

Modern trends in human resource management

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Introduction

This project is focused on comparison of trends in human resources management in the company Faiveley Transport Lekov in the Czech Republic and Helwig Carbon Products, Inc. in the United States. The main goal is to analyze HR activities - employee recruitment, training and development, performance appraisal and rewarding. The benefit of this project should be in detection of the possibilities to improve the HRM in chosen companies.

Methodology

The analysis of modern trends in human resources management will be based on literature review and on the information from the companies. The project will be processed on the base of analysis HR activities (focused on modern trends). Activities will be analyzed by detail with concretely use in companies and at the end will be compared with each other.

1.1 Faiveley Transport Lekov

The company Faiveley Transport Lekov is situated in Blovice in district Pilsen – south. The main activity of this company is development, production and sale of electric traction devices and sale of spare parts. In Faiveley Transport Lekov work ca. 268 employees. Managing director is Chrisophe Fevre and he is also director of the division Power Business Unit of Faiveley Transport Group.

Picture 1: Logo of the FT Lekov Company



Source: Faiveleytransport.com, 2015

1.1.1 Core business

The company Faiveley Transport Lekov is focused on production of pantographs, convertors and other traction devices for rail- and trolley- vehicles. The main business branches are:

- Purchase of goods in order to next sale
- Mediation of trade and services
- Production, installation and repairs of electric machines and devices. (Justice.cz, 2015)

1.1.2 History and current state of FT Lekov

The company Lekov was established in 1934. From the beginning of this company there were produced electric tools and the products were exported to more than 20 countries of the world. In the year 1948 was the company nationalized and became the part of the company Skoda Plzen. After the fall of communist regime and the transformation into democracy was again created self-contained the Lekov Company. (Internal materials of the company Faiveley Transport Lekov, a.s., 2015)

In the year 2002 became Lekov a part of Faiveley Transport Group. Faiveley Transport Group is important world producer of components for whole world market in area of rail transport. With the entry into Faiveley Transport Group expand Lekov to foreign market and won know-how to make more electric devices. In years 2003 – 2008 was transferred know-how of development and production of pantographs from France to Czech Republic and the company Lekov became the production center of pantographs (pantograph is mechanical device collecting electrical energy on the vehicles). (Internal materials of the company Faiveley Transport Lekov, a.s., 2015)

1.1.3 Organizational structure

Joint-stock company FT Lekov use dualistic system of inside structure that is established of three authorities:

- General meeting of shareholders
- Board of directors
- Supervisory board. (Internal materials of the company Faiveley Transport Lekov, a.s., 2015)

1.2 Helwig Carbon Products, Inc.

The company Helwig Carbon Products, Inc. is situated in Milwaukee. The main activity of this company is production of a full range of carbon brushes for a variety of industries including electric motor repair, power generation etc. In this company work about 250 employees. Helwig Carbon Company is privately owned. (Helwigcarbon.com, 2015)

Picture 2: Logo of the Carbon Products, Inc.



Source: Helwigcarbon.com, 2015

1.2.1 History of Helwig Carbon Products, Inc.

Helwig Carbon Products, Inc. was founded in 1928 by Walter O. Helwig. Helwig's business was based on the motto "The customer is the boss". In the mid-50s, Helwig hired local representatives and established distributors in Minneapolis, Denver, Salt Lake and Portland. In 1988, Helwig Carbon purchased a 10-acre parcel on the northwest side of Milwaukee to adapt to increasing demand. In January of 2003, Helwig signed a long-term supply agreement with SGL Carbon in St. Mary's, PA for the supply and exclusive distribution of the carbon plate material in North and South America and Oceania. In addition, Helwig entered into a joint venture, under the name E-Carbon, with Gerken Europe to purchase former SGL manufacturing plants in Pilsen, CZ and Berlin, Germany. In July 2009 Helwig Carbon through the joint venture company E-Carbon America purchased the electrical carbon business of SGL Carbon in St. Mary's, PA. This strategic acquisition makes Helwig Carbon a fully integrated electrical carbon manufacturer and a world leader in electrical carbon research and technology. (Helwigcarbon.com, 2015)

1.3 Human resource management in FT Lekov and in Helwig Carbon

The main goal of human resource management in FT Lekov Company is to employ qualified and motivated employees. These employees should make value in the company, bring new ideas to improve the production or economic results and make proper atmosphere in working group.

The personnel department is composed by the director and three managers/assistants. Most of human resources activities are under the influence of parent company in France. Every step and every change that would like to make in personnel department of Lekov company is subordinate to higher components of the company's management and especially to the Faiveley Transport Group management. The personnel department in Lekov must pay attention to human resource politics of Faiveley Transport Group.

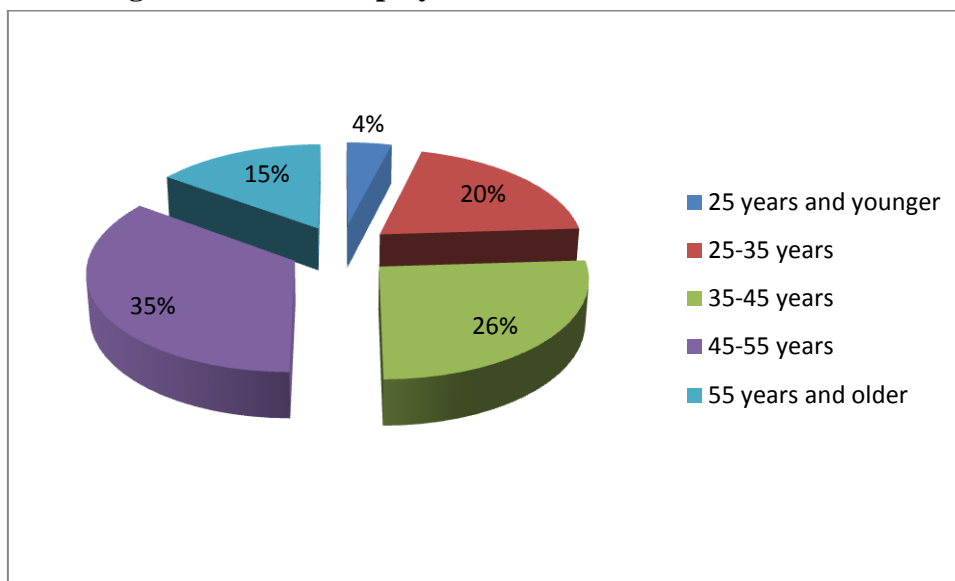
The Lekov Company is focused on improving language skills of own employees. In Lekov work a lot of managers and other employees from parent company which means that there are a lot of French speaking employees. However French language is not so popular and used in the Czech Republic so it means that the main language at the meetings and other important events is in English. The Lekov Company invest heavily in improving of English skill of own employees. (Svobodová, 2015)

1.3.1 Structure of employees in Faiveley Transport Lekov

The structure of employees in FT Lekov Company was changing every time when the owner was changed. Nowadays work in this company about 268 employees. Interesting is that about 35% are employees in the office like managers, accountants, salesmen and especially designers and engineers. Engineers are most important in this company and their offices are situated in the biggest building. (Svobodová, 2015)

On the picture number 2 are seen segments of age structure in FT Lekov Company. It is clear that the biggest part of employees is in the age between 45-55 years. In the segment of ages 35-45 is about 26%. Problem is that there are a lot of employees who are heading in the near future to retirement (about 15%). It could be a problem because they have a lot of experiences and for company would be huge loss to lose them. So the company is trying to find young people and offer them a lot of benefits to keep them in the company. It is very difficult because for example engineers and designers need a lot of time and work to gain experiences like their older colleagues. (Svobodová, 2015)

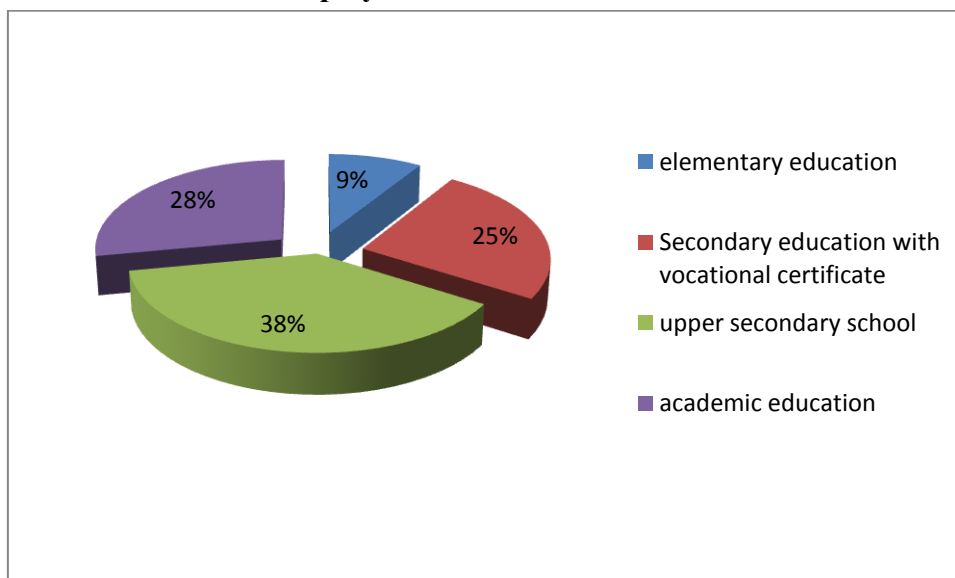
Picture 3: Age structure of employees in FT Lekov



Source: Internal materials of the company Faiveley Transport Lekov, a.s., 2015

The picture number 3 is showing structure of employee's education level. As is it shown there is 28% of employees with academic education. Most of employees are in segment with upper secondary school – about 53%. This level is because of demand for employees who manipulate with machines etc. In recent years increases the demand for specialists because the company use a lot of sophisticated equipment.

Picture 4: Structure of employee's education level

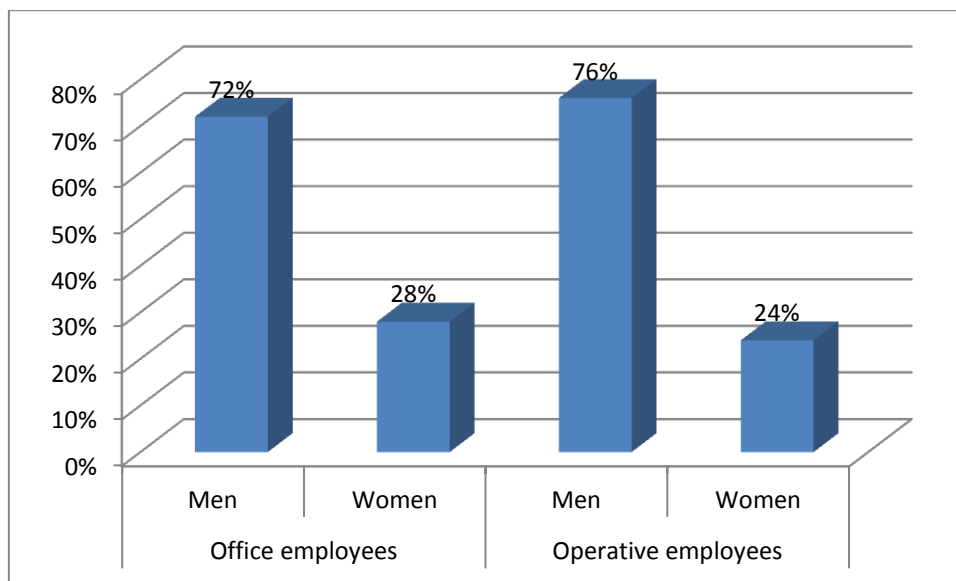


Source: Internal materials of the company Faiveley Transport Lekov, a.s., 2015

The picture below is showing the ratio of men and women in the company. The graph is separated in two parts – the first one is showing the ratio of office employees and the second one is showing the ratio of operative employees. In the office work about 40% of women -

especially in HR department, accountant department, administrative department and in financial department. The higher positions like manager or director hold especially men. The first reason is that the company is focused on mechanical and engineering production and the managers like sales representatives or project managers have to know a lot of technical details and it is still closer to men. In the engineering department it is same situation (there is only 2 women). The second reason is that men are still preferred in higher positions because the companies (the Lekov Company and other in the Czech Republic) are afraid that women will go to maternity leave. In the operative production is the ratio very similar to the ratio of office employees. The operative production is very difficult for women so they do only jobbing activities. (Svobodová, 2015)

Picture 5: Ratio of men and women in the FT Lekov



Source: Internal materials of the company Faiveley Transport Lekov, a.s., 2015

1.3.2 Analysis of work places

Analysis of work places or job description is very important activity in personnel planning. This activity stands at the beginning of human resource activities. Job description expresses the objective of work place, place in the organizational structure, the responsibility and tasks that should employer accomplish. Personnel department updates job description permanently according to changing requirements. All employees have to sign the document with their own job descriptions. Job description is connected with profile of suitable employee and this profile work also like a base for recruiting of new employee.

1.3.3 Recruitment

This part of human resource management is connected with three activities – recruitment, selection and accepting of employees. Recruiting of employees starts with finding out which job position or group of job positions is necessary to fill. (Walker, 2003)

General goal of recruiting and selection of employees should be to do this activity with using of the least possible costs and recruit employees that are necessary for satisfaction of company's needs of human resources. (Armstrong, 1999)

Before recruiting employees is requirement to define profile of job position. Requirements for job positions are coordinated with director of each department. Matter of course is that

each job position has different requirements and emphasis on choice of right candidate. (Walker, 2003)

Recruitment in FT Lekov

Company FT Lekov use two methods of recruiting new employees – internal sources (“word of mouth”) and external sources (employment office etc.). If the company needs an employee they start asking in the working group first. Sometimes employees would like to move to higher position or only change their current position. Second possibility is when current employees recommend person who they know. FT Lekov Company makes their own internal newspaper and there are advertised free job positions. The second way offer more possible candidates. FT Lekov use a lot of websites where offer free job positions. For example pages like www.jobs.cz (one of the best known website with free job positions in the Czech Republic), prace.kurzy.cz or portal.mpsv.cz. In the picture number 4 is shown offer of free position in the Lekov Company. (Svobodová, 2015)

Picture 6: Advertisement of free job position in FT Lekov – Operations manager

FAIVELEY TRANSPORT LEKOV a.s., is a subsidiary of French multinational company Faiveley - one of the leading world suppliers for railway industry. FAIVELEY TRANSPORT LEKOV a.s. is delivering products for major transportation projects worldwide.

To fulfill our business targets, we are looking for suitable candidates for the following job position:

OPERATIONS MANAGER

MISSION:

- Ensure factory operations
- Create and develop local industrial organization
- Supervise and support his team (Method, Supply Chain & Planning, Manufacturing, Maintenance) in the production of a quality, cost effective product, maintains production schedules
- Manages industrial activity – procurement, production planning, stock levels on the lines
- Responsibility for compliance with Health, Safety and Environment regulations.


EDUCATION AND PROFESSIONAL BACKGROUND:

- Graduate at Technical University
- Czech mother language, Fluent in English
- Experience in industrial operations: production, logistics, maintenance, method, process engineering

Information regarding this vacancy:

Working location:	Plzeňský kraj
Type of employment:	Full-time work
Length of contract:	Permanent
Type of employment:	Employment contract
Required education:	University
Required languages:	Czech (Proficient / native speaker), English (Proficient / native speaker)
Posted by:	FAIVELEY TRANSPORT LEKOV a.s.

FAIVELEY TRANSPORT LEKOV
Jírotova 375 - 336 01 Blovice
CZECH REPUBLIC
Tél : +42 03 79 20 71 11
Fax : +42 03 79 20 72 01
E-mail : lekov@lekov.cz



Source: Jobs.cz, 2015

The Faiveley Transport Group has own website but there is only small space for Lekov Company. It is because the order from parent company and Lekov Company cannot change it. So in this space users cannot find any free job position in the Lekov Company. The last method that employees of personnel department in FT Lekov usually use is unemployment office. After the interview in FT Lekov was find out that they do not use personnel agencies.

Selection of possible candidates

The first selection is based on evaluation of candidates' curriculum vitae. In the personnel department are compared candidates data with requirements to concrete job position. After this selection are invited possible candidates to interview. In most cases they are rated by employees of personnel department and by manager of concrete department where is the free job position situated. Operative workers are rated in most cases only once but candidates to higher positions go through two or three interviews. During the interview are evaluated special knowledge, past work experiences and language skills. (Svobodová, 2015)

Accepting of employees

Before the sign of job agreement must personnel department collect all of necessary personal documents about the future employee (for example criminal record, data about insurance company etc.). Very important is also the convention on confidentiality. Then must new employee pass through medical examination. New employee gets own identification card and relevant equipment (in most cases mobile phone, laptop or protective clothing). (Svobodová, 2015)

Programs for students of UWB

FT Lekov Company cooperates with faculties of University of West Bohemia. In years 2011 – 2014 was Lekov a part of program Unipranet. This program was based on cooperate between students and companies (in most cases from Pilsner district). FT Lekov offered opportunities for students like internships and cooperate with bachelor or magister thesis. FT Lekov is also every year a part of Job Fair (Fair of job opportunities). FT Lekov has there their own exhibition stand and for example this year there were director of personnel department, marketing specialist and project manager. They offered free job positions and possibilities for students like cooperate on thesis or internships. (Týmlová, 2015)

State of affairs in Helwig Carbon Products, Inc.

Major part of production jobs like labors are filled by internal referrals. Really important in this company is using of "word of mouth". About 80% of job positions are filled by internal referrals. Interesting fact is that employee receives \$500 if he recommend new employee. Requirement is that this referred employee has to stay in the company for at least 90 days and of course he has to evince good work. Helwig Company uses his own websites to advertise free job positions in the part of the websites with the name carrier opportunities. On the picture 6 is shown free job opportunity for customer service department. Helwig company uses of course a lot of external websites just like the biggest one in Milwaukee called Milwaukeejobs.com. (Brah, 2015)

Picture 7: Free job opportunity in Helwig Carbon Products, Inc.

The screenshot shows the Helwig Carbon Products, Inc. website. The header features the company logo on the left, the tagline "THE LEADER IN CARBON TECHNOLOGY" with "ISO CERTIFIED SINCE 1995" and "MADE IN THE U.S.A." on the right, and a "GET A QUOTE" button. Below the header is a navigation bar with links: SHOP, PRODUCTS, RESOURCES, SERVICES, SUPPORT, ABOUT, and CONTACT. The main content area is titled "CUSTOMER SERVICE REP 1" in large red letters. Below the title, it states: "The ideal candidate for this position has a technical and/or mechanical aptitude or experience." and "Essential Duties and Responsibilities include the following. Other duties may be assigned." A list of duties follows, including handling customer requests, entering orders, working with production personnel, and maintaining records. On the right side, there is a vertical navigation menu with links: The First Name in Carbon Brush Technology, Shop, Products, Resources, Services, Support, About (highlighted in red), and Contact. At the bottom right, there is a black box with white and red text that reads: "CAN'T FIND THE PART YOU NEED? WE MAKE CUSTOM CARBON PARTS."

HELWIG CARBON PRODUCTS, INC.

THE LEADER IN CARBON TECHNOLOGY
ISO CERTIFIED SINCE 1995 | MADE IN THE U.S.A.

GET A QUOTE

Q Search Helwig Carbon

SHOP PRODUCTS RESOURCES SERVICES SUPPORT ABOUT CONTACT

CUSTOMER SERVICE REP 1

The ideal candidate for this position has a technical and/or mechanical aptitude or experience.

Essential Duties and Responsibilities include the following. Other duties may be assigned.

- Receive, analyze and process customer requests via phone, email, and postal service. Requests can include, but are not limited to requests for quote (RFQ), purchase orders (PO), order status, and surveys. All requests are to be handled in a professional, timely, and positive manner. Work hand-in-hand with department personnel to provide customer clarification on product-related information.
- Successfully enter order into computerized system. Process necessary order information in an organized and timely fashion.
- Work with production personnel to expedite orders as needed or requested and work continuously with other department personnel and the Customer Service Supervisor to make improvements to processes and procedures.
- Process new customer accounts into the computer system.
- Create and maintain accurate customer records and documentation, generate customer memos, and attend department and production meetings as required. Fax, copy, scan, and file information as needed to support the efficient functioning of the department.
- Work hand-in-hand with design and production employees to communicate customer needs and identify feasible production solutions.

The First Name in Carbon Brush Technology

Shop

Products

Resources

Services

Support

About

Contact

CAN'T FIND THE PART YOU NEED?
WE MAKE CUSTOM CARBON PARTS.

Source: Helwigcarbon.com, 2015

The biggest challenge for Helwig Company in filling job positions is aging workforce. Average age of employees in the company is 51 years and at this time are in the company at least 25-30 employees over the age of 58. Second challenge is to find employees which are interested in technical degrees. Helwig Company does not cooperate with schools and universities so it is really hard to get high-quality workforce. On the other hand the fact is that they need especially labor workers so the challenge of recruiting technical interested employees is not so important just like aging workforce. (Brah, 2015)

The weakness in the Helwig Company by the recruiting is that personnel employees do not ask felony questions on job application. It means that a lot of employees have drug/robbery convictions. This issue is solved until after the hiring the employee (it means background checks etc.). (Brah, 2015)

1.3.4 Training and development

FT Lekov

For the Lekov Company is very important to care about the education of their employees. In the company there are two possibilities of education – professional training and voluntary training (especially language improving). Professional training is of course obligatory. It is different for each job position but there are three trainings that are same for all employees. It is going on initial training (according to the internal regulation), training of safety and protection of health in work (this is mandatory by the law of Labour Code) and training of fire protection (mandatory too). The safety training and fire protection training is repeated every year to maintain the safety in work. (Svobodová, 2015)

Next trainings are different for each job position. For example the driver of forklift truck has to pass the special training and the same situation is with the welder. Very important is also initial training in employee's workplace – it is leaded by manager or by employee with higher job level. Employees in the office are broken in using of internal computer network. There is one basic network for all the employees (which is now updated – employees are participated in important training because the changes in the network are completely radical). Different is as well training for the salesmen because they have to know a lot of information about the production (especially the technical specifications). Like was said very important is first contact with managers of concrete departments and they have to take care about new employees. Very difficult situation is in engineer department because the training (full training with all knowledge takes for one employee about two years). (Svobodová, 2015)

In FT Lekov are a lot of possibilities to improve employees' abilities. All the managers and other employees who are in contact with customers can participate on language classes. The company tries to improve language skill of their employees. The main language at the meetings is English because in the company work a lot of French employees and they refuse to learn Czech language. These classes are paid by company and are organized in working time. The FT Lekov Company is export-oriented so it means that employees of sales department or customer service department have to know more languages than English. Very important in business relations is French, German, Russian, Chinese and Italian language. These languages are taught individually for each employee (because in the company is for example only one Chinese speaker etc.). (Svobodová, 2015)

The Lekov Company organizes several times in a year team buildings. These training are given for the sales representatives, project managers and employees of customer service because all of them have to make excellent atmosphere in the workplace because they come into contact with customers daily. (Svobodová, 2015)

Helwig Carbon

In the company Helwig Carbon Products, Inc. is necessary for everyone to pass OSHA training. OSHA means Occupational Safety and Health Administration and it is similar to BZOP in the Czech Republic. Second mandatory training in Helwig Company is Harassment training which deal with sexual harassment at the workplace, age, racial or sex discrimination or for example bullying. Majority of on-the-job training is done within departments but not across departments. Through the interview was founded that in the Helwig Company they don't provide a strong program on the manual labor side. The main reason is that in the company is a big manual labor turnover. (Brah, 2015)

Employees in the customer service department (about 7 to 10 employees) should be technically minded. Because of that Helwig Company provides hands-on training for them. For example employees from this department spend the first 6 weeks of their employment on the shop floor to try and develop an understanding of the larger process. (Brah, 2015)

1.3.5 Performance Evaluations

FT Lekov

Performance evaluations of employees in FT Lekov Company is very important and useful but very difficult. For all employees are few values the same but every department has different own measuring scale. The identical values to measure the performance is working attendance and sickness rate (unfortunately the author of this work does not have access to these data). These values are really easy to collect because every employee has own identification card and they must every day enter at the device (when they are coming to the work and when they are leaving). ((Svobodová, 2015)

Like has been said different situation is in each department. Every department has own statistics. Some of these stats are created by personnel management and some of them are made by manager of concrete department. They are called KPI (key performance index) and they are very important. For example it is going on values like number of complaint (or claim for replacement) from customer, number of rejects, speed of order settlement, delivery time etc. Every employee answers for his own index (in most cases more than one) and then are these indexes evaluated and compared. The results are important for every employee because the managers find out what is the weakness or what is the strengthens of concrete employee. Then are these indexes taken into consideration in salary (see the chapter 1.2.6).

It is not possible to forget about accident rate. The company tries all the time to keep their employees in good condition and in safety. The accident rate is every year better (it means lower) and it is still decreasing. (Týmlová, 2015)

Helwig Carbon

Current process/method of evaluating staff are based on using an excel sheet provided online. The sheet is based on a 1-5 scale. This evaluating process do supervisors and they are trained for that.

Employees are evaluated annual and it is determined by anniversary date – based on competencies. This evaluation is traditional and it is directly linked to raises (it is not something like mentoring process). Employees are evaluated by:

- Attendance/Punctuality
- Honesty/Integrity
- Customer Responsiveness
- 5 additional for each role. (Brah, 2015)

1.3.6 Rewards

FT Lekov

Reward system in the FT Lekov Company is based on two main rewards – financial and non-financial. These rewards are provided according to employees' performance, personal contribution and value of their job. Rewards in the FT Lekov Company are coordinated by personnel and salary directive. Financial rewards are composed of two parts – stable reward and floating rate. Operative employees are paid by hourly rate according to their job character. For example if their work with dangerous devices they get bonus to their salary. Different hourly rate is connected also with overtime work, night shift or afternoon shift. Office employees are remunerated by monthly wage rate. These rewards are stable. (Svobodová, 2015)

Operative and office employees are evaluated by KPI and according to this system they get salary bonuses. This floating rate is about 20% of their stable salary. In most cases are

fulfilled these KPI indexes well so most of employees gets every month bonus to their salary. This system is great created because employees are participated more on the company's results. Another situation is with French managers because they are paid differently by the mother company. (Týmlová, 2015)

Benefits

Benefits are second part of employees' rewards. They are in most cases non-financial or financial that isn't included in monthly salary. Here is a list of these benefits.

- Additional holiday beyond the labor code
- Yearly whole-company holiday (in most cases one week in August)
- Possibility to use company's holiday resort
- Contribution to pension insurance and life insurance
- Contribution to sport, culture and other free time activities
- Educational courses and trainings connected with job position
- Contribution to transport
- Company's catering

Other benefits are connected with higher positions in the company. It is going on provision of laptop, smartphone with unlimited tariff, parking place in the company's grounds or company's car. According to these benefits it was founded that big imperfection is the company's catering. It was renovated in 2013 (new canteen and new provider) but a lot of employees are not satisfied and they would appreciate meal tickets instead of this catering. (Týmlová, 2015)

Helwig Carbon

In the Helwig Company are paid every two weeks or more precisely, they get biweekly payroll. The raises in the Helwig Carbon Company are determined by evaluations. Average raise of annual raise is 3,5%, some get 5%. In this company exists full bonus plan. It means that bonus numbers are posted monthly and paid out every 3 years.

The raises are determined by next 3 objectives:

- On-time delivery
- Credit for reducing errors – quality products
- Profitability

After 7 of employment are all employees eligible to get the base of their typically salary \$3000. Of course have supervisors and managers different levels and it is based on tenure. (Brah, 2015)

Benefits

The Helwig Company won a Gold award for Well Workplace and the business journals Healthiest Employers award. They offer for their employees a cafeteria. It costs about \$110.000 per year to run. In the company they try to do cheap eat for employees. It is subsidized by company and this cafeteria offers for employees a breakfasts and lunches. Next interesting thing is that in this company they have cookouts in the summer.

Helwig Company offers to their employees a PPO plan (it is form of health insurance or health plan, this means Preferred Provider Organization). Next is attached the PPO plan in Helwig Company:

- Single - \$850 annual deductible, and 90% coinsurance
- Family - \$1700 annual deductible w/90% coinsurance
- Employees pay 20% of the premiums
- Single - \$50/paycheck
- Family - \$150/paycheck

Here are next benefits which are offered in the company for the employees

- Offer Dental and Vision – both are employee paid
- Life Insurance – employee paid
- Celebrations – potlucks around Christmas time
- In good years, offered \$50 gifts to choose from

After the interview in the company was find out that the biggest challenge in posting benefits is that up until 15 years ago, employees never had to paid a health insurance bill – overall lack of healthcare understanding.

The Helwig Company provides more benefits for their employees. They are following:

- Wellness Program – Started 10 years ago
- Health risk assessments
- Reward program, based on a point system
- Employees can earn extra money and PTO
- Incentivize premiums – Pay \$35 less a month
- Provide lunch and learns
- Run a TOPS Club – Take Off Pounds
- Smoking Cessation program – Smokers pay \$35 more a month in premiums
- 95% participation in the program

What is really interesting and a little bit weird is that many of employees don't take advantage of education benefits – only 3 people currently using the tuition reimbursement program - \$5,000/year. (Brah, 2015)

1.4 Final comparison

In this part of this work will be compared each activities of the FT Lekov Company and the Helwig Company. Here will be described especially the similarities and the differences of human resources between both companies.

Recruitment

Both companies suffer from an issue of an aging workforce. This is big problem because employees getting older and it is very hard to get new reliable and loyal employees. For the recruitment use the both companies websites – FT through the parent company website, Helwig Carbon has own portal. The same situation is with external websites and with submitting resumes by mail or email. For mentioned companies are very important internal referrals.

In this activity were founded differences too. In the Helwig Company is offered a \$500 bonus if referred employee stays more than 90 days in the company and if the company is satisfied with this employee. In the FT Lekov Company they make every month newspaper that advertises free job positions and it is available for all employees. Very well does the FT Lekov Company a cooperation with students just like the project Unipranet (for multiple faculties like business, engineering or electrical engineering) and for example the advertising of their company at the job fairs on the campus every year.

Training and Development

Both of the companies have trainings mandated by the law. Very similar is the BOZP (safety and health training through the Law of Labour Code) in the FT Lekov with the OSHA in the Helwig Company. Both companies provide English language training. For the FT Lekov it is important because all the meetings are done in English and as well in the Helwig Company it is important because here work employees which have 23 different first languages. Those in sales for both Helwig and FT Lekov get additional training. FT Lekov has lecture classes that sales staff need to pass in understanding the technical side of the business. Helwig provides staff an initial 6-week shop floor training to better understand the products.

In the Helwig Company is provided Harassment training for all the employees, FT Lekov does not have something similar to that. In the FT Lekov are done team buildings for project managers, employees of customer service and sales managers and it is on monthly basis in most cases about 2-3 days.

Rewards

Both companies have a bonus system that all employees are eligible for. Similar, but a little bit different is bonus plan. In the Helwig Company is full bonus plan based on 3 criteria (on-time delivery, profitability and reduction in errors). Employees have meetings 3 times a year to discuss their numbers and bonuses are posted monthly and paid out every 3 years. There are different levels based on tenure and level position. For example, an employee there 7 years could receive a \$3000 bonus. In the FT Lekov are bonuses done monthly to their salary, which are paid monthly and based on the KPI (Key Performance Index).

Performance evaluation

Both companies have performance evaluation that has certain criteria for all employees and then additional indicators according to the each position. In the FT Lekov are used KPI. They are done every week and posted monthly. Responsible for that are supervisors of each department. In the Helwig company is the evaluation directly linked to annual raises.

1.5 Recommendations

This part is devoted to recommendations which creators of this project like appropriate to implement to compared companies.

As was said in this project, both companies suffer from an issue of aging workforce. This issue should be problematic in the future because in both companies are a lot of old employees. Authors of this work recommend to both companies to engage a younger demographic. It could be done for example through student's internships, cooperating with universities. In the FT Lekov Company they do this activity better than in the Helwig Company but they have still this problem.

Both companies should provide more staff development opportunities. In the Helwig Company they provide advantage of education benefits but it does not use many employees. This could be solved with better offering to the employees because they probably do not know about this opportunity. Both organizations should create more opportunities to their employees because they in most cases soon lose knowledge and talent. The recommendation is to implement training for sustainability.

In the FT Lekov are very bad done their websites. They use only the parent company websites where they cannot change anything so they cannot for example post free job positions and information about company. Recommendation is to start better cooperate with parent company and make it better or to go own way and create own website without influence of parent company.

Conclusion

This project is based on comparison of two companies in different countries and especially in different culture and style of management. In the work are compared company from the Czech Republic FT Lekov and the company from the USA Helwig Carbon Products. This project is divided in the main parts which were devoted to human resource activities like recruitment, training and development, performance appraisal and rewards. At the end of this work is final comparison of mentioned activities in both companies. In the next part are recommended possible suggestions for improvement of the human resource activities in compared companies.

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