analyse rival products and to choose the one that best suits the client and to explain it.

5.3 Act on Insurance Intermediaries and Independent Loss Adjustors

According to an Act No 38/2008 Coll., mediation activity consists in (Podnikatel.cz):

- suggestions of conclusion of insurance or reinsurance contracts
- preparation leading to conclusion of insurance or reinsurance contracts
- concluding of insurance or reinsurance contracts, on behalf of and on account of insurance or reinsurance company or
- helping in insurance administration and in laying insurance or reinsurance claims

Insurance brokerage can be carried out by an individual or a company as an intermediary in Czech Republic territory. According to their remit there can be defined several types of agents.

Bound insurance intermediary is bound to one or more than one insurance companies, on which behalf of, account and under which rules he or she acts, by a written insurance contract. Bound intermediary does not collect money and does not pay out indemnity arising from insurance or reinsurance contracts. In case he or she offers products of more than one insurance companies the products can not compete each other. Bound insurance intermediary has to be enlisted in Register, satisfy conditions of trustworthiness and conditions of basic qualifying level of vocational competence. Insurance company, whose insurance product is offered by an agent, is responsible for harm made by the agent while carrying out intermediation activity (Podnikatel.cz).

Subordinate insurance intermediary carries out intermediation activity based on a written contract on behalf of and on account of a single insurance company. Subordinate intermediary cooperates with underwriter or insurance broker based on written contract. He or she does not collect money, does not mediate insurance and reinsurance contract indemnity. Subordinate intermediary is bound in his or her activities by instructions of insurance intermediary, on whose behalf of and on whose account he or she acts. He or she is paid by superior intermediary. Subordinate insurance intermediary has to be enlisted in Register, satisfy conditions of trustworthiness and conditions of basic qualifying level of vocational competence. Insurance intermediary, on whose behalf of and on whose account subordinate intermediary acts, is responsible for harm made by the agent (Podnikatel.cz).

Underwriter does his or her intermediation work on the basis of a written contract, on behalf of and on account of one or more than one insurance companies. In case underwriter

offers same products of different companies, these can compete with each other. Underwriter is bound to insurance company's inner regulations and if it was agreed on he or she can accept premiums or mediate indemnity arising from insurance contracts. Underwriter is paid by insurance company on which behalf of and on which account he or she acts. He or she has to be enlisted in Register, satisfy conditions of trustworthiness and conditions of intermediate qualifying level of vocational competence. Underwriter is responsible for harm made by him or herself when doing his or her work hence he or she has to insured all the time he works as an underwriter (Podnikatel.cz).

Insurance broker's activity is bound to contents of contract with an insurance or reinsurance applicant – client. According to contents of contract, insurance broker analyses insurance risks, drafts insurance and reinsurance programs, provides consultancy and counselling, administrates insurance or reinsurance contracts conclusions, watches over their revision deadlines, assists in loss adjustment of insurance events. Insurance broker has to be enlisted in Register, satisfy conditions of trustworthiness and conditions of higher qualifying level of vocational competence. He or she is paid by insurance or reinsurance agency, not if anything else was agreed on. Insurance broker has to be insured all the time he or she works as an insurance broker in case he or she makes harm by doing insurance work (Podnikatel.cz).

Insurance intermediary, whose home county is not Czech Republic can offer intermediation activity to the same extent that he or she is entitled in his or her home country, after satisfying given informative requirements. In Czech Republic he or she can carry out intermediation activity on the basis of a right to open branches or on the basis of freedom to temporarily offer services (Podnikatel.cz).

Independent loss adjustor's work is based on contract with insurance company on which behalf of and on which account he or she acts. Independent loss adjustor makes a throughout investigation to find out an extent of indemnity arising from arranged insurance. He or she has to be enlisted in Register, satisfy conditions of trustworthiness and conditions of basic qualifying level of vocational competence. In case he or she makes harm by doing insurance work, independent loss adjustor has to be insured all the time he or she works as an independent loss adjustor (Podnikatel.cz).

6 SUMMARY OF THEORY

After reading several books about human resource management it was found out that people are the most important aspects every organisation can have. The organisation has to have them, has to take proper care of them and pay attention to them. They help the organisation to survive and expand therefore achieve success.

Human factor is represented by a set of knowledge, skills, imagination and creativity that are either innate or acquired. As the human factor helps the company reach its objectives it is essential to pay an attention to a choice of an employee selection method and subsequently a good preparation of an employee adaptation.

Recruitment and selection of new employees is a complex process where are three stages following each other: defining requirements, attracting candidates and selecting candidates. First of all, the organisation should describe the job and state a number of people it is recruiting and their requirements. Based on these issues, the organisation should choose appropriate method of attracting candidates. The most common method used to attract candidates is advertising, however in case of Generali Pojišťovna a.s. the most common method is a personal contact. The final stage of employee recruitment and selection is employee selection itself. For this purpose several selection methods, such as analysis of CV and an interview, can be used.

Adaptation processes, described as a familiarization of and individual with a new working environment, are vital for long lasting cooperation. It was found out that a good preparation of the new employee's very first day increases the likelihood the employee would stay in the company longer than just few months. Books define two adaptation processes, working adaptation process and social adaptation process where the first one is given a bigger importance in the insurance company.

II. ANALYSIS

7 INTRODUCTION OF THE COMPANY

The history of Generali began in 1831 in Trieste, Italy, when the company, under the name of Imperial Regia Privilegiata Compagnia di Assicurazioni Generali Austro-Italiche, was established. During more than 178 years of its existence many important events happened. A year after its establishment the company opened its first branches abroad, namely in Wien, Budapest and also its first branch in the Czech Republic, in Prague. During the World War II all the private insurance companies were nationalized, which meant that Generali Pojišťovna a.s. as a private insurance company was nationalized too. In 1993 the company returned to the Czech Republic after nearly 50 years as a representation of an Austrian insurance company Erste Allgemeine, hence establishing its more than 100-year tradition in Czech countries. Two years later, in 1995, the representation of Erste Allgemeine was transformed into Generali Pojišťovna a.s. as it is known today. (Generali Pojišťovna a.s.)

The company grew in importance during the long period of its existence. Presently, it is the largest insurance company in Italy, one of the largest companies in Europe, one out of 5 largest insurance companies in the Czech Republic and offers its services in 3 continents, namely in Europe, Asia and America. (Generali Pojišťovna a.s.)

7.1 Characteristics of the Company

Generali Pojišťovna a.s. is a comprehensive insurance institution that is competent to offer to its clients a wide range of services in the field of life and non-life insurance and free counselling when choosing a suitable insurance coverage. Thanks to a wide network of representation, insurance services of Generali Pojišťovna a.s. cover the whole territory of the Czech Republic. (Generali Pojišťovna a.s.)

Generali Pojišťovna a.s. is enlisted in a Business Register of Czech Republic, where it has following characteristics:

Legal Form: Joint-stock company

Start-up Capital: 500 000 000 CZK

Line of Business:

In 2002 Generali Pojišťovna a.s. was given permission to offer insurance and reinsurance services by a Finance Ministry of the Czech Republic. The permission refers to (Justice.cz):

1. Insurance services – life and non-life insurance
2. Reinsurance services

3. Activities connected with insurance and reinsurance services
 - a) Intermediation services
 - b) Individuals' and companies' insurance counselling
 - c) Loss investigation arising from an insurance contract
 - d) Intermediation activity connected with building savings, pension plans with government benefits and purchase and sale of shares of open-end share funds
 - e) Intermediation activity connected with banking and leasing services
 - f) Educational services for insurance intermediaries and independent loss adjustors

7.1.1 Profit & Loss Statement

All the numbers stated in Profit & Loss Statement are in thousands CZK.

Table 1. Profit & Loss Statements (author's creation according to ČAP)

Year	Revenues [in thousand CZK]	Expenses [in thousand CZK]	Profit/Loss [in thousand CZK]
2005	8 515 094	8 015 234	499 860
2006	17 527 593	17 102 190	425 403
2007	20 977 972	20 493 385	484 587
2008	26 062 858	25 954 364	108 494

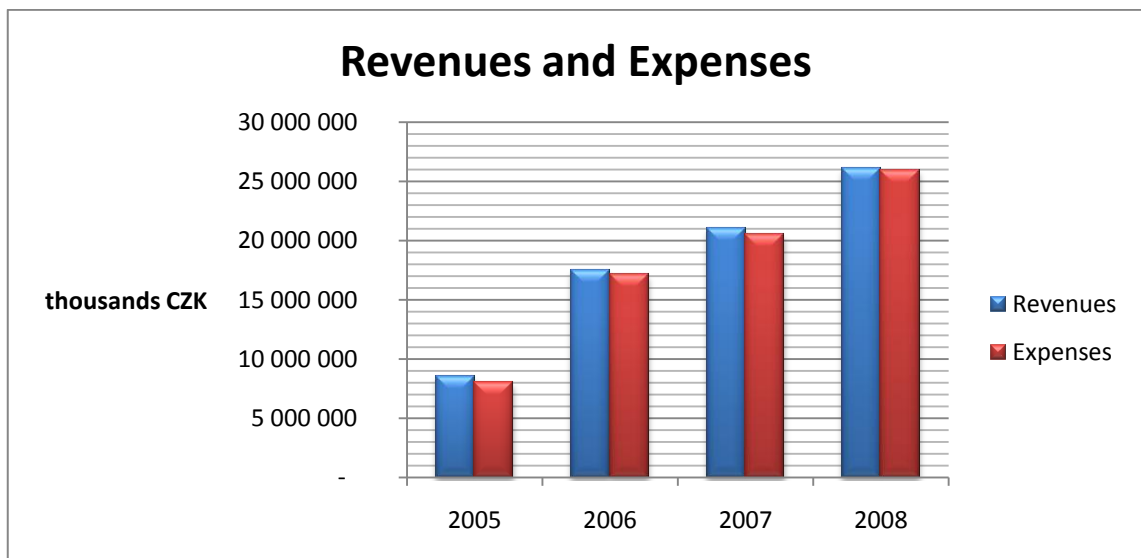


Figure 1. Revenues and Expenses of Generali Pojišťovna a.s. in 2005-2008 (author's creation according to ČAP)

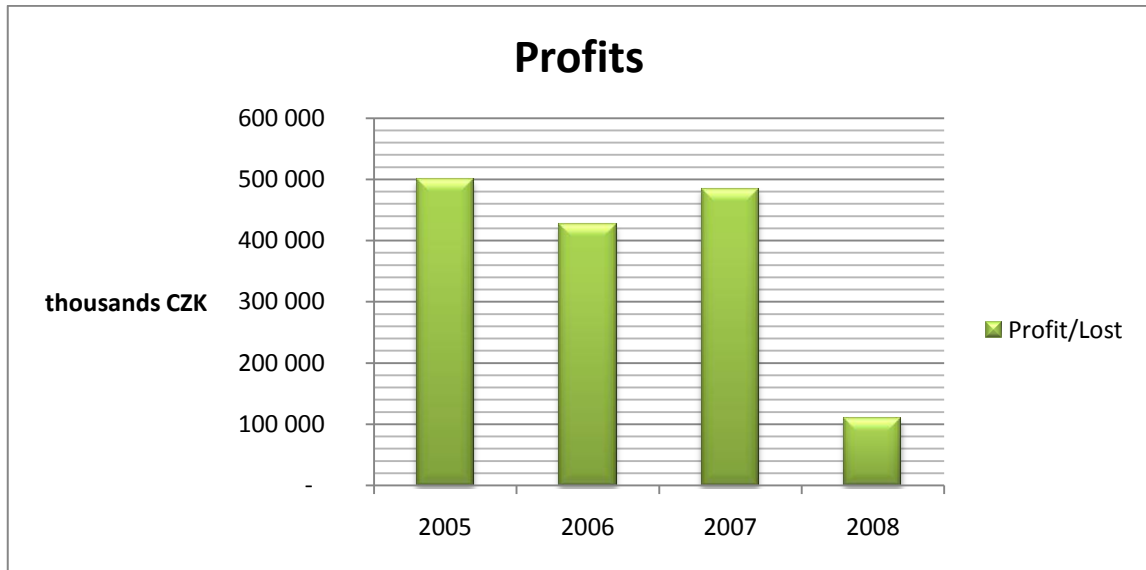


Figure 2. Profits of Generali Pojišťovna a.s. in 2005-2008 (author's creation according to ČAP)

In the table above (see Table 1.) there can be seen a lucid overview of profit & loss statements of Generali Pojišťovna a.s. in individual years 2005-2008. In 2006, in comparison to 2005, the profit of the company decreased by 74 457 thousand CZK, whereas in 2008 the profit plummeted by 376 093 thousand CZK in comparison to 2007. The table and the graphs (see Figure 1. and Figure 2.) show really uneven progress with the most remarkable fall of the profit in 2008 caused by the global financial crisis.

7.2 Corporate Structure

Generali operates almost all over the world so it would be too lengthy and difficult to define corporate structure of the whole company. As this bachelor thesis concentrates on employee recruitment and selection in Generali Pojišťovna a.s. in the Czech Republic, corporate structure of Generali Pojišťovna a.s. in the Czech Republic will be introduced.

At the top of the corporate structure of Generali in the Czech Republic there is a Chief Headquarters in Prague which governs the whole Generali Pojišťovna a.s. in the Czech Republic. It thinks ahead and makes long-term plans such as what is needed to be done and what has to be improved in a particular year. It informs about these future activities at meetings, held 2 times a year, which are attended by all employees and co-operators such as insurance intermediaries. Apart from planning it governs Regional Headquarters in District Towns and is responsible for managing human resources of those Headquarters, i.e., recruitment, selection etc. of Regional Directors.

Regional Headquarters is responsible for distribution of individual tasks to branches and offices and for supervision over fulfilments of given tasks. It secures education and trainings for employees and insurance intermediaries in order to teach them how to behave themselves, how to represent the company and themselves, how to sell the products etc. Directors of Regional Headquarters are obliged to visit branches and apart from supervising they should find out whether everything is all right and they should offer a suitable help if it is needed.

The main task of branch managers is to supervise mainly their branch officers and insurance intermediaries but also offices opened by insurance intermediaries with a permission of the Chief Headquarters in Prague. They take care of newcomers, send them to trainings and help them with their adaptation, hold meetings for insurance intermediaries, inform about current situation of the branch, what is needed to be done and improved.

Insurance intermediaries are recruited and selected by branch managers and report directly to them. Their task is to get as much contacts as possible, make appointments with clients, visit them and offer them insurance and reinsurance services. They secure and sign contacts that are instantly sent to Chief Headquarters to be processed.

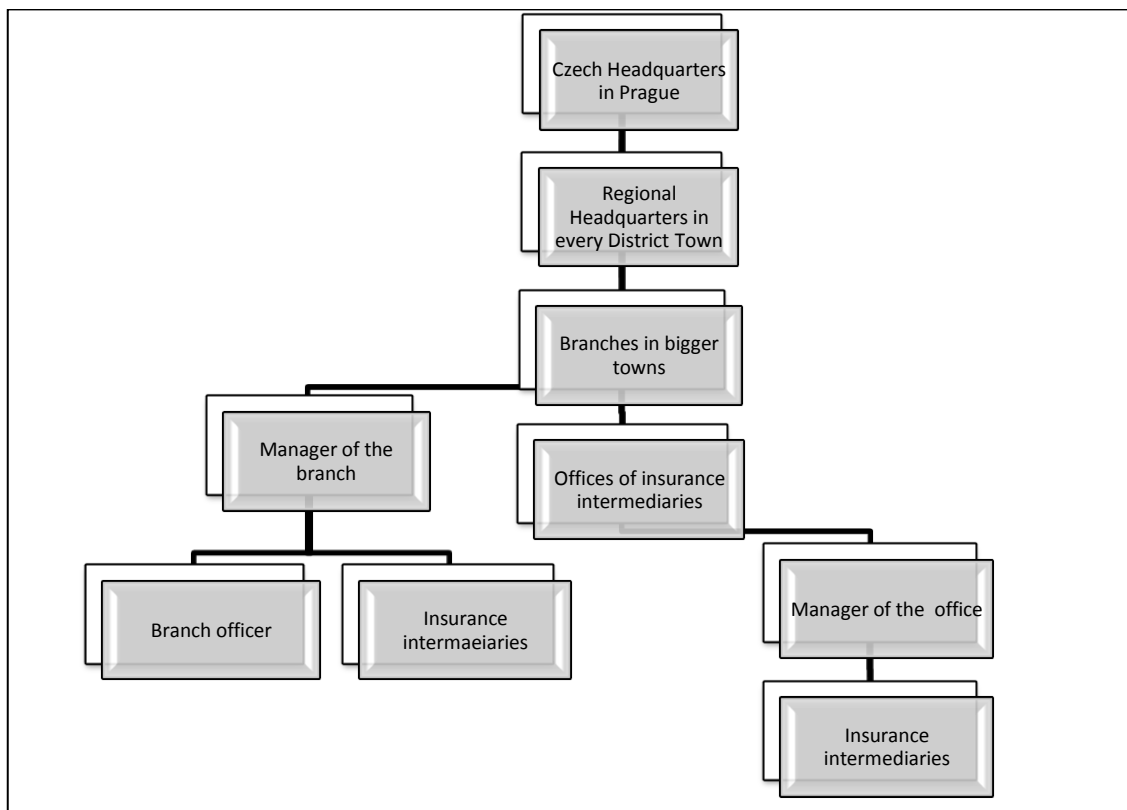


Figure 3. Corporate Structure of Generali Pojišťovna a.s. (author's creation according to a discussion with a manager of Generali Pojišťovna a.s.)

7.3 Competition

To retain current clients and attract new clients Generali Pojišťovna a.s. cannot underestimate its competition, has to create and sustain a strong competitive advantage and find out what clients value to be able to expand and generate a profit.

When offering its services Generali Pojišťovna a.s. commonly comes across its competition. In the Czech insurance market there are many insurance organisations representing more or less stiff competitors. Generali Pojišťovna a.s. ranks high among insurance companies hence it remains highly competitive. The biggest competitors to the insurance company, according to their market share, are (ČAP):

- Česká Pojišťovna a.s. (ČP)
- Kooperativa pojišťovna, a.s (Koop)
- Allianz pojišťovna, a.s. (Allianz)
- ČSOB Pojišťovna, a.s. (ČSOB)
- Pojišťovna České spořitelny, a.s. (PČS)
- Česká podnikatelská pojišťovna, a.s. (ČPP)
- ING
- Komerční pojišťovna, a.s. (KP)
- UNIQUA pojišťovna a.s. (UNIQUA)

The following chart (see Figure 2.) shows the sizes of 10 biggest insurance companies in the Czech Republic according to their market share. It is clear that ČP dominates the market with 27.2 % share. It was the very first insurance company in the Czech Republic and it has kept its leadership position in the Czech insurance market since the company was established. Second place belongs to Kooperativa, which gained its advantage by being the first foreign insurance company to come to the Czech Republic after demonopolization of the Czech insurance market in 1991. Apart from these 2 biggest insurance companies there are other not that big but still quite influential insurance companies in the market. Generali Pojišťovna a.s. occupies with its 6.4 % market share fifth place right between ČSOB with 6.9 % and PČS with 5 % share (ČAP).

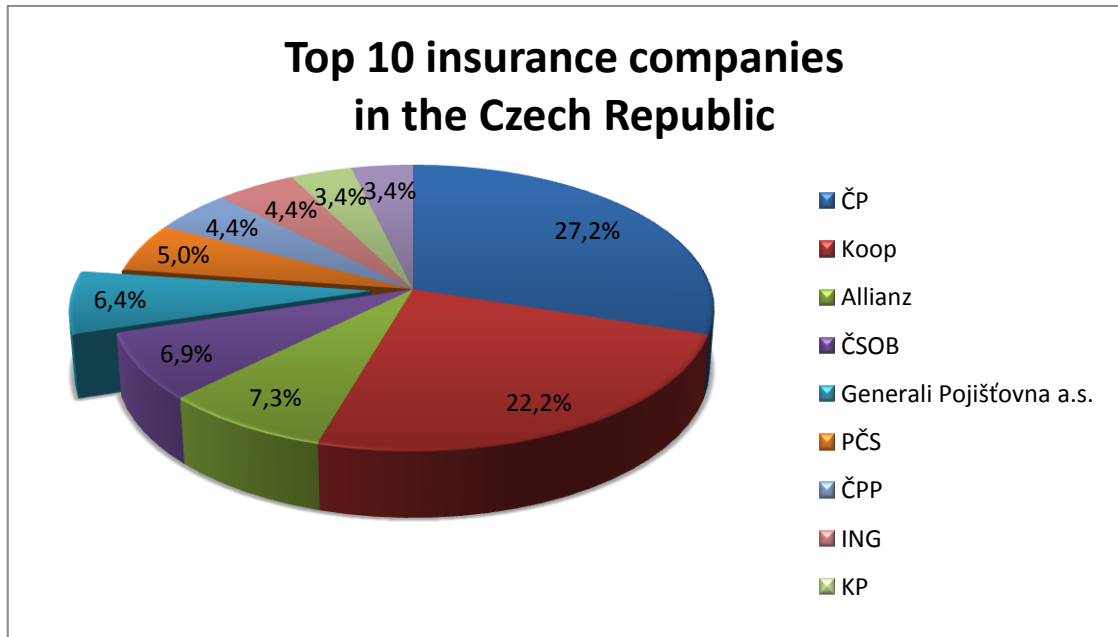


Figure 4. Top Ten Insurance Companies in the Czech Republic According to Their Market Share in 2009 (author's creation according to ČAP)

A discussion of the author with a manager of Generali revealed that the company has created strong competitive advantages that the clients value and put a high priority on them when choosing their insurance thus insurance company. The most valued of them are (according to the branch manager):

- Generali Pojišťovna ranks high among Czech insurance companies thanks to its stability and long lasting history. Clients appreciate the fact that the company operates, not only, in the Czech market for ages and has been there for many generations which gives them confidence.
- The company has a wide network of branches and offices all over Europe and on other continents. This fact makes dealing with loss and damage events much easier and especially faster. The loss adjustors of Generali Pojišťovna a.s. are at the place within 3 days after loss or damage announcement and within 2 weeks, after the loss adjustor submits a report, the client should get paid out his or her indemnity arising from his or her insurance contract.
- The client always gets paid his or her indemnity if he or she fulfils terms and conditions accepted in the insurance contract without prolongation.
- As Generali Pojišťovna a.s. is a comprehensive insurance institution very client or potential client can choose from a wide range of insurance products that would suit his or her needs.

8 ANALYSIS OF CURRENT EMPLOYEE SELECTION AND ADAPTATION SYSTEM IN GENERALI POJIŠŤOVNA A.S.

8.1 Aim of the Analysis

The aim of this analysis is to examine a current system and methods of recruitment, selection and adaptation of insurance intermediaries and consequently to find out and determine the best possible approach to these steps to be able to secure and keep an adequate number of insurance intermediaries. As the number of insurance contracts signed by Generali Pojišťovna a.s. rises every year (see Figure 5.), the insurance company needs more insurance intermediaries to be able to meet its clients' needs in time and offer its products and services of the best possible quality.

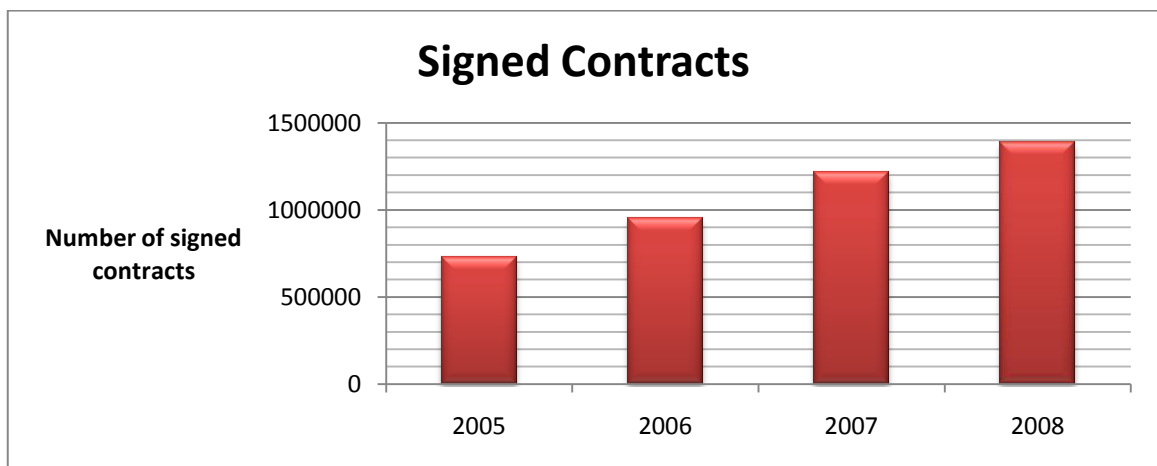


Figure 5. Number of Signed Contracts by Generali Pojišťovna a.s. in 2005-2008 (author's creation according to ČAP)

8.2 Methods of the Analysis

Based on investigation of theoretical methods of employee recruitment, selection and adaptation from scholarly books, the analysis of current system of these methods in Generali Pojišťovna a.s. was made. To get important information the author decided to use the following sources of information:

- discussions with a branch manager
- survey concerning opinions of new insurance intermediaries
- participation on career interview
- reading internal materials

Discussions with a branch manager took place in one of the branches of Generali Pojišťovna a.s. and focused on the current system of recruitment, selection and adaptation

of new insurance intermediaries in the company. The author had also an opportunity to take part in a career interview during one of the appointments which enabled her to observe the branch manager and assess the process of the interview.

A survey, concerning opinions of 10 insurance intermediaries who work for the company no longer than a year, was conducted. They were asked 6 survey questions so that information about process of their recruitment, selection and adaptation could have been collected. The questions focused on their previous job, where they learnt about the job of insurance intermediary, what their motivation to do the job was, whether they were satisfied with the processes of recruitment, selection and adaptation and whether they would change anything about the work. The survey was carried out in Czech language and translated by the author into English. The English transcript can be found in appendix P I. The author also decided to use internal materials to do the analysis and consequently give some recommendations to improve the current system of recruitment, selection and adaptation of new insurance intermediaries.

8.3 Insurance Intermediaries Working for Generali Pojišťovna a.s.

This chapter of the analysis focuses on statistics examination of insurance intermediaries working for Generali Pojišťovna a.s. in 4 consecutive years. The table below shows data statistics in individual years 2005, 2006, 2007 and 2008.

Table 2. Number of Insurance Intermediaries Working for Generali Pojišťovna a.s. and Insurance Contracts Signed by Them (author's creation according to Generali Pojišťovna a.s.)

Year	Number of insurance intermediaries in Generali	Number of insurance contracts signed by insurance intermediaries each year	Number of insurance contracts per an insurance intermediary signed each year
2005	767	727404	948
2006	952	951755	999
2007	1267	1215613	959
2008	1423	1386647	974

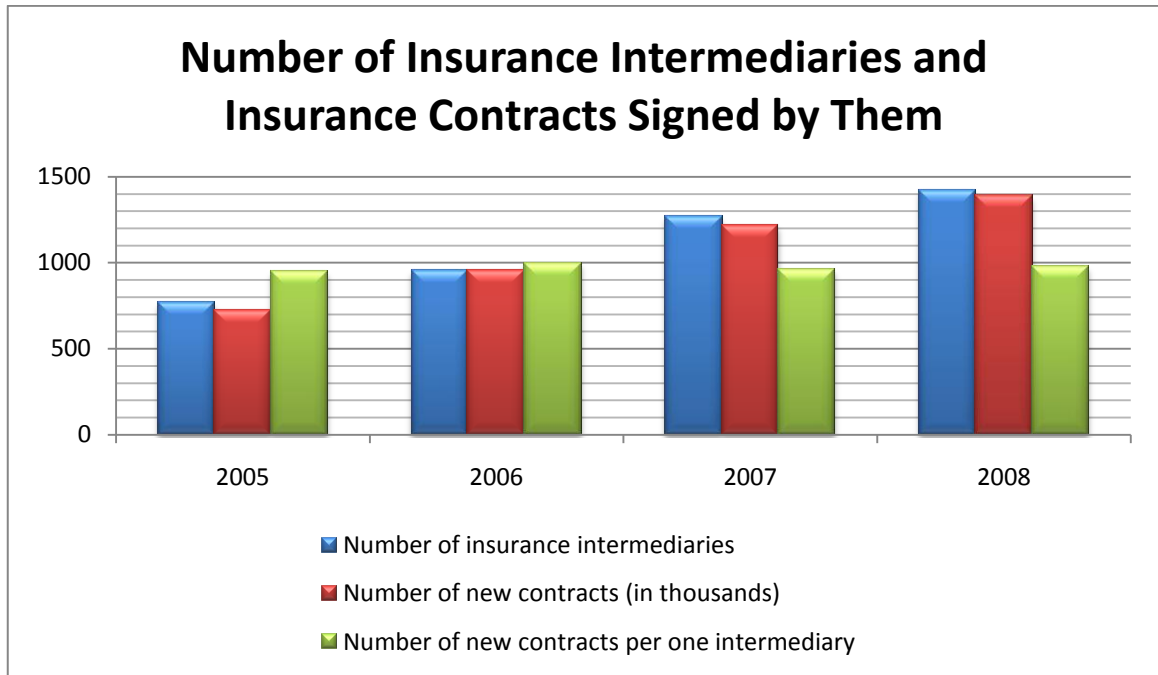


Figure 6. Number of Insurance Intermediaries Working for Generali Pojišťovna a.s. and Insurance Contracts Signed by Them Each Year (author's creation according to Generali Pojišťovna a.s.)

When looking at the table (see Table 2.) and the figure above (see Figure 6.) it can be seen that the number of insurance intermediaries follows a general upward trend. The number rises each year which proportionally increases a number of signed insurance contracts. More insurance contracts signed mean more money for the company hence indicate a possible future growth of Generali Pojišťovna a.s.

Although the total number of signed contracts grows each year the same can not be said about number of insurance contracts per an insurance intermediary. These numbers go up one year than go down the other year and again go up the third year. The upward-downward trend should probably not influence the company as a whole. It rather more influences individual insurance intermediaries as less signed contracts means less money, in form of commission, paid to them.

8.4 Requirements for Insurance Intermediaries

Requirements for insurance intermediaries are generally derived from work duties and responsibilities. To begin with personal characteristics, people with following qualities are recruited and selected (according to the branch manager):

- self-motivated
- communicative and logically thinking

- capable of self and time management
- patient

Probably the most important personal quality is a self-motivation to do the job - a desire to become independent and to achieve success in life. Intermediaries who want to be successful are the best candidates as they have a notion of what they want and are determined and strong-willed.

Second, very important quality is ability to communicate with people – clients, potential clients, subordinates, etc. For meeting people and talking to them is their everyday routine they can not be afraid to communicate or have a fear from contact with people. They also have to be able to analyse individual situations and discuss what product is suitable for the client by giving examples and suggestions. One of those situations can be seen in the following example:

A family contains of 3 members where father is a worker, mother is on parental leave with their 1-year old child. Father, who is the provider, has a 250 000 CZK life insurance whereas the baby has a 1 000 000 CZK life insurance. In this situation the insurance intermediary has to realise that something is wrong and explain the family that the father not the baby is the provider and if anything happens to him the family will not be able to pay their life expenses. The insurance intermediary has to be able to help the clients, explain what is wrong and what is correct and suggest the best possible solution.

Insurance intermediaries most of the time work from their homes or visit their client at their homes hence they have to be capable of self and time-management and being self-contained. People who are not able to manage their time and themselves are not likely to reach set objectives and achieve success.

Patience is also very important for people working as insurance intermediaries. The fact is that the beginnings of insurance intermediaries can be hard as the objectives will probably not be reached in the first few months or even a year. There are little steps that have to be taken one by one leading to success achievement. Not everybody is ready for such a long lasting process and leaves the insurance company within few months.

In this place, many people would say that one of insurance intermediaries' qualities also has to be an ability to persuade people that the product they offer is the best one the client can have and Generali Pojišťovna a.s. is the insurance company they should be insured by. Yet this is not a quality the insurance company is looking for when choosing new insurance intermediaries. Their task is not to persuade people to sign an insurance contract but to help the client, to have an open dialogue with him or her on what insurance can be

offered and why and if the client makes his or her own decision insurance contract can be signed. The author had an opportunity to observe one of the insurance intermediaries offering insurance to her parents at her home. The intermediary seemed relaxed, was communicative and willing to answer all the questions. He was not persuading author's parents to sign insurance contract but was explaining, what insurance can be offered to them and why, which the author found very pleasant and acceptable.

As far as education and experience is concerned there are not many requirements for insurance intermediaries. They have to have a secondary education - no higher education is needed but would be candidates' advantage. Managers of Generali Pojišťovna a.s. do not require candidates with previous experience as the best experience is the work itself.

Apart from personal characteristics and at least secondary education insurance intermediaries are also recommended to have certain equipment to be able to do the work as well as possible. Such equipment consists of (according to the branch manager):

- A driving licence and a car, which is needed when visiting clients at their homes. According to the author having a car is not a necessity as the intermediary may prefer different means of transport. Having a car may spare time of the intermediary, especially when visiting more than one client a day, but people without a car or driving licence should not be pushed aside.
- A mobile phone so that the insurance intermediary can be still contacted. This sounds logical to the author as having a mobile phone makes it easier to the client to get through to him or her and to talk straight to the insurance intermediary without prolongation even if the intermediary is not at home or in the office.
- A computer or better laptop with internet connection and computer skills. It is necessary for communication with the Chief Headquarters in Prague as all insurance contracts signed have to be sent straight to Prague by intermediaries as soon as possible.

8.5 Resources of Insurance Intermediaries

When looking for new insurance intermediaries, managers of Generali Pojišťovna a.s. focus mainly on 3 following groups (according to the branch manager):

- middle-aged people
- people looking for a job
- people working for competition

The highest emphasis is placed on the first group, middle-aged people. According to the branch manager this age group of people is usually matured and self-contained, they know what they want to achieve in their lives and are able to arrange their time to meet their set objectives. Also people of this age usually have their own families that are needed to be looked after. Such people are very strongly motivated as a need of money is one of the best motivations to become an insurance intermediary.

Another group of people the manager focuses on are people who are seeking a job. This group can be further divided into two subgroups (according to a branch manager):

- unemployed people who do not have a job at the moment but want to find a new one
- people who are employed at the moment but are not satisfied with the current job, working conditions, money they get, team spirit etc.

Very significant group of potential insurance intermediaries working for Generali Pojišťovna a.s are people working for competition, in other insurance companies. When the author considered this as an unethical business practice, the branch manager argued that even though it might be unethical it is not unlawful and it is a common practice of many insurance companies. The fact is that these people are experienced hence the adaptation is much smoother and also cheaper for the company. Such insurance intermediaries can have many reasons to leave the current insurance company and take up an offer to become an insurance intermediary in Generali Pojišťovna a.s. One of the reasons can be that the current insurance company does not offer comprehensive insurance. For example, if the company offers only life-insurance there are difficulties to find new clients hence earning more money. As Generali is a comprehensive insurance company and offers a wide range of insurance, it is much easier for insurance intermediary to find new clients and earn more money.

Another reason to change an employer is the fact that the insurance intermediary does not have many clients thus does not get a high commission. If Generali is really interested in the insurance intermediary it can attract him or her by promising a bunch of new clients which will probably persuade him or her to leave the current job and start working for Generali.

Other reasons to change insurance company can be that the insurance intermediary is not satisfied with the company he or she works for, does not like the terms and conditions he or she works under or does not like the pressure of superiors he or she works under.

The author found out that the branch manager of Generali does not take into consideration students and graduates which she finds unreasonable. He nearly avoids these people and describes them, with rare exceptions, as being immatured, unable to manage their time and themselves and not being self-contained. According to him, such people need someone at their side all the time to help and direct them. The author is convinced that students and graduates would be a contribution to Generali Pojišťovna a.s. thanks to their flexibility and open-mindedness.

When the author asked the manager about a statistic on structure of resources of insurance intermediaries, she found out that Generali Pojišťovna a.s. does not have such statistic. The author thinks that it is unfortunate as statistic can reveal company's weaknesses. According to a survey included in appendix P I, that was conducted by discussions with 10 insurance intermediaries working for Generali Pojišťovna a.s., these resources were found out:

- 5 people worked in different company before becoming insurance intermediaries
- 2 people were unemployed
- 1 person was/is a pensioner
- 1 worked for different insurance company
- 1 was on parental leave

Here again can be seen that no student or graduate was come across during the time the analysis was made.

8.6 Attracting Candidates

The branch managers' duty is also to attract new candidates who are needed by Generali to be able to meet client's needs, as the number of insurance contracts signed each year rises, in time and in the best possible quality. When looking for new employees, i.e., insurance intermediaries, managers of Generali Pojišťovna a.s. use particular sources. These are divided into two imaginary groups (Okáník 2006, 27):

- cold group - as there is not any previous personal contact
- preheated - as there is some previous personal contact
- others

The first, cold group consists of advertisements in mass media as they are accessible to a general public. There are two types of advertisements to consider – advertisement written by a candidate looking for a job or advertisement written by the branch manager offering a job of insurance intermediary. (Okáník 2006, 27). The former one is quite easy. There is nothing easier for the manager than to buy a newspaper, find advertisements asking for a

job, pick up a phone and offer the applicant a job as an insurance intermediary. The latter is little bit more complicated as the managers have to wait whether anybody sees the advertisement and answers it. The author found out that Generali advertises vacancies on its websites. There is a section called "Career" where advertisements can be placed, however most of the advertisements offer other than jobs of insurance intermediaries, such as a branch reporter job, a manager of business group job, specialist job etc. It is quite a shame not to fully use this website section as the author considers this as probably the cheapest way to advertise.

Unfortunately, many people are prejudiced against insurance intermediaries. It can be seen at the example given by the branch manager of Generali Pojišťovna a.s. When he put 2 advertisements in the same media, one inviting people to apply for an assistant job the other inviting people to apply for the insurance intermediary job, there were 25 applicants for the assistant and only 2 applicants for the insurance intermediary. This is the reason given by the branch manager why he nearly does not use advertisement as a method of attracting candidates. The author discovered that the branch manager places advertisement offering job of insurance intermediary in MF Dnes approximately once in 5 years, which she finds very infrequent.

Before writing an advertisement, Generali managers should answer several questions: (Okánik 2006, 12):

- What are the resources the best insurance intermediaries of my team come from?
- What qualities do my 3 best insurance intermediaries have?
- How can be described the cooperation and environment of the branch?
- What is the best motivation to become an insurance intermediary?
- What are the qualities the new insurance intermediary should NOT have?
- What is the most common reason to quit the job?

Answering these questions helps the managers to realise who they look for hence makes it easier to find the right candidate.

The second, pre-heated group contains of people who already have something to do with the manager or insurance intermediary such as current clients, counsellors, friends etc. The managers of Generali put a huge emphasis on personal contact that is why they prefer preheated group of people to cold group. There are many advantages in personal contacts with candidates because managers can put the reality straight especially if people have prejudices.

People of the third group are in between the two previous groups. They did not have a previous personal contact with either manager or insurance intermediary but had a personal contact with their clients, counsellors, friends etc.

The survey included in appendix P I revealed, that the most common way of attracting asked candidates is by personal contact which is also used most often. The majority, 70 %, of asked insurance intermediaries learnt about the vacancy for insurance intermediary form their friends either working as insurance intermediaries or not. 20 % of insurance intermediaries were addressed straight by their insurers and only 10 % used so called cold method as they answered an advertisement that was found on the Internet. To a question "What motivates you to work as an insurance intermediary?" 60 % answered that their motivation is the independency and flexibility of the work so that they can organise their time as they need. 40 % of people appreciate that the work is based on contact with people which they like. 30 % like the money they can earn. 10 % needed a change and other 10 % is motivated by the possibility to educate themselves.

8.7 Selecting Candidates

Generali Pojišť'ovna a.s. has adopted quite a complex system of methods to select new insurance intermediaries. The following selection methods are used (according to the branch manager):

- analysis of CV
- series of interviews
- motivational Test

Analysis of CV is an initial selection method used to preliminary select possible candidates. The author found out that in the case of Generali, analysis of CV is primarily used to asses the candidate, learn about his or her education, working experience, loyalty, etc. The branch manager uses CV to prepare questions for the interview rather than to preliminary select the candidates as it was discovered that all the candidates are invited for the first interview.

When CV is analysed a series of interviews follows as Generali Pojišť'ovna believes that more times the candidate is seen before becoming and insurance intermediary the better. The first interview, the convenient candidate is invited for by the branch manager, is called career interview and reveals what both parties can offer to each other. The task of the branch manager in this interview, who is also the only interviewer, is to form a relationship between him and the candidate and to discover basic candidate's values and attitudes. After

introduction of the role and nature of the work of insurance intermediary and Generali Pojišťovna a.s. itself, informal discussion on candidates needs, motivation or fears follows. The manager needs to find out what ideas about the work the applicant has, what he or she wants to achieve and what are his or her life objectives to be able to assess whether the individual is convinced that he or she wants to work as an insurance intermediary or not. What is also very important to know is what would be the relatives' and friends' reaction to such a work, because closest people's support is very important at the beginnings of every insurance intermediary as they are often hard, time consuming and not very well-paid (according to the branch manager).

The author had an opportunity to take part in the career interview in one of the branches of Generali Pojišťovna a.s. The interview proceeded in a peaceful way when the manager was friendly and the candidate relaxed. There were also found some mistakes of the interviewer as that he did not have prepared sheet of paper with questions or areas of questions to ask. However, he was able to ask logical questions without written preparation even though sometimes he had to think of what to ask. He was making notes on a piece of paper, but at the end he had 2 or 3 notes which the author considers insufficient.

The first, career interview is followed by second interview called selection interview. During this interview, the branch manager of Generali verify previously gained information and gathers these and other all different kind of information to make an overall profile of the candidate. The manager puts all the data down on a paper called evaluation sheet of selection interview - the example of one is included in appendix P II. The sheet contains of several sections (Okáník 2006, 18):

- impression
- introduction
- experience
- motivation
- personality
- urgency to find a job

As manager interviews the candidate, makes notes to this sheet and evaluates the candidate and his or her answers by points and makes further notes and comments if needed. When the sheet is complete the manager has a lucid document on candidate's qualities.

Another part of selection interview is motivational test. It is a written test containing of 100 questions which reveal true qualities and priorities of the candidate no matter what he or

she says. Unfortunately Generali does not want to publish any part of the test hence it is not possible to comment on it. Yet, one of the managers of Generali Pojišťovna a.s. was willing to give the author of the bachelor thesis the test results of one of the applicants to comment on it. The document is included in appendix P III. The results are in form of graph showing applicants qualities and priorities rated on the scale of 1 to 8. The best evaluation is neither number one nor number eight but values in the middle of the scale. The applicant reached the following figures (Appendix PII):

- motivation to solve problems – 3
- motivation to meet people – 4
- motivation to be in certain position – 4
- motivation to help – 3
- motivation to be subject of approval – 2
- motivation to look for new clients – 4
- motivation to earn money – 4
- motivation to do the career – 3
- ability to thrill - 5
- perseverance and stamina – 2

On this example can be seen that the applicant's best quality was the ability to thrill people and to catch their attention. Also most of other values were in the middle of the scale meaning good prerequisites to work as an insurance intermediary. Unfortunately he had a very weak motivation to be the subject of approval and what's more low perseverance and stamina. These two inner aspects, especially the second one, influenced this person the way he left the insurance company within one year.

If the candidate goes through the first two interviews and succeeds, third interview, called entrance interview, follows. This interview takes place in Regional Headquarters and the interviewer is the Director of the Headquarters. The interviewer sums up findings of previous interviews and points out strengths and weaknesses of the applicant. The applicant once again justifies the reasons to become an insurance intermediary and agrees to eliminate or at least to reduce his or her weaknesses. If the interviewer is satisfied with the candidate, a contract between Generali Pojišťovna a.s. and an individual is signed (according to the branch manager).

According to the branch manager only 5 % of all candidates become insurance intermediaries. However not demanding interviews are the reason but candidates

themselves. It is usually their own decision not to become an insurance intermediary as they often have different notion of the job, do not want to hold a Trade Certificate or simply realise they are not right candidates to do such a job.

According to the survey incorporated in appendix P I, all the insurance intermediaries who took part in the survey were satisfied with the processes of recruitment and selection even though the processes were quite demanding and some of them found them as too lengthy. Also all information important for the insurance intermediaries were given to them during these steps.

The author of the bachelor thesis was quite surprised that the candidates are not tested whether they are able to do the job. She would expect a task to be given to the candidate to observe candidates' behaviour in key situations of the job.

8.8 Adaptation of New Insurance Intermediaries

Adaptation of new insurance intermediaries in Generali Pojišťovna a.s. is several-months-taking process leading to a full adaptation of the newcomer. Adaptation activities motivate the individuals to work, make them self-confident and competent.

Insurance intermediary who joins the insurance company for the first time is provided by package of adaptation in form of a personal file. This file includes (according to the branch manager):

- individual plan of adaptation for the next 6 months – an example is included in appendix P IV
- overview of monthly activities
- overview of daily activities
- list of started businesses
- personal data

All these materials are used by the insurance intermediary to reach step by step the best possible performance.

Other tools used in Generali Pojišťovna a.s to adapt new insurance intermediaries are (Okánik 2006, 7, according to the branch manager):

- Individual consultations – at the beginnings of insurance intermediary these take place at least once a week to develop intermediary's knowledge of insurance products, to set and asses objectives, find out the reasons of successes and failures and to asses fulfilment of the plan of adaptation.

- Coaching – where the insurance intermediary is being coached by a professional inspector. The author found out that this method is appreciated not only by the manager of the branch but mainly by insurance intermediaries who welcome the support of the inspector during the work. Such coaching has three stages. The first stage puts the inspector into a role of insurance intermediary and insurance watches him or her to negotiate with the client. At the second stage, the inspector and insurance intermediary negotiate together and at the final stage the inspector watches the intermediary negotiating with the client.
- Meetings – these meetings are irregular and take place as frequently as it is needed. The newcomer is here introduced to other insurance intermediaries and a discussion on e.g. experience with negotiating with clients, objections, etc., is held.

New insurance intermediary takes part in several workshops, seminars and trainings where he or she is sent by the manager. These workshops, seminars and trainings can take up to few days and intermediaries learn how to communicate, how to ask questions, how to sell the product they offer, how to behave in relaxed way etc. (according to the manager and insurance intermediaries)

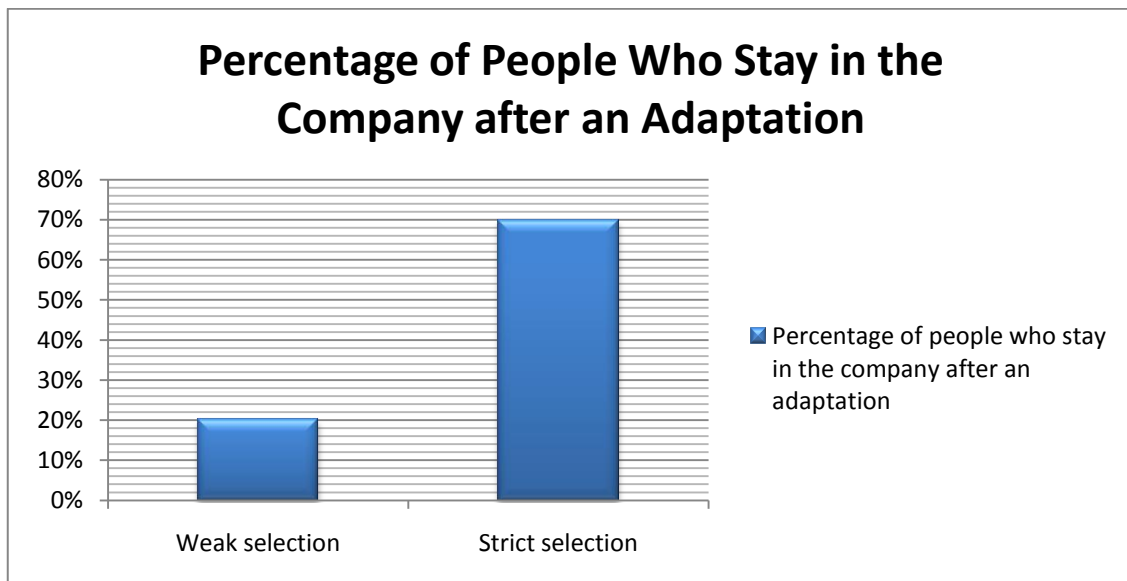


Figure 7. Percentage of People That Stay in the Company after an Adaptation (author's creation according to the branch manager)

The figure above (see Figure 7.) shows the author's presentation of the percentage of insurance intermediaries that stay in Generali after the adaptation. The first column shows that if the selection is weak and the manager selects candidates fulfilling only formal requirements, who are not convinced and motivated to do the job, the loyalty is very low.

On the other hand, if the candidates are strictly selected, are motivated and convinced to do the work their loyalty reaches up to 80 %.

100% of people, who took part in the survey included in appendix P I, was satisfied with the processes of adaptation in Generali Pojišťovna a.s. Some of them were even very contented with the way the adaptation was organised and managed and pleased with the approach of the manager and other colleagues. When they were asked whether they would change anything about the work, only 2 people would appreciate less administrative work and 1 of them would like the public to be better informed about what can endanger them.

9 SUMMARY OF THE ANALYSIS

Based on survey of relevant literature, an analysis of current system of recruitment, selection and adaptation methods in Generali Pojišťovna a.s. was made. It has to be said that the reality is little bit different in comparison with the theoretical part of the bachelor thesis as the real system is little bit more complicated. Managers carrying out personnel activities have to be people at their places being able to attract new candidates, choose those capable of the work of insurance intermediary, and to accept responsibility for successful adaptation of the new insurance intermediary. To make the newcomer self-contained and being able to work with a minimum assistance, the managers have to understand people, be really patient, friendly and supportive.

As a method of analysis, discussions with the branch manager of Generali Pojišťovna a.s. were made in one of the branches of Generali Pojišťovna a.s., which focused on the current system of recruitment, selection and adaptation of new insurance intermediaries in the company. The author had also an opportunity to take part in a career interview during one of the appointments which enabled her to observe the branch manager and assess the process of the interview.

A survey, concerning opinions of 10 insurance intermediaries who work for the company no longer than a year, was conducted asking them 6 questions so that information about process of their recruitment, selection and adaptation could have been gathered. The questions focused on their previous job, where they learnt about the job of insurance intermediary, what their motivation to do the job was, whether they were satisfied with the processes of recruitment, selection and adaptation and whether they would change anything about the work.

The author also had the chance to investigate internal materials to help her to do the analysis.

When discussions with the manager and survey of the insurance intermediaries were made and investigation into inner materials was conducted, it was found out that Generali Pojišťovna a.s. has developed a coherent system of recruitment, selection and adaptation. However, not everything is perfect. There were found some weaknesses that should be removed or at least reduced so that the company can select and recruit new insurance intermediaries even more effectively therefore satisfy clients' needs more effectively.

The biggest strength of Generali Pojišťovna a.s., that was spotted by the author, is the complex system of adaptation that puts huge emphasis on intermediary's full adaptation.

With regards to weaknesses, there are some faults that should be removed or eliminated to make it easier to recruit and select new insurance intermediaries. The weaknesses are:

- the branch manager does not address students and graduates to become insurance intermediaries as he finds them immatured and not self-contained whereas the author convinced that they would be a contribution to Generali Pojišťovna a.s.
- the branch manger hardly ever places advertisements in newspapers, that the author finds meaningless as advertisements in newspaper can attract more candidates
- people's prejudices influence their look at insurance intermediaries hence people do not want to become insurance intermediaries
- the branch manager does not test candidates' ability to do the work which can influence candidates adaptation and decision whether to stay or leave the company

10 RECCOMMENTADTIONS

Information and knowledge of methods and processes of recruitment, selection and adaptation gained by writing this bachelor thesis revealed what people Generali Pojišťovna a.s. looks for, where they are looked for, how they are selected and adapted. Based on this analysis, strengths such as a complex system of interviews and perfect processes of adaptation in Generali Pojišťovna a.s. were found but also some weaknesses that should be eliminated were discovered. The weaknesses of the system were described as that:

- the branch manager does not address students and graduates to become insurance intermediaries as he finds them immatured and not self-contained whereas the author convinced that they would be a contribution to Generali Pojišťovna a.s.
- people's prejudices influence their look at insurance intermediaries hence people do not want to become insurance intermediaries
- the branch manger hardly ever places advertisements in newspapers, that the author finds meaningless as advertisements in newspaper can attract more candidates
- the branch manager does not test candidates' ability to do the work which can influence candidates adaptation and decision whether to stay or leave the company

10.1 To Address Students and Graduates

To begin with the fist point – students and graduates are hardly ever addressed by the branch manager of Generali. He considers young people as not to be matured and self-contained, not to be able to be the masters of their time needing always someone at their side to help and direct them. This is the opinion the author of the bachelor thesis does not agree with at all. She, as a student herself, is convinced that students and graduates are these days much better equipped as they are very assertive; they know what they want, what they want to achieve in their lives and do their best to reach their set objectives. What's more, students and graduates usually do not have bad habits from previous occupations, come with new ideas and newly acquired knowledge from school.

The branch manager of Generali Pojišťovna a.s. have to realise that not every student and graduate is the same and if there is one that does not suit their needs there are loads which do. The author definitely recommends employing students and graduates as insurance intermediaries as they, thanks to their youth, flexibility, open-mindedness and readiness to learn new things, can without a doubt positively contribute to Generali Pojišťovna a.s.

10.2 To Place Advertisements and to Eliminate Prejudices

Another two weaknesses – very rare placement of advertisements in newspapers and people's prejudices are connected with each other. For having some kind of prejudices people do not want to answer advertisements offering jobs of insurance intermediaries. It would be great to place an advertisement that would eliminate the prejudices. Unfortunately, not all prejudices can be removed as it is hard to change people's mind. To at least eliminate the prejudices the insurance company should continue to build its goodwill. Good image and reputation can be also built by emphasising company's merits, such as long lasting existence in Czech and foreign countries, background of a strong insurance company, stability of the company, and perfect system of adaptation and education Generali Pojišťovna a.s., in advertisements offering insurance intermediary jobs as well as presenting insurance intermediaries in advertisements as the ones who are there to help people.

When these strengths are mentioned in the advertisement and people realise that the task of insurance intermediaries is to help people not to bother them or to make any harm to them, more people would be tempted to answer such advertisement.

To address wide public the insurance company should place advertisements in newspapers. The author would recommend an advertisement in Infoservis that is issued 3 times a week and is accessible to a general public. The advertisement should have the following form:

Generali Pojišťovna a.s., is looking for insurance intermediaries.

We offer:

- background of a strong and stable insurance company with a long history
- complex system of adaptation and education
- time-flexibility and independence
- financial appraisal dependant on activity

We are looking for people who:

- have at least secondary education
- are communicative
- are motivated to work
- are self-contained

One edition of such advertisement in a frame would cost 595 CZK. That means that 10 issues of the advertisement would cost 5 058 CZK as Infoservis offers a 15 % sale on 10 and more issues.

10.3 To Test Candidates by Observing Them in Key Situations

The author of the bachelor thesis was quite surprised that the candidates are not tested whether they are able to do the job or not. The branch manager does not test candidates' ability to do the work which can influence whether the candidate will stay or leave the company and can also influence candidates' adaptation.

The author of the bachelor thesis recommends a kind of assessment centre where tasks are given to the candidates to observe their behaviour in key situations of the job. The manager is advised by the author to give the candidates tasks typical for work of insurance intermediary, such as to make a phone call to a client to make an arrangement, to offer an insurance etc. Such exercise will provide the manager a great opportunity to forecast candidates' future performance and behaviour on the job and see whether the candidate can fit the culture and needs of the company. Such tests will also provide the candidate an opportunity to decide whether he or she is likely to meet company's requirements and needs or not.

CONCLUSION

As this bachelor thesis deals with the most important and valued aspects of every company, the labour - the people working for the organisation, the topic of the bachelor thesis Analysis of Employee Selection and Adaptation System in Generali Pojišťovna a.s. was chosen.

The bachelor thesis was divided into two parts, theoretical part and analytical part, according to the type and source of information.

The first, theoretical part, describes the role of human resources in a company, basic stages of HRM, selecting methods and mistakes, adaptation processes and also legal aspects of insurance intermediaries' recruitment. According to the theory there are three stages in the process of recruitment and selection of new employees: defining requirements, attracting candidates. Neither of the steps should be omitted to meet the objectives of finding the best suitable candidates for the job and to keep the employee for a long time well-prepared adaptation is needed.

The second, analytical part, that follows the theory, introduces the insurance company and its position in the Czech insurance market and analyses the current system of selection and adaptation of insurance intermediaries in Generali Pojišťovna a.s. To get useful information, discussions with the branch manager were made and a survey, concerning opinions of 10 insurance intermediaries on the process of their recruitment, selection and adaptation, was conducted. Apart from discussions and the survey, several internal materials were used.

At the end of the bachelor thesis, corporate strengths, such as perfect adaptation system, and weaknesses, such as no addressing students and graduates, prejudices against insurance intermediaries, rare placement of advertisements in newspapers and no testing of insurance intermediaries' abilities, were described. The weaknesses laid the foundations for recommendations what should be improved or done in different way, to make the system of recruitment, selection and adaptation of insurance intermediaries more effective.

The author has recommended to address students and graduates, place advertisements in newspapers, explaining what the company can offer to the candidate, and to observe candidates' behaviour in key situations. Hopefully the recommendations will contribute to improvement of human resource management system in Generali Pojišťovna a.s and will bring satisfaction not only to the company but also to the insurance intermediaries.

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LIST OF ABBREVIATIONS

a.s.	Akciová společnost. Legal form in English speaking countries known as joint-stock company.
HR	Human resources
CV	Curriculum Vitae
Register	Register of insurance intermediaries and independent loss adjustors
ČP	Česká Pojišťovna a.s.
Koop	Kooperativa Pojišťovna, a.s., Vienna Insurance Group
Allianz	Allianz pojišťovna, a.s.
ČSOB	ČSOB Pojišťovna, a.s., a member of ČSOB Holding
PČS	Pojišťovna České spořitelny, a.s., Vienna Insurance Group
ČPP	Česká podnikatelská pojišťovna, a.s., Vienna Insurance Group
KP	Komerční pojišťovna, a.s.
UNIQUA	UNIQUA pojišťovna a.s.
ČAP	Česká asociace pojišťoven. Czech association of insurance companies.

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 Q2: What did you do before becoming insurance intermediary?
 Q3: What was/is your motivation to work as an insurance intermediary?
 Q4: Were you satisfied with the processes of recruitment and selection/did you get all the essential information during recruitment and selection?
 Q5: Were you satisfied with a process of adaptation?
 Q6: Is there anything you would change?

Re sp.	Q1	Q2	Q3	Q4	Q5	Q6
1	From a friend of mine	Working for a company I was not satisfied with	A need of change of occupation and money	Yes, it was perfectly organised/yes	Yes, it was perfectly organised too	No
2	From my friend	Worked in a different company	Independence, chance to organise my own time and also the work is based on contact with people which I like	Yes/yes	Most of the time	There is too much of administrative work, too many papers to fill in
3	Recommendation of a friend of mine	Worked in other insurance company	I like being the master of my time, to be independent	Yes, but it was time consuming/yes	Yes	No
4	From my insurer who works in Generali	On parental leave	As I have a little child I was looking for a time-flexible job	Yes, though it could take less time/yes	Yes	Less paper work would be great

5	Addressed by a friend	Pensioner	To try something new, be in contact with people and help them and to further educate myself	Yes, though it was demanding/yes	Very satisfied as the manager and colleagues are very helpful	People should be better informed what can endanger them
6	From my insurer	Unemployed for few weeks	I like working with people, independence	It was little bit too lengthy/yes	Yes	No
7	I have answered an advertisement on the Internet	In a different company	I wanted to find a well paid job and to become flexible	Yes/many essential information	I can say yes	No, I am satisfied
8	From a friend	Worked in a different company	Need to earn more money	Yes/yes	Mostly satisfied	No
9	From a friend working as an insurance intermediary in Generali	Unemployed due to downsizing	I like independence and possibility be in touch with all different kind of people	Yes/yes	Yes, it was very well managed	No
10	From a friend	Working for a different company	Money that can be made after successful adaptation	Yes, I was satisfied/yes	Yes	No

APPENDIX P II: EVALUATION SHEET OF SELECTION INTERVIEW

(Okáník 2006, 18)

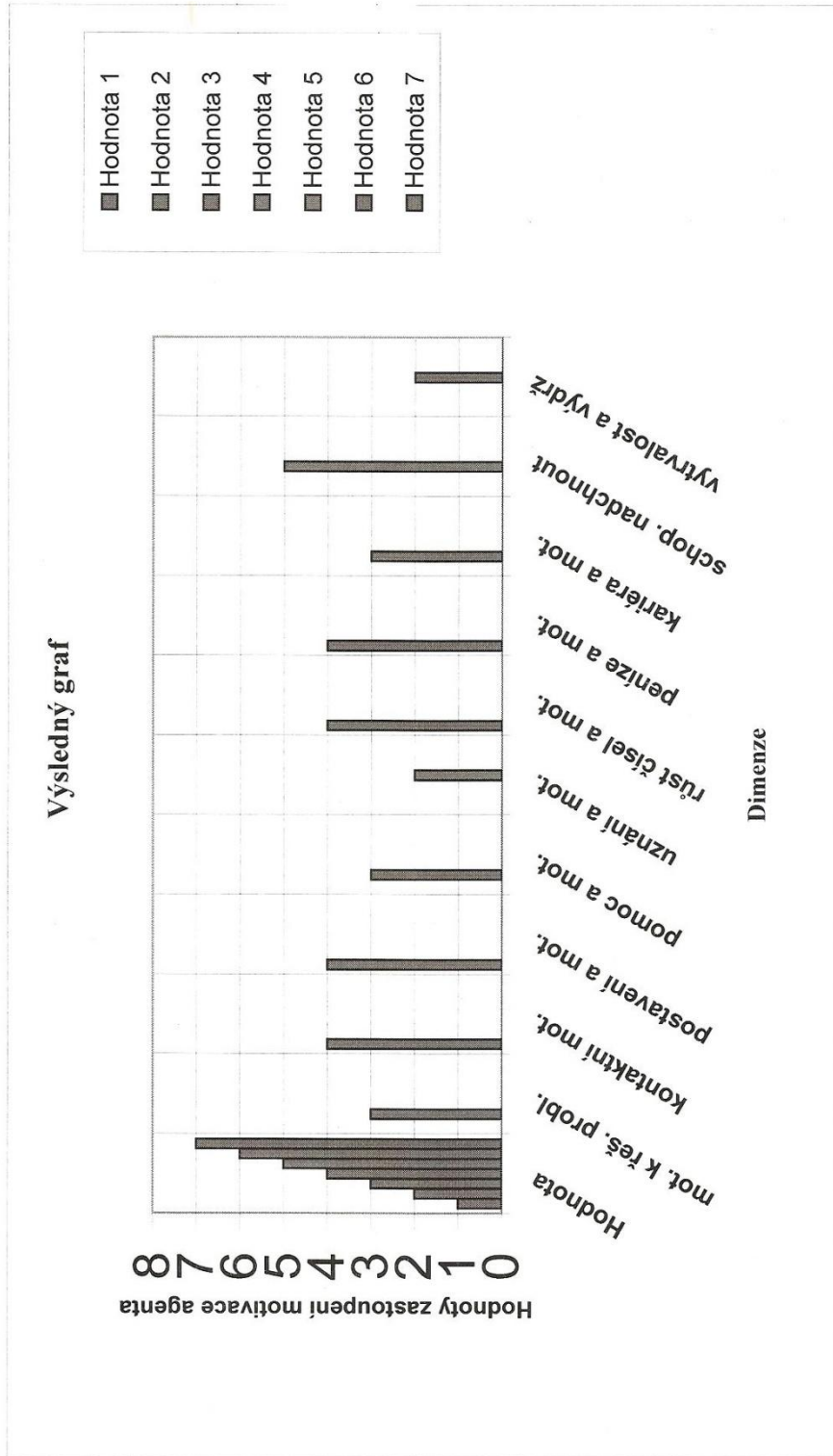
HODNOTÍCÍ LIST VÝBĚROVÉHO POHOVORU

Č Zámce: Dne:		Celkem bodů: Další pohovor:	
	Hodnotící kritéria	Poznámky	Body
1	Dojem		
	Vzhled		
	Chování - kultura projevu		
	Řeč (obsah, forma, intonace)		
2	Představení, (na co klade důraz)		
	Rodina		
	Vzdělání		
	Zájmy		
3	Dosavadní praxe		
	Důvody odchodu		
	Práce pod vedením/samostatná		
	Organizace práce		
4	Motivace – proč se uchází		
	Největší úspěch v pracovní oblasti		
	Největší neúspěch v práci		
	Velikost výdělku – i za 5 let		
5	Osobnost		
	Jakých vlastností si na sobě váží		
	Jaké vlastnosti by chtěl změnit		
	Jaké vlastnosti jsou nejdůležitější pro tuto práci		
6	Aktuálnost potřeby změny místa		
	Jak si představuje první měsíc		
	O jaká další místa se uchází		
	Jak to přijme rodina		
	Kdy může nastoupit		

APPENDIX P III: RESULTS OF MOTIVATIONAL TEST

(internal materials of Generali Pojišťovna a.s.)

Výsledný graf



APPENDIX P IV: PLAN OF ADAPTATION

(Okáník 2006, 13)

PLÁN ADAPTACE NA 1. MĚSÍC

Plán výdělku a aktivit	Minimum výkonu	Sebehodnocení
Výdělek (Provize a bonus)	9 500 + 10 000	<input type="checkbox"/>
Produkce ŽP + POV	20 000 + 10 000	<input type="checkbox"/>
Počet smluv	3 + 3	<input type="checkbox"/>
První schůzky	30 (tj. 2 denně)	<input type="checkbox"/>
Sjednávání schůzek	75 (tj. 5 denně)	<input type="checkbox"/>
Databáze (Celkově/ z toho doporučení)	60/60	<input type="checkbox"/>
Počet vybraných cílových skupin	2	<input type="checkbox"/>
Kariéra – doporučení na nového PA	1	<input type="checkbox"/>

Plán podpory manažerem	Počet	dny	Sebehodnocení
Individuální konzultace	6x	pondělí a středa	<input type="checkbox"/>
Koučování a trénink v terénu	6x	úterý a čtvrtek	<input type="checkbox"/>
Trénink na kanceláři	2x	po sudé poradě	<input type="checkbox"/>
Porada celé skupiny	4x	pondělí	<input type="checkbox"/>

Plán podpory ostatními	Počet	termín	Sebehodnocení
Vstupní seminář			<input type="checkbox"/>
Trénink s regionálním trenérem	2x		<input type="checkbox"/>
Základy prodeje			<input type="checkbox"/>
Představení a podpora kolegů	.		<input type="checkbox"/>
Prodejní návštěvy s kolegy	2x		<input type="checkbox"/>
Představení a podpora asistentky			<input type="checkbox"/>

Sebe/hodnocení na konci 1. měsíce	
Nejlépe zvládnuto	Největší prostor k rozvoji → na 2.měsíc
+	→
+	→
+	→
+	→

Opatření a návrh na bonus