

BS (4 Years) for Affiliated Colleges



Code	Subject Title	Cr. Hrs	Semester
BBA305	Human Resource Management	3	V
Year	Discipline		
3	Business Administration		

Course Objectives:

This course will introduce the students with the concepts of Human Resource Management and their implementation in technological and business environments.

Course Contents:

Overview of Human Resource Management; Perspectives on human resource management; The contemporary legal environment; The labor market and the changing workforce; Human resources planning and staffing; Performance evaluation and management; Compensation and reward system; Human resources development. Labor relations in contemporary work environments; Rights; Responsibilities; Values; and ethics; Organization culture and change; Work environments stressors; Support safety and health; Employee attitudes; Organizational exit; performance and effectiveness.

HRM CONTENT

ENVIRONMENT OF HRM: Human Resource Environment is a part of social environment which includes the concept, viewpoints, work culture, attitudes, efficiency, skills, productivity, nature and behaviour of HR, employees' demand and supply, motivational aspects, compensation methods and industrial relation concerning of HR practices. Environment comprises all those forces which have their bearing on the functioning of various activities, including human resource activities. Environment scanning helps HR manager to become pro-active to the environment which is characterized by change and intense competition. There are two types of environment which operates and have bearing on human resources.

1. INTERNAL ENVIRONMENT

These are the forces internal to an organization. Internal forces have profound influence on HR functions. The internal environment of HRM consists of unions, organizational culture and conflict, professional bodies, organizational objectives, policies, etc.

- a. **Trade Union:** Trade Unions are formed to safeguard the interest of its member workers, HR activities like recruitment, selection, training, compensation, industrial relations and separation are carried out in consultation with trade union leaders. Various activities of trade unions have a bearing on the HRM.
- b. **Organizational culture and conflict:** As individuals have personality, organizations have cultures. Each organization has its own culture, which it cherishes and wants to retain and follow faithfully. Culture is some core values and beliefs cherished by the members of the organization. The Reliance Industries Ltd., has "value for time", as its core culture. Tatas have the core culture of "get the best people and set them free". HR practices that best fit the organization's culture need to be implemented. Conflict usually surfaces because of dualities such as personal goal, vs. organizational goal, discipline vs. duties etc. Such conflicts have their bearings on HR activities in an organization.

c. **HR Professional Bodies** HR practitioners. As a member of NIPM, the dictums are:

As personnel Manager declare that I shall

- Subscribe to the aims and objects of the National Institute of Personnel Management and be bound by its constitution.
- Recognize and accept the dignity of an individual as human being, irrespective of religion, language, caste or creed.

- Maintain high standard of integrity and behaviour demanded by the profession.
- Conduct myself as responsible member of the management team committed to the achievement of the organizational goals.
- Take keen interest in the establishment of healthy personnel practices and development of the profession.
- Try to win confidence and gain respect of the employees and make myself available to them, provide formal and informal intervention to resolve industrial conflicts.
- The good name of my profession in dealing with other professional bodies, government departments, and employer's and employees' organizations.
- Cooperate in maximizing the effectiveness of the profession by exchanging freely information and experience with other members.
- Not allow any interest other than professional to interfere with my official work.
- Not to disclose any information of a confidential nature that I may acquire in the course of my professional work without obtaining the consent of those concerned and shall not use confidential information for personal gains.
- Not accept or offer any improper gratification in any form or manner whatever in connection with or in the course of my professional work. And
- Not to take acquiesce in such action which may bring the institute or the profession into disrepute.

2. EXTERNAL ENVIRONMENT

External environment also exerts considerable influence on HRM. External environment includes economic, political, technological and demographic factors.

Economic Factors: Economic forces such as growth rate and strategy, industrial production, national and per-capita incomes, money and capital markets, competitions, industrial labour and globalization have impact on HRM policies. Growing unemployment and reservations in employment also affect the choice for recruitment and selection of employees in organizations.

Political Factors: The total political environment is composed of executive and judiciary and all of them have impact on placement, training retention and maintenance of employees.

Technical: Technology is a systematic application of organized knowledge to practical tasks. Technological advances affect the HR functions in several ways. Technology makes the job more intellectual or upgraded. Secondly, it renders workers dislocated, if they do not equip themselves to

the job. Thirdly, job becomes challenging for the employees who cope with the requirements of technology. Further, technology reduces human interaction at the work place. Finally, job holders become highly professionalized and knowledge based in the job they perform.

Demographic: Demographic variables include sex, age, literacy, mobility, etc. Modern work force is characterized by literate, women and scheduled caste and scheduled tribes workers. Now, workers are called knowledge workers' and the organizations wherein they work are called 'knowledge organizations.

FACTOR INFLUENCING ENVIRONMENTAL OF HRM

Personnel managers cannot perform their job in vacuum as a number of environmental factors affect HRM. Environment furnishes the macro context and the organisation is the micro unit. Of primary importance here are the external influences of economic conditions, labour markets, laws and regulations and labour unions. Each of these external factors separately or in combination can influence the HRM function of any organization. Changes in the external environment have a profound impact on the personnel. These changes include technological obstacles, culture and social changes, and policies of the government. The external environment consists of factors that affect an organization's human resources from outside it.

Technological Innovation- Rapid technological changes and innovations are taking place all over the world. As a result of these, technical personnel are increasingly required. Hence, procurement of technically skilled employees is necessary to match the changing job requirements.

Economic Factors- Economic conditions influence financial "health" of the organization. Under favourable economic condition, expansion of existing programmes and creation of new programmes are very likely. With less favourable or deteriorating condition, contraction or cancellation of some programme may be necessary.

Employees' Organizations- Employees organizations have mustered strength to match the growth of industrialization. Labour unions seek to bargain with management over the terms and conditions of employment for their member.

Labour Markets- In labour markets, organizations seek employees (demand and labour), and individuals offer their services to organizations (supply and labour). Labour supply and demand have implications on all activities, but particularly for compensation and external staffing.

Changing Demand of Employers- Organizations also undergo changes and consequently their demands on employees also change. The technological revolution and stiff business competition demands that the existing employees adapt to every changing work situation and learn new skills,

knowledge etc., to cope up with the new changes.

Legal Factors- It has to manage its employees according to the legislation enacted by the government at the centre and the states.

Human Resource in the country-The structure, values and the level of education of human resource in the country influence the HRM function of any organization. The influence of manpower in the country can be studied through:

- Change in the structure of employment with the entry of workforce with different backgrounds.
- Changes that have taken place in the structure of the workforce over the years and led to the emergence of new values in organizations.
- Increased level of formal education which has led to changes in the employee attitude. Well-educated employees always challenge and question the management's decisions and want a voice in the company's affairs affecting their interest.

Thus, many environment factors affect the performance of specific tasks of HRM. Changes in the internal and external environment factors complicate the job both of line and personnel managers in overseeing the contributions of human resources. Considering the complexities and challenges in the HRM now and in near future managements have to develop sophisticated techniques and competent people to manage personnel on sound lines.

HR CHALLENGES AND RESPONSE TO CHALLENGES:

GLOBALIZATION

One of the serious issues that today's organizations are facing is the issue of globalization. The world is converting into a global business and severe competition is started between domestic and foreign companies. Such competition results in laying off the effective workforce of the organization. The HR department can play an important role in keeping the culture of the organization as global.

- Attracting and retaining talent
- Privacy and Security
- Conflict management
- Managing diverse workforce
- Performance management
- Compensation package

COMPETITION

Competition (attracting and retaining good talent) is not only the most important factor in business and client interactions but also the most influential and threatening factor in HR. It is all the more difficult for small and medium enterprises since they need to compete with big names and brands while recruiting talent. The challenge does not stop at recruitment, but goes beyond to retention of employees and offering the correct benefits, exposure, opportunities, and work environment.

Solution: Strong employer branding plays a role in attracting the good talent to your organization.

GENDER AND WORK FORCE DIVERSITY

The changing environment provides both the opportunities and threats to the human resource management of the organization. The HR manager should adopt such policies that can make possible the diverse workforce of employees. Although on one hand diversity creates a big problem, in the long run, the survival and performance of the organization is flourished. While having a good ratio of diversity is a boon to an organization and is a good thing to boast of, from an HR perspective, organizations face challenges managing this diversity in age, gender, nationality, ethnicity, etc.

It is a big challenge to cater to and address the requirements and experience of employees of different ages, genders, nationalities, or ethnicities. Further, maintaining employee engagement and fostering effective communication among employees from different backgrounds is difficult and leads to employee disagreements and souring relations.

Solution: To resolve conflicts arising out of this diversity, it is important to sensitize all employees toward the cultures of different people they work with. Culture orientation as part of the onboarding process is a prime step in the correct direction.

TELECOMMUTING AND QUALITY MANAGEMENT

Telecommuting can be challenges in following ways:

Felling Isolated:

If you work from home often and especially if you are a full time remote worker. You know that telecommuting can make you feel isolated.

Solution: go out of your way to ask your colleagues about their weekend or share a funny

TOTAL QUALITY MANAGEMENT

The major challenge is that management needs to be responsible & take ownership to ensure effectiveness in business and less the total quality management approach. Total quality management is a process which requires time and support from the management. The leader need

to ensure that a TQM behavior is accepted and promoted in the organization. Management needs to take the lead to build the culture around quality management and efficiency in product or services.

Solution: organization that cross communication and have greater feedback process to produce high quality products for the market. They take the feedback and improve the product further.

A SAFETY AND HEALTHY ENVIRONMENT (SHE)

Health and safety in HRM: Health and Safety initiatives are part of a strategic approach to HRM. No longer just a “thing” that companies have to comply with, health and safety is being used as part of a company’s overall strategy for talent retention, overall objectives, and loss-time prevention. Consider the benefits of loss-time prevention: the most obvious benefit is to the bottom line. Healthy employees are productive employees, and productive employees have very positive effects on the company’s bottom line. When employees start to feel that their work is unsafe or that their employers does not care about their health or well-being, productivity may start to slip. Witnessing injuries, or having to cover jobs while other workers are out injured can also impact productivity; as well as morale and retention. Not only can health and safety be a part of a company’s overall success strategy, but it can also be used as a tool for talent retention. Employee health, safety, and wellness management are important determinants of employee perceptions regarding fair treatment by the organization. In fact, a bountiful and comprehensive wellness program can be a powerful incentive for new talent to strive to work for your company, as well as a strong retention tool. Health, safety, and wellness programs can include anything from training and education opportunities, subsidized gym memberships, nutrition counselling, and/or an Employee Assistance Program (EAP). What is included in a health and wellness program is limited only by the imagination (and funding) of the organization.

THE IMPORTANCE OF HEALTH AND SAFETY AT WORKPLACE

The importance of health and safety in the workplace simply cannot be underestimated. As well as being the law, it is part and parcel of being a good employer to make sure your staff aren’t at risk of any injury as a result of the work they do for you. It’s not just your staff that health and safety is important for, it’s there to protect any visitors, customers, sub-contractors and the general public who may work for you, do business with you or come into contact with your organisation in any way.

The purpose of health and safety

The purpose of health and safety is to protect your workers, sub-contractors, customers and members

of the public when they are involved with your business. You have a duty of care under the Health and Safety at Work Act 1974 but more than that, it's good business practice to adhere to health and safety laws. Businesses that flout the law face losing staff, higher recruitment costs, lower retention rates and lower profitability. Worse still, poor health and safety can lead to illness, injury and even death - you can be prosecuted for breaching health and safety regulations which can lead to fines, imprisonment and the loss of your business altogether. Workplace health and safety is important for the health and wellbeing of all employees across all industries because human injury or loss in any business is not acceptable. And the last thing you want is to be the employer who loses an employee in an accident and is then charged with corporate manslaughter.

The Health and Safety at Work Act 1974

The Health and Safety at Work Act 1974 (HASAWA) is the piece of legislation which enshrines the general principles of health and safety in the workplace.

It places a wide range of duties on the employer to take all measures "so far as is reasonably practicable" to prevent or reduce risk in the workplace.

The Health and Safety Executive (HSE) is responsible for enforcing the HASAWA along with local authorities.

Employer's responsibilities

To avoid heavy fines from health and safety breaches, it's vital that HR consultants, line managers and SMEs regularly check legislation revisions and updates to ensure that they stay on track and in the HSWA's good books.

The HSWA places a wide range of duties on the employer to protect the health and safety of their:

- workers and direct employees;
- temps and casual staff;
- sub-contractors and freelancers;
- clients and partners; plus
- visitors and the general public when they're on the business' premises.

Employers have a duty of care to take all steps "so far as is reasonably practicable" to protect anyone connected to their business. Alongside the HSWA regulations, you'll find government-issued guides and codes of practice that details responsibilities, covering everything from heavy lifting to control of hazardous substances. The Health and Safety Executive was set up under the HSWA to ensure the provisions of the Act are met and there is a risk of fines and criminal penalties if the law is breached.

Providing a safe workplace

Health and safety in the workplace is a joint effort. Employees have a degree of responsibility too. But, as an employer it's your job to ensure your workplace is safe for your staff to operate in.

This effectively means you need to make sure your workers are protected from anything that could cause them harm or injury at work.

Employers need to control workplace risks and take all reasonable steps to eliminate or minimise them. This means regularly:

- undertaking risk assessments;
- providing essential information about the risks; and
- Ensuring there is adequate instruction and training for how employees and managers can deal with those risks.

If you run a factory, this could mean providing the right safety equipment and training for operating machinery as well as putting procedures in place to control and monitor the use of any hazardous substances used in the course of your business.

In an office, we're more likely to see guidelines for ensuring emergency exits are marked and that staff know what to do in the event of a fire or accident.

Employee health and wellbeing

An employer's duty of care doesn't just apply to safety. It includes all aspects of their health and wellbeing, including mental health. As well managing day-to-day risks, check that your staff are:

- not working excessive hours;
- protected from bullying and harassment;
- free from discrimination; and
- aware of who to turn to when raising any concerns.

Keeping a grip on these issues isn't just a legal duty, but also great business practice. There is a strong argument for supporting employees as much as you can to improve productivity as well as reduce staff turnover, sickness absence and presenters.

OCCUPATIONAL HEALTH PROBLEMS AND ISSUES

Occupational health deals with all aspects of physical and mental wellbeing in the workplace. Anything which causes risk or hazard to an employee—physical or mentally—is an occupational health issue. There are many occupational health and safety challenges and issues faced by employers. Stress, sickness and unsafe working practices all contribute to absence, illness and injury.

As an employer, you have a duty of care to your staff. All organisations have occupational health and safety employer rights and responsibilities and need to not only plan but execute and maintain suitable health and safety arrangements. You should have processes and procedures in place which meet the requirements laid out in the Management of Health and Safety at Work Regulations 1999.

At a minimum, you should:

- Have a written policy in place (if you employ five or more people).
- Assess the risks to anyone who could be affected by your activities, and record them in writing.
- Arrange the planning, organisation, control, monitoring and review of the measures in place. Provide information about risks, with instruction and training on dealing with them.
- Ensure there is appropriate supervision, and consult with employees about their needs.

The most common occupational diseases

Dermatitis. According to NIOSH, allergic and irritant dermatitis (also known as ‘contact dermatitis’) is the most important cause of occupational skin diseases, and account for 15 to 20 per cent of all reported occupational diseases in the U.S. Contact dermatitis is caused by a wide array of physical, biological or chemical agents.

Respiratory illnesses. This can include asthma, disease of the lung and chronic obstructive pulmonary diseases (COPD). According to OHCOW, asthma is considered to be the most common occupational lung disease in Canada. Furthermore, OHCOW states that there are over 300 chemicals in the workplace that are known to cause asthma, with the disease being most prevalent in the auto parts, foam and plastic manufacturing industries. The ILO lists work-related asthma as being caused by sensitizing agents or irritants.

Hearing loss. NIOSH conducted a study from 2000 – 2008 among U.S. workers who had higher occupational noise exposures than the general population. They found that 18 per cent of their surveyed sample had hearing loss. NIOSH says that workers in the mining, construction and manufacturing industries need better hearing conservation strategies. Hearing loss and auditory issues are also a problem in hospitality and healthcare settings.

Cancer. The European Agency for Safety and Health at Work states that cancer accounts for 24 per cent of global work-related deaths. Occupational cancers occur when workers are in contact with carcinogenic substances in their workplace. Certain substances are associated with different cancers, and certain carcinogens can be especially prevalent in certain industries. Asbestos-related diseases are now some of the most well-known incidences of occupational disease. These include

cancers such as lung cancer, gastro-intestinal cancer, cancer of the larynx or pharynx and mesothelioma (a cancer which occurs in the thin layer of tissue covering most internal organs). Asbestos exposure is the number one cause of occupational death in Canada.

Stress and mental health disorders. Multiple sources state that mental health disorders can also be considered as occupational diseases in certain contexts. Post-traumatic stress disorder (PTSD) is most commonly cited. PTSD can affect workers in high pressure workplaces, such as the military or law enforcement. According to 2013 statistics presented by the Canadian Mental Health Association, 8 per cent of Canadians who experience a traumatic event develop PTSD.

Infectious diseases. NIOSH states that healthcare workers run the risk of contracting infectious diseases such as hepatitis B and C, tuberculosis (TB) and even the human immunodeficiency virus (HIV). It also notes that TB is also a risk for workers in social services or correctional facilities as they are in constant contact with high-risk populations. This is also the case for lab workers.

A SAFE AND HEALTHY WORK ENVIRONMENT FOR ALL

Organizations need to actively foster and promote a strong culture of safety, year-round so that safety becomes a part of the enterprise's DNA. This means not only making safety one of the organization's main values, it means taking concrete steps to make sure employees have a safe work environment and are constantly striving to improve safety in the workplace. In order to improve safety culture in an organization, there must be an ongoing commitment to communication. One popular method of promoting safety awareness is through workplace digital signage, which harnesses visual communication to promote messages.

Following are six ways to ensure a safe workplace and promote a strong safety culture.

Eliminate potential hazards

Keep the workplace free from recognized physical and chemical hazards and make sure it is in compliance with OSHA standards, rules, and regulations. Use your digital signage systems to remind employees about proper body mechanics, forklift safety, safe backing, what PPE is necessary, and ways they can avoid slips, trips, and falls. Encourage workers to identify and report potential problems and safety violations and take immediate steps to have those issues resolved.

Make sure all workers are properly trained

The organization must provide all workers with safety training using language they can understand. This training should be given to all new workers, with refresher courses offered to (or required) for existing workers or when workers change jobs (within the company). Use your electronic message boards to reinforce safety training, serving it up in bite-sized messages.

Ensure workers have the proper equipment

Make sure employees have and use safe tools and equipment and properly maintain this equipment. Workplace digital signage is an effective tool for reinforcing injury prevention. Raise awareness around proper handling of hazardous materials, lock-out tag-out, and machine guarding.

Provide visual safety aids and messages

Use color codes, posters, labels, and/or signs to warn employees of potential hazards. For example, employers can display their safety recordable using automated counters. This visual aide displays real-time data and reminds employees to stay safe. Digital signage can be incredibly helpful in emergency situations as, unlike static posters, you can use it to instantly warn or notify workers of a situation in areas where mobile phones and computers aren't allowed. You can also use digital signage to post daily or weekly workplace "Safety Tips", recognize employees who have demonstrated outstanding safety awareness and keep employees up to date on new rules and regulations.

Create a safety committee – and hold monthly safety meetings

Establish a workplace health and safety committee made up of workers from different departments, from senior management to shop-floor-based employees. The committee should meet at least once a month and keep employees and senior management informed about safety topics, inspections, injury and illness statistics, and other safety-related issues. Use your digital signage systems to share key safety updates with the entire workforce. Similarly, hold departmental or company-wide safety meetings once a month or quarterly to solicit employee feedback. Getting regular feedback from employees is helpful because it opens managers' eyes to potential hazards that may have gone unnoticed, lets managers know how employees are doing/feeling, and makes employees feel valued, which improves mental health and productivity.

Make safety fun

While safety is no game, one way to help incorporate safety into company culture is to make learning about safety fun. Use your workplace digital signage to create safety-themed trivia, quizzes, and videos of safety dos and don'ts. Friendly competition including prizes, and chances for company-wide recognition are great motivators. By adding a little fun, there's a higher chance that employees will stay engaged, retain the information, and therefore help prevent accidents.

HRM STRATEGY

JOB ANALYSIS

A THE NATURE OF JOB ANALYSIS

Job analysis is the process of gathering and analyzing information about the content and the human requirements of jobs, as well as, the context in which jobs are performed. This process is used to determine placement of jobs. Under Values the decision-making in this area is shared by units and Human Resources. Specific internal approval processes will be determined by the unit's organizational leadership.

Job analysis defines the organization of jobs within a job family. It allows units to identify paths of job progression for employees interested in improving their opportunities for career advancement and increasing compensation.

A relative value is placed on the differing factors described in the Zone Placement Matrix. All new and existing positions will be assigned to a job family and zone using the job analysis process. This process is designed to place positions into families and zones based upon assigned duties, qualifications and competencies as measured by the five criteria found in the Zone Placement Matrix.

METHODS OF JOB ANALYSIS

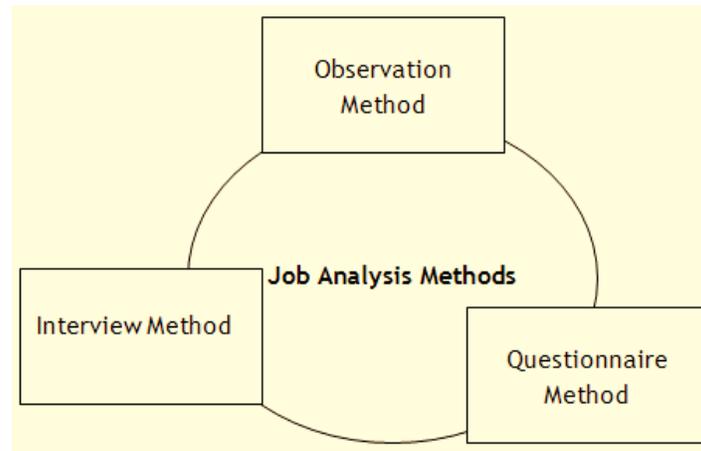
Though there are several methods of collecting job analysis information yet choosing the one or a combination of more than one method depends upon the needs and requirements of organization and the objectives of the job analysis process. Typically, all the methods focus on collecting the basic job-related information but when used in combination may bring out the hidden or overlooked information and prove to be great tools for creating a perfect job-candidate fit.

Selecting an appropriate job analysis method depends on the structure of the organization, hierarchical levels, nature of job and responsibilities and duties involved in it. So, before executing any method, all advantages and disadvantages should be analyzed because the data collected through this process serves a great deal and helps organizations cope with current market trends, organizational changes, high attrition rate and many other day-to-day problems.

Let's discuss few of job analysis methods that are commonly used by the organizations to investigate the demands of a specific job.

Job Analysis Methods

Most Common Methods of Job Analysis



- **Observation Method:** A job analyst observes an employee and records all his performed and non-performed task, fulfilled and un-fulfilled responsibilities and duties, methods, ways and skills used by him or her to perform various duties and his or her mental or emotional ability to handle challenges and risks. However, it seems one of the easiest methods to analyze a specific job but truth is that it is the most difficult one. Discover. It is due to the fact that every person has his own way of observing things. Different people think different and interpret the findings in different ways. Therefore, the process may involve personal biasness or likes and dislikes and may not produce genuine results. This error can be avoided by proper training of job analyst or whoever will be conducting the job analysis process. This particular method includes three techniques: direct observation, Work Methods Analysis and Critical Incident Technique. The first method includes direct observation and recording of behaviour of an employee in different situations. The second involves the study of time and motion and is specially used for assembly-line or factory workers. The third one is about identifying the work behaviours that result in performance.
- **Interview Method:** In this method, an employee is interviewed so that he or she comes up with their own working styles, problems faced by them, use of particular skills and techniques while performing their job and insecurities and fears about their careers. This method helps interviewer know what exactly an employee thinks about his or her own job and responsibilities involved in it. It involves analysis of job by employee himself. In order to generate honest and true feedback or collect genuine data, questions asked during the interview should be carefully decided. And to avoid errors, it is always good to interview

more than one individual to get a pool of responses. Then it can be generalized and used for the whole group.

- **Questionnaire Method:** Another commonly used job analysis method is getting the questionnaires filled from employees, their superiors and managers. However, this method also suffers from personal biasness. A great care should be taken while framing questions for different grades of employees. In order to get the true job-related info, management should effectively communicate it to the staff that data collected will be used for their own good. It is very important to ensure them that it won't be used against them in anyway. If it is not done properly, it will be a sheer wastage of time, money and human resources.

These are some of the most common methods of job analysis. However, there are several other specialized methods including task inventory, job element method, competency profiling, technical conference, threshold traits analysis system and a combination of these methods. While choosing a method, HR managers need to consider time, cost and human efforts included in conducting the process.

WRITING JOB SPECIFICATIONS

Job specification can help hiring managers decide which qualities and requirements are most important in a candidate. When reading these job specifications, a candidate can decide whether they have the right experience, education and characteristics to apply for a specific job. Learning the details and components of job specifications can help you create effective ones to hire the best talent for your company. In this article, we discuss what a job specification is, why it is important, A job specification is the list of recommended qualities for a person to qualify for and succeed in a position. While the job description includes the title position, responsibilities and summary, the specification identifies the skills, traits, education and experience a candidate might need to qualify for that job. This helps outline a candidate's capabilities to perform what's listed in the job description.

Job specification important

job specification is important because it can help provide more insight into what skills a candidate will use in a role rather than what tasks they will do. Hiring managers write these to help encourage the most qualified candidates to apply for a job. Often, recruiters or other human resources employees use the job specification to understand what qualifications, education and skills the hiring manager seeks as they help to fill the position. An effective job specification can help a company find and hire the most qualified person.

Elements of a job specification

Although the job specification might vary from position to position, there are a few common elements you can expect to see in many of them, including:

1. Required experience

This job specification is where an employer might include the required experience in an exact role or relevant experience in similar roles. Entry-level positions, for example, might specify they don't require any experience, but a director job might want seven years of experience in managerial roles.

2. Required education

A job specification can indicate the level of education required to qualify. Education requirements may include general accomplishments like a high school diploma, associate or bachelor's degree, several years completed towards a degree or one in a specific area of study. You might include this to ensure the employee has the proper context and knowledge to perform their job duties successfully.

3. Required certification or credentials

In addition to education, some positions require certification or licensure. This might align with responsibilities in the job description because a company might have you get certain credentials before you perform some tasks. For example, a mechanic job description might list working on heavy machinery or trucks as a responsibility, or it could require a candidate to have a certification to provide the services in the job specification. Credential requirements also could vary based on location to account for local laws. For example, substitute teachers could require state-level certification to qualify for a job even if they earned a bachelor's degree and a state certification elsewhere.

4. Required skills

Hiring managers, employees and human resources professionals may work together to establish the skills they want candidates to have. Skills can be what people might need to complete their job tasks, and they can center on how the candidate may fit on a team or reflect a company's culture. Skills included in a job specification can also vary based on job level. For example, entry-level jobs might have fewer required skills because hiring managers may expect new employees can develop them while working.

5. Personality traits

While skills can be technical or job-specific relating to how a person does their job, personality

traits are qualities that reflect a candidate's character. For example, professionalism is a trait that describes a person who understands workplace etiquette and is helpful and respectful to their coworkers. You might need this trait for a job in a formal office setting. Matching every trait might not be a requirement, but they can explain what characteristics may make it easier to perform well.

6. Demands

Jobs might specify if there are physical demands. For example, if a warehouse job description says you will carry packages from one location to another, the job specification might want you to be able to lift boxes up to 50 pounds. In this case, the specification identifies how much weight the candidate might need to carry to ensure they can fulfill the requirement. Similarly, an office job might require long hours at a computer, and the specification can identify this to ensure the candidate's vision allows them to perform their duties.

JOB ANALYSIS IN A JOBLESS WORLD

Job Analysis is one of the most important functions performed by an HR manager in an organization. It involves procedures for determining the duties and skill requirements of a job and the kind of person who should be hired for it (Dessler and Varkkey, 2011). Job Analysis includes Job Description and Job Specification. While Job Description is a list of job's duties, responsibilities, reporting relationships, working conditions, and supervisory responsibilities, Job Specification is a list of job's "human requirements", that is, the requisite education, skills, personality, and so on (Dessler and Varkkey, 2011).

A Jobless World

Joblessness is a dreaded scenario, not just for the political or governing class but also for people who are in the service sector. Over the last one decade, many countries both developed such as the US and the UK and the developing ones like India have witnessed growth without a similar growth in the number of jobs. One can attribute this to two main factors – increasing automation in jobs that are manual in nature and; the trend towards outsourcing and off-shoring. According to Thomas Frey of The Futurist Magazine, the increasing use of machines to replace human effort is likely to cause 2 billion jobs to vanish by the year 2030. "With technologies like driverless cars, robotic assembly lines, and teacherless schools on the horizon, the handwriting is on the wall..." says Frey who blames the complacency of the academic institutions and the myopia of the business leaders for the future jobless scenario that he has predicted. And although Frey's predictions may sound too apocalyptic to be true, one cannot ignore the fact that automation is replacing muscle power with electric power. Only time will tell whether they would be able to completely replace human

beings or not. However, the more contentious and politically controversial issue right now is not automation but outsourcing and off-shoring. While outsourcing is sourcing of a job or a set of jobs to some external agency, off-shoring involves outsourcing to an external agency which is located beyond the geographical and political boundaries of the country where the job is originally created. Outsourcing has been a prevalent practice for quite some time now but with breakthrough innovations in the field of Information Technology, it has become possible to source work to people located thousands of miles away. In developing countries, any company, especially the one in service sector that aims to meet the cost challenge of its rivals cannot afford to ignore outsourcing and even off-shoring. This creates a scenario where the jobs which would otherwise been performed by domestic employees being performed by foreign workers at a fraction of the cost. Moreover, it also possesses challenges for the HR managers in terms of job analysis. These challenges are discussed in the section below.

Challenges of Automation, Outsourcing and Off-shoring to Job Analysis

During the early years of industrial revolution, machines were viewed by workers as their biggest enemies because of their ability to perform tasks much quicker and at lower cost per unit. Those years witnessed numerous riots where workers stormed factories to destroy machines. However, as hoped by those workers, their actions did not lead to the business owners reverting back to the use of manual workers to perform tasks that were repetitive in nature. Instead, the use of machines opened newer and better opportunities for the workers as a result of which people in the West has been able to achieve high standard of living. This trend which started at the dawn of the industrial revolution is continuing till date, albeit at a higher pace which brings us to the problem faced by HR managers during job analysis. As already discussed, Job Analysis which consists of Job Description and Job Specification involves determining the duties and skill requirements of a job and the kind of person who should be hired for it. With unskilled jobs gone to the ‘unthinking’ machines, HR managers now have to analyze jobs that are suitable for the ‘thinking’ human beings. Moreover, the increased emphasis of the respective governments to enhance the education and skill of its people means that the jobs now created should be rewarding not just in terms of money but also in terms of job satisfaction. As far as Outsourcing and Off-shoring are concerned, the challenges are of two types – 1. Regarding the types of jobs that should be outsourced by the outsourcer company and, 2. The job description of the outsourced job to be performed by the service provider.

The Remedies:

Conventionally job is more or less is unchanging specific set of duties that one carries out for pay. However the concept is changing rapidly. This has prompted managers to re-think how they conduct job analysis. Since the duties that entails a job today may be very different tomorrow.

From specialized to enriched jobs:

Job enlargement: assigning workers additional same level activities, thus increasing the number of activities they perform.

Job enrichment: redesigning jobs in a way that increases the opportunities for the worker to experience feelings of responsibility, achievement, growth, and recognition.

Job rotation: moving the person from department to department to broaden his or her experience and identify strong and weak points to prepare the person for an enhanced role with the company. Thereby systematically moving workers from one job to another, to enhance performance.

Competency- based job analysis:

Describing a job in terms of the measurable, observable, behavioral competencies (knowledge, skills, and/or behaviors) an employee must exhibit to do a job. As traditional job descriptions with the list of specific duties which may actually backfire if a high performance work system is the goal describing the job in terms of knowledge skill and competency the worker need is more strategic and helps maintain a strategic focus. The measurable skills, knowledge and competencies are the heart of any companies performance management system.

DESIGNING JOBS

Job design is the process of establishing the duties and responsibilities that will be included in employees' roles. Human Resource (HR) managers aim is to design work duties specific to the individual so that it allows the employee to maximise their performance and stay engaged and motivated. HR managers must take time to design each duty included in the job role in a way where it could be performed most effectively and efficiently possible.

The four key aspects of job design include:

- **Job simplification** - This means splitting one big task into smaller parts. This is to keep employees motivated as tasks will not be seen as too challenging.
- **Job rotation** - This is the process in which employees are shifted from one duty to another; this technique aims to make employees multiskilled and be able to perform various roles and duties in the company.
- **Job enrichment** - This technique allows employees to have more authority and accountability in the organisation. The job Enrichment technique is aimed at employees to

feel more important and fulfilled.

- **Job enlargement** - This is when more duties and tasks are added to the job role horizontally, meaning that even though the variety of duties and tasks will increase the employees will stay at the same hierarchical level. This technique is put in place to increase employees' engagement in their current roles, become more multiskilled and avoid boredom.

Importance of job design

Job design is important for every organisation, as each designed job is guidance that employees will follow when performing their role. **An effectively designed job** communicates all the duties involved in the role clearly to employees so that they understand their responsibilities and expectations. **A well-designed job** should be structured following key elements that involve **task, motivation, resource allocation and rewards**. Also should incorporate these techniques such as **job rotation, job simplification, job enrichment and job enlargement**. The structure and techniques incorporated in the job design will help to increase employees' motivation, skills and maximise their performance. The key benefit of a well-designed job is that it will have a **positive impact on organisational goals and objectives**. Motivated and skilled employees are more likely to achieve set targets. On the other hand, **poorly designed jobs** can bring **negative results to the company**.

MOTIVATION THEORIES MODELS

Motivation theory is the study of how to learn and understand what inspires a person to pursue a specific result. This theory has many uses, including in psychology and sociology, but it's also important for businesses, especially in relation to management. By studying this, you can learn what actions can motivate people to work harder or care more about something, whether through a reward or another factor. In management, professionals use motivation theories to increase production, profits, employee retention rates and employee satisfaction levels. As a manager, you may aim to increase employee motivation to help your company achieve its business goals. Using motivation theories can include offering incentives, addressing needs or providing rewards to motivate your team to meet a specific goal.

Motivation theories management teams can use

Here are five motivational theories you can consider using to increase employee satisfaction and productivity:

1. Incentive theory

The incentive motivational theory suggests reinforcement, recognition, incentives and rewards

motivate people. The incentive theory also proposes people may display certain behaviors to achieve a specific result, incite a particular action or receive a reward. Here are a few examples of incentives in the workplace:

Bonus: A bonus is a reward you may give to an employee based on their performance levels over a period.

Praise: Praise can be useful for one-on-one situations, such as quarterly employee reviews. You can praise an employee by giving positive feedback about their performance, which may build your relationship with them and promote trust.

Opportunity: Providing opportunities like paid training or continuing education may give your team an incentive to increase their knowledge in a specific field and develop their skills.

Promotion: Providing an opportunity for career advancement often is one of the most influential incentives a manager can offer because it can give an employee a feeling of importance and growth. A promotion may include an advanced job role, a new job title or a salary increase.

Salary or wage: Offering a pay raise or salary increase is an incentive management teams often find effective. For optimal results, consider using salary or wage incentives for individual employees rather than all employees and departments within a business.

Paid vacation or time off: Consider offering employees compensation for taking days off or giving them additional vacation days. An employee may value this incentive if they're planning for a family vacation or want some extra time to rest at home.

2. McClelland's need theory

McClelland's need theory proposes there are three different needs most people have, and each need corresponds to a type of person who feels motivated to address that need. Understanding McClelland's need theory can help managers identify employee needs, which may give them the ability to place their employees in situations where they can thrive and reach their goals. Analyze these three needs to determine which incentive may work best for each employee:

- **Need for affiliation**

The affiliate theory claims humans want to belong to a group and have other people accept them. This theory can help managers identify whether an employee might work well on a team and grow from the experience. Employees who feel motivation from affiliation often have highly developed interpersonal skills that can help them generate strong and meaningful relationships with their coworkers.

- **Need for achievement**

Some employees naturally strive to become successful and important. These individuals may be competitive and maintain a high standard for their work ethic. They typically have a strong desire for recognition after completing a task and may ask for feedback on their performance. Establishing awards, such as an employee of the month tradition, can help motivate these people in the workplace.

- **Need for power**

Some employees are interested in influencing others, making an impact on their coworkers and positively affecting the workplace. These types of employees often enjoy leading groups of people, distributing tasks and coordinating events. They may attempt to motivate their coworkers to achieve short-term and long-term goals. Allowing these employees to apply their leadership skills can generate feelings of motivation in large groups of employees, which can lead to job satisfaction.

3. Competence theory

Competence theory proposes people often want to engage in specific activities to display their skills, intelligence and abilities. If an employee successfully demonstrates their intelligence in front of their peers, it can motivate them to feel competent in a particular area. Feeling competent may increase how confidently they perform tasks, which can improve productivity and efficiency. Confident employees may also feel encouraged to learn more in-depth information to share it with their peers and receive recognition.

4. Expectancy theory

The expectancy theory suggests people may perform certain behaviors if they think those actions can lead to desirable outcomes. You can apply the expectancy theory in the workplace if you're interested in improving your team's productivity, effort or efficiency. For example, you might offer your staff a temporary raise in their hourly wages to motivate them to work extra hours to complete a project.

5. Maslow's hierarchy of needs theory

Maslow's hierarchy is a psychological theory that outlines the types of needs a person meets to progress to more complex needs. The hierarchy of needs includes five levels.

Physiological: To meet physiological, or basic survival, needs you can ensure you have adequate water, shelter, clothing and food. In a work setting, an employee's salary may allow them to fulfill their physiological needs.

Safety: This level refers to the need to feel protected. In the workplace, this need may align with employees feeling safe in the workplace and feeling a sense of job security.

Socialization: To meet socialization needs, employees may strive for their coworkers to accept them, seek to make friendships at work or join groups to feel a sense of belonging. A workplace may fulfill this need by creating opportunities for employees to bond by hosting employee lunches and team-building activities.

Esteem: Employees often reach this level by receiving recognition, which can help them feel confident in their work and increase their self-esteem. Recognizing their achievements and providing positive feedback are two methods you can use to help build an employee's self-esteem.

Self-actualization: To reach this level, employees may seek to achieve complex, long-term or personal goals. Self-actualized employees may also feel motivated to complete workplace goals effectively.

JOB DESIGN TO INCREASE MOTIVATION OF INDIVIDUALS

Job Design is a **psychological theory of motivation** that is defined as the systematic and purposeful allocation of tasks to groups and individuals within an organization. The five core characteristics of job design are skill variety, task identity, task significance, autonomy, and job feedback. Including these characteristics in your jobs affects the following work-related outcomes — motivation, satisfaction, performance, absenteeism, and turnover.

These characteristics to help you design a truly motivational job.

1. Skill variety

This refers to the range of abilities needed to perform a job. Monotony is not what many people look for in their dream job; conversely, employees want to be able to enlist various skills throughout their employment so as to not get bored. Employee motivation will increase if your team members are using a variety of diverse skills in their positions, rather than one set skill repeatedly. You can introduce more skill variety to your roles through job shadowing opportunities and extended learning courses, or by encouraging cross-collaboration with other teams in your organization.

2. Task identity

Task identity means the extent to which a job involves completing an identifiable piece of work from start to finish, with a visible outcome. Motivated employees will be more likely to complete tasks if they identify with them and have seen them through from start to finish.

And if you encourage employees to identify with a task, they are more motivated to complete it and achieve the outcome. Employees who contribute a small piece to multiple projects, but never see the outcome will identify less with their work, creating lower employee motivation. Many specialized jobs are low in task identity because employees are responsible for only one facet of a larger project. In this case, make sure that their piece of the larger project has a beginning and end that they can measure completion against.

3. Task significance

The extent to which a job is important to and impacts others within and outside of the organization is known as task significance. When employees feel that their work is significant to their organization, they are motivated to do well and this will lead to increased employee productivity. If they feel that their work is going unnoticed, or isn't affecting anyone, this will cause employee engagement to take a hit and your team will be less motivated to complete tasks. Every employee is essential to your operations, so each role should be given proper recognition. At Hireology, we hold weekly all-company meetings to clue in every single team member on business performance. We also announce employee-submitted shoutouts to ensure each of our team members feels recognized and appreciated.

4. Autonomy

Autonomy measures each employee's level of freedom and ability to schedule tasks. Employees like to be able to make decisions and have flexibility in their roles. Most employees will have lowered motivation if they feel they have no freedom or are being micromanaged. A certain level of autonomy can lead to an improved employee experience and, as a result, a boost in productivity. When an employee's success depends on their own capabilities and drive, they feel a greater sense of responsibility for their efforts. You can give any role more autonomy by encouraging employee independence and personal responsibility for projects and their day-to-day activities

5. Job feedback

This refers to the degree to which an employee receives direct feedback on their performance. Your team needs feedback in order to motivate employees long-term. Managers need to provide feedback on performance throughout each employee's tenure, and not just at an annual or biannual performance review. Recurring one-on-one meetings between employees and their managers will create a consistent avenue for communication, including feedback on projects and performance. All in all, employee motivation comes from many areas. While employees need to have some intrinsic — or internal — motivation to complete the tasks assigned to them, they also need to be

motivated by their employers. By designing jobs that encompass all of the core characteristics, you can help increase employee motivation, in turn improving performance.

HUMAN RESOURCE PLANNING

THE HUMAN RESOURCE PLANNING PROCESS

Human resources are one of the most important assets for any business organization. In order to take maximum benefit of the available human resources, an organization must have a Human Resources Planning process (HRP). Human Resources planning is a continuous process that should carry out by the Human resources department of an organization to ensure systematic planning to accomplish maximum benefits from the available human resources. the process of Human resources planning ensures the creation of the best fit of the employees to the job roles as well as to the organizational culture. This helps the organization to operate without any manpower surpluses or shortages in the organization.



Seven steps can be identified in the process of human resources planning.

1. Analyze Objectives

The human resources planning process starts with the identification of the objectives of the different departments in the organization. each department such as management, marketing, production, finance, sales, etc. can have different objectives and they have specific expectations

related to human resources. The objectives can include recruiting new employees for the process, reducing the number of employees by automating processes or improving the knowledge and skill levels of existing employees. By analyzing the objectives of each department of the organization, the human resources planning team can identify the changes that will be necessary for the future of the organization.

2. Inventory current human resources

Once the necessary changes are identified, the Human resources planning team should create an inventory of the current human resources available in the organization. This should include the current number of employees available in the organization, their capacities, capabilities, and performance abilities. This helps the human resources team to identify the methods of filling the upcoming job requirements and to create estimates for internal and external recruitments that will be necessary.

3. Forecast the demand and the supply of employees

Based on the objectives of the different departments of the organization and the inventory of the available resources, the Human resources planning team can forecast the demand of the employees. Apart from that, based on the availability in the organization and the employee market, the supply of the employees should be forecasted.

4. Estimate Gaps

Conducting a comparison between the demand and the supply of the employee availability can help the human resources team to identify the gaps that can arise in the foreseeable future. The gaps can arise as employment deficits as well as employment surpluses. Employment deficits indicate the number of employees that need to be recruited and the employment surpluses indicates the job terminations or transfers between departments. Apart from that, the gaps can be used as an indication of the training and development requirements for the employees.

5. Formulate Plan

Once the employment gaps are estimated, the Human resources planning team should formulate a plan for the recruitment, training, development, termination, interdepartmental transfers, promotion, or early retirement of employees based on the requirements of the organization. The employment plan can vary based on the deficit or the surplus estimated in forecasting the demand and supply stage.

6. Implement Plan

Once the human resources plan is formulated, the human resources department should implement

the plan in the organization. This should be aligned with the goals and objectives of the organization as well as the goals and objectives of each department of the organization.

7. Monitor, Control, and feedback

Once the human resources plan is implemented, the plan should be monitored continuously to ensure the alignment of the plan to the objectives of the departments. The necessary controls should be put in place and the feedback at each level should be obtained to measure any defects in the implemented human resources plan. The necessary changes should be implemented according to the feedback obtained in the ongoing process in order to make the human resources plan a success.

FORECASTING HUMAN RESOURCE REQUIREMENT

HR forecasting is the process of predicting how a company's staffing needs change with time so that it can remain prepared to operate successfully. Organizations use HR forecasting to decide to hire more people, reduce their staffing or adjust how they divide responsibilities. Since HR departments handle hiring, onboarding and training, they're best qualified to execute this project. Companies might do HR forecasting periodically or continuously if their business model involves frequent turnover or supply and demand changes. HR forecasting is important because it ensures organizations can operate responsibly, avoiding costs associated with lost productivity or over-staffing. Businesses large and small experience personnel changes or external events that dramatically affect their ability to meet clients' needs, produce enough products or complete certain tasks. HR forecasting limits the financial and operational consequences of these occurrences and protects businesses' bottom lines.

Here are some examples of how HR forecasting supports companies' interests:

Demand changes: Companies might adjust their teams' size to meet the demand that changes seasonally or with consumer trends. For instance, retail stores typically hire more staff ahead of the holiday season.

Supply changes: If a company depends on a particular material or good to operate, it may make staffing adjustments as supply changes. For instance, a computer manufacturing plant may reduce its operations for a few months amid a microchip shortage.

Market changes: Economic and market changes may affect how many employees a company can have. For instance, a state law increasing the minimum wage might result in some companies planning to fill fewer positions.

Internal staff changes: When employees retire, earn promotions or receive terminations, their employers respond accordingly. Since most companies know ahead of time who in their

organization is changing roles or departing, they can forecast necessary replacements.

Resource availability changes: Companies' available resources often change, affecting their staffing capacities. For instance, a growing company may purchase additional office space and have more money to spend on the employees to fill it.

FORECASTING HUMAN RESOURCE AVAILABILITY

Delphi method

The Delphi method sources the opinion of multiple experts to analyze a problem. It uses an intermediary to facilitate idea-sharing without personal biases or unproductive debate. In companies with substantial HR departments, the Delphi method can be an effective strategy for balancing competing perspectives on staffing needs. To use this method, the company you work for can select the HR managers best qualified to predict how external and internal factors would affect your team. Each one privately submits their ideas about how to prepare for the future to the intermediary. Once everyone submits their thoughts, the intermediary shares each opinion while keeping its contributor anonymous, and the process repeats. Accounting for new insights, each HR manager adjusts their proposal to be more accurate. The facilitator highlights any major points of disagreement and the group addresses them until it reaches an actionable consensus.

Trend analysis

A trend analysis strategy uses historical data about the company's previous staffing to predict its future needs. It compares your number of employees at different points in time against metrics important to the business model. For instance, a car dealership might study its past to determine what number of salespeople corresponded with the highest average number of cars sold per employee. While not always exact, identifying such trends helps businesses only pay for the labor they need while still providing excellent service and selling inventory.

Ratio analysis

Ratio analysis functions similarly to trend analysis because it establishes a connection between key metrics and total staffing. It prioritizes identifying the exact ratio that enables a business to operate well and then applies it to the future. For instance, while preparing for a busy summer season, a resort might see how many servers it had on staff in previous years and compare it to the number of guests it served. If the ratio was one server for every 25 guests, then the HR department would hire as many servers as necessary to maintain that ratio going into the next busy period.

Supply forecasting

Supply forecasting refers to the strategy where businesses analyze their internal and external access

to qualified candidates. Internally, companies assess their teams to determine who they could promote or laterally transition into open roles. They review employees' qualifications and performance evaluations and decide how to use them as a replacement for someone planning to retire or resign. Externally, HR departments study the present labor market and relevant laws to determine how these factors would affect hiring. They then revise their estimate of how much hiring new employees would cost. For example, if research suggests that entry-level marketers are making significantly more in recent years, the company may decide to hire one less new marketer than it otherwise planned.

DETERMINING REQUIRED SKILLS, KNOWLEDGE AND ABILITIES ACROSS GENDER

Business Management & Leadership Skills

Business management and leadership are fundamental skills that all human resource managers must have in order to be successful. Today's HR professionals need to be prepared to address organizational challenges in businesses of all sizes, from small, privately-held companies to nonprofit institutions to large, multi-national corporations. These challenges may include, but are by no means limited to, handling the complex of issues diversity and inclusion, understanding hiring laws and employee rights, creating and managing competitive benefit packages, and overseeing a healthy organizational culture while effectively managing personnel issues. Additionally, human resource managers must be effective leaders that can coach employees and develop them into leaders themselves. HR professionals must be able to cultivate an organization-wide leadership and coaching approach that will develop agile employees, build creative teams, and create effective problem-solvers at all levels of the organization. Employees should look to human resource managers as organizational leaders helping to guide the organization towards success in a productive, positive way, with both the employee's and the employer's interests in mind.

Human Capital Development Skills

Great human resource management isn't just about hiring new employees and handling personnel issues when they arise, though those are both important tasks many HR managers are responsible for. The reality is that in today's world, hiring new employees is a costly, time-intensive process that isn't guaranteed to yield results in the form of longevity and success. Human resource professionals must shift their focus to workforce development, leveraging and managing the "human capital" of their organization - defined as "the collective skills, knowledge, or other intangible assets of individuals that can be used to create economic value for the individuals, their

employers, or their community." Essentially, this involves looking at employees as individuals with a diverse set of skills, competencies, needs, and interests beyond the confines of their current job description. Good employers - and good HR managers - will understand the importance of developing a comprehensive workforce development strategy that will allow them to truly invest in their employees through training, education, and opportunities for internal advancement. Instead of looking outside the organization to bring in new employees, these employers turn to the talent they already have within their organization and give them the tools they need to develop new soft skills and grow both as employees and as individuals. These strategies can include mentorship programs, tuition reimbursement plans, or structured training programs. Human resource managers will be responsible for developing and managing these human capital investment initiatives, and will also be tasked with encouraging employees to take advantage of any and all employer offerings, such as using tuition reimbursement to pursue higher education.

Communication & Interpersonal Skills

One of the most important skills required for professional success in any field, but particularly human resources, is the ability to communicate well, and to relate to those around them. Human resources professionals are known for being good with people for a reason - they are constantly interacting with employees at every level of their organizations, and must know how to communicate with them in a warm, clear, and professional way. In most organizations, the human resources department is responsible for managing conflicts between coworkers, coaching employees looking to advance their careers, and counseling individuals in need of support - meaning that interpersonal relations and soft skills, such as the ability to listen well and to build rapport with all kinds of people, are key. Because HR professionals are often dealing with, and delivering, sensitive information, it is essential that they be able to express themselves well both verbally and in writing. Knowing how to effectively modulate tone, manage body language, and personalize communication based on the individual being spoken to are key skills for effective human resource management. Additionally, in today's increasingly diverse and global workforce, it's important that human resource professionals be culturally competent, demonstrating a developed and multicultural worldview to promote respectful, reciprocal interactions, setting an example for the rest of the organization. This includes, but is not limited to, taking care to use inclusive language that makes all individuals in the organization feel recognized and respected, regardless of race, ethnicity, gender, or social class.

Strategic Thinking & Planning Skills

While people skills are important in the human resources field, the ability to think strategically - and use that strategic thinking to successfully shape and help lead the organization - just as important. Human resource managers must have a keen understanding of how organizations gain a sustainable, competitive advantage through investing in people - both new hires and existing employees. They must be very aware of the strategic needs of the organization, at all levels and in all departments, and must have the skills to find and retain people that meet those needs. While big-picture thinking is one of the most important skills for HR, human resource managers must be equally detail-oriented. They need to be meticulous planners, due to the fact that they have to juggle so many balls and are responsible for so many different tasks. A successful human resource professional will, in addition to these planning skills, be very comfortable making data-driven decisions based on metrics and analytics to drive and improve organization-wide recruitment, training, development, and retention efficiency. Perhaps most importantly, they must be the champions for the human resource lens, and must ensure that it is fully incorporated into the organization's overall strategy and direction.

Workplace Culture Development Skills

Finally, the last of the essential human resource management skills needed for success in this field is the ability to effectively develop, shape, and lead workplace culture. The concept of a strong workplace culture can vary based on the organization in question, but at its core it means a positive, productive, and healthy work environment for all employees, defined by the overarching values and behaviors of the group. This is often shaped by the employees in an organization, but is defined and led by the company's key decision makers - including human resources. Human resource managers must be tuned into the value systems of the organization, both those that develop organically from within and those that are set out by those at the top. Human resource managers are responsible for designing healthy workplace cultures that will guide and lead engaged workers, develop leaders, and create a creative and inspiring environment. Oftentimes, this means creating a vision for the organization (usually in conjunction with upper management) and constantly ensuring the organization and its employees are moving towards it, motivating others to produce meaningful, lasting results.

ISSUES IN HUMAN RESOURCE PLANNING

An organization's HR department faces multiple HR tasks daily, like recruiting new employees, retaining and engaging existing ones, and providing up-to-date training and benefits—all while

maintaining compliance. All this is easier said than done and HR problems commonly arise. Luckily, HR professionals have access to tools and techniques that can help solve a variety of human resources issues.

Compliance: Navigate Laws and Regulations

The Issue: The list of compliance laws and regulations is a mile long. The U.S. Department of Labor (DOL) sets standards for worker treatment under the Fair Labor Standards Act (FLSA). Employers must pay workers at least the minimum wage for all hours worked, as well as time and a half for overtime, while keeping detailed records. Aside from the FLSA, government contractors must comply with standards set by the Office of Federal Contract Compliance Programs (OFCCP) including developing an Affirmative Action Plan (AAP) and keeping detailed records for all applicants and hires. The challenge lies in the fact that your HR team not only has to make sure they are following the rules, they have to track and updates and ensure all job postings include the required wording. If done manually, compliance can take a huge amount of time and lead to costly errors.

The Solution: The right applicant tracking software (ATS) will automate many of the hiring compliance procedures HR professionals need to follow. It should include a voluntary self-identification questionnaire for AAP reporting, track good faith recruiting efforts, store all candidate information and update all required forms like W-9s. HR software should also automatically include any EEO taglines in job postings, ensuring they're never accidentally forgotten. Once hired, a time tracking solution will ensure your employees are always paid every dollar they've earned, including overtime.

Recruiting the Best Talent

The Issue: Recruiting candidates requires a lot of work including evaluating what skills and qualifications are necessary for the position, developing an accurate job description, advertising to the right candidates and sorting through applicant resumes. All this occurs before the interview stage even begins. And if you didn't get a good pool of qualified applicants, you must start the entire process all over again.

The Solution: An ATS enables you to not only organize your recruiting tactics across multiple channels, but also helps reduce risks and stay compliant. Automating these manual processes allows recruiting and hiring managers to spend more time with top candidates and less time with paperwork. An ATS that can track and group applicants based on skills and qualifications can streamline and significantly expedite the hiring process. Adding interview questions like, "How

would you handle a situation when...” or “What would you do if...” helps search out candidates with the core competencies you’re hiring for.

Employee Retention

The Issue: Losing an employee, whether by termination or resignation, can cost employers about \$4,000 to hire a new employee. The costs are associated with recruiting, hiring and training a new employee plus any overtime paid to workers covering their workload. There are other hidden costs to turnover as well. Overall team morale, as well as your company culture, can suffer as well. When employees start walking out the door, or are terminated, the ones that remain can get disengaged and start looking for work elsewhere.

The Solution: Start employees off with a strong onboarding process. Only 12% of employees strongly agree their organization does a good job of onboarding. An effective onboarding process is your best tool to get employees on the job quickly and efficiently, encouraging engagement right from the start. A good onboarding process ensures employees know exactly what to expect working for your organization. It should outline job requirements, goals and company policies and procedures. A good working environment can be reinforced through additional tactics such as:

- **Offering competitive pay.** Research what the competition is paying so the relationship can start strong. Compensation management software automates the process by giving employees raises and bonuses based on your structure. Compensation can include pay raises, one-time cash bonuses and profit sharing.
- **Scheduling social time for employees.** Institute practices that allow employees to have fun at work to build camaraderie, increase productivity and inspire loyalty. Even if you’re meeting virtually, build-in time to play games or share funny stories.
- **Allowing employees time to volunteer.** Employees find value in employers who give back to the community and those employees are 13 times more likely to look forward to coming to work. Give employees time off to volunteer during the day.
- **Holding regular performance reviews.** Performance reviews that are held quarterly, semi-annually and annually give managers the ability to help employees be better at their jobs. Measuring performance lets the employee set goals, understand what’s expected of them and even offer rewards for meeting their goals. A performance management system helps simplify the process by offering DIY evaluation forms, 360-degree feedback and easy goal monitoring.

Workplace Diversity

The Issue: Your workplace lacks diversity. It only hires the same type of people with the same ideas. The problem is it could be illegal, especially if you don't have valid reasons for rejecting candidates who are women or people of color. Racism can continue to exist as a subtle undercurrent in our society—even when the most well-meaning among us aren't aware of it. Therefore, we can't just coast along and assume that if we don't do anything bad, then the problem will just go away. A lack of diversity can also stifle your company's ability to be creative and innovative.

The Solution: Start looking in new places to find a more diverse pool of candidates. Reach out to job boards that target minorities, ask your minority employees for referrals and make prominent mention of your company's attitude toward inclusion in your job postings. A good ATS can help widen your search by having access to a wide range of job boards. An employee referral program that is well-communicated to employees, easy to access, simple to participate in, and clear about expectations and outcomes, will help to encourage more diverse referrals. Improving workplace diversity also requires creating a company culture that more inclusive.

- **Train managers and employees on diversity and inclusivity.** Create an ongoing diversity group and allow anyone to join. Train the group on language or behavior that should be called out as racist or intolerant. Your managers and staff should be able to identify and address these acts on the spot.
- **Include inclusion in your company initiatives.** Leadership needs to push inclusiveness and equality in the workplace. As inclusion can only be measured by feeling, leadership needs to set the tone for a working environment where each individual feels safe, valued, accepted, respected and supported. Announce a zero-tolerance policy for works or actions that harass or bully others or dismiss minority points of view.

Overcoming Software Issues

The Issue: Your HR software is slow and clumsy. It doesn't update like it should or automate the processes that slow down your HR department. HR software that is time consuming and lacks mobile capabilities will likely cause many candidates to drop off the application process without finishing. According to CareerBuilder, candidates want to finish the process in 10 minutes or less. And current employees won't use HR software if they can't access it on their phones or if it requires them to jump through hurdles to accomplish tasks like clocking in and out or accessing benefits. Another HR software issue to contend with is being stuck with a system that your

company has quickly outgrown.

The Solution: A good applicant tracking system automates recruitment processes so you have time to plan, keep up on trends, initiate new HR programs and enhance your company's culture. A recruiting AI assistant can even handle screening candidates and setting up interviews so you only have to deal with quality candidates. Other modular HR solutions, including onboarding, performance management and compensation management, can complete the picture by giving your employees a simplified experience that puts them in control of their personal information. Not only will employees be able to input their own data, eliminating errors, but it will save your HR department time as well.

If you don't currently have HR software, now is the time to upgrade. Manual processes that still use paper are not only slower than digital but they're a security and compliance risk. Your employees' data is full of sensitive information that with a manual, unsecured process could easily get lost into the wrong hands. Plus, there are compliance issues to consider like the Affordable Care Act and government contractors that need to adhere to EEO and OFCCP guidelines. A modular system like Arcoro's has the ability to scale with your company so you're only appealing to your CEO and CFO once for the investment.

Training & Compliance

The Issue: Employees aren't excited to sit through mandatory training sessions, like sexual harassment prevention training. The content isn't engaging, so no one participates and you can't validate that everyone has taken the training or signed off on it.

The Solution: A learning management system allows your employees to complete training whenever and wherever is convenient for them. A mobile solution gives employees the ability to complete required training, like sexual harassment prevention, and update certifications from their mobile devices or computers 24/7. Arcoro's LMS allows companies to upload custom content so you can deliver training programs that appeal to everyone. Compliance is ensured by mandating your employees have signed off on completed sessions. Plus, maintaining OSHA compliance is second nature with approved courses and automatic updates.

Compensation & Benefits

The Issue: You're losing employees to the competition at an alarming rate. Your HR department is too swamped with open enrollment and making updates to employees' personal circumstances to track when an employee has met a milestone. Your benefits process is also riddled with errors due to manually inputting employee data, putting you at risk to meet deadlines and maintain

compliance.

The Solution: Automate both compensation and benefits management processes with modular solutions. Arcoro’s Compensation Management module works in conjunction with Arcoro Core HR or Performance Management to manage and automate merit increases and bonuses used to reward and retain high-performing employees. When employees meet configurable benchmarks within the Performance Management module, income or bonus increases are automatically calculated and reflected in the employee’s compensation.

RECRUITMENT AND SELECTION

GOALS OF RECRUITMENT



1: Refine the quality of hire

The primary goal that you should set regarding recruitment in this New Year is to refine the hire's quality. You definitely want to hire an employee that would bring value to your company and efficiently adopt the company culture. The hiring process may seem an ordinary task, but when you get into the core of it. You will comprehend that finding the person that rightfully fits for the

job position and company culture can turn out to be tricky. Therefore, **you have to use** interview screening questions **to filter out your candidates. Through this undertaking, you will get the highest** matching resumes of the candidates **for the open position.** This directly refines the quality of hire.

2: Accelerate the hiring process

There are two simple reasons to work towards accelerating the hiring process. These reasons make it one of the smart recruitment goals for 2023. Firstly, you want an employee that would start the job and get work done. And secondly, if a job position is open for too long, it may seem suspicious to the candidates. As a result, they may not apply for the position even if they are the perfect fit for the post. **To avoid the delay in the hiring process, you must post a job vacancy with minimum qualifications and mention your preferences when it comes to candidates' skills and experience.** It will encourage the candidates to apply for the position. Consequently, increase the chances for you to find your perfect fitted talent!

3: Network and socialize

Networking and socializing are some of the best ways to improve your recruitment approach. And being a reason, this is in the list of smart recruitment goals. **Networking, especially** social media platforms, **creates your brand image that acts as proof of your company is genuine and reliable.** It attracts more talent for your company. You can also integrate recruitment tools with your social media profiles to reach a wide range of people and stay organized throughout the hiring process.

4: Up your recruitment marketing efforts

Another smart recruitment goals in HRM that you can set this New Year is to improve your game by raising your recruitment marketing strategy. Recruitment is not a two-day process. It is something that a company should put into their brains all year round, even when they are not hiring. Creating a brand image for your company, investing in the right recruitment tools, attending recruitment events, and creating connections are some of the things that should be part of your recruitment marketing strategy. Through this, you will make your recruitment process smooth and more fruitful.

5: Reduce new hire failure rates

This is one of the concerning smart recruitment goals. Suppose the employee you have already hired and who already has experience with your company would be a better person to be a part of the company than hiring the new employee. At the same time, you have to train the new employee

to set in your company's work culture. This becomes more stressful after you have gone through the overall hiring process. So, when recruiting in the first place, you put sufficient time in planning the hiring process and using the right tools to find the perfect candidate for the job position and reduce the rate of failure of a new hire. In this manner, you will have stable employees that would increase your company's productivity and employee retention rate.

6: Figure out the cost-per-hire

One of the recruiting metrics that define the success rate and the effectiveness of the process is Cost-Per-Hire. That's why we include this point in the list of recruitment goals and objectives. Cost-per-hire shows the money spent by the employer for recruiting a single candidate. **By figuring out cost-per-hire, you can maintain track of overall hiring expenditure.** With the proper evolution and analysis, you can gain significant **insight into the company's profit and loss**, moreover able to identify what is working and what is not.

Calculation of cost-per-hire will help you optimize the existing hiring process and make a paramount decision to better with the minimum amount. Hence, set this goal as smart for recruitment.

The formula for calculating the cost-per-hire is given below:

Cost-per-hire= Sum of internal and external cost/ Number of hires

7: Improve the employer brand value

In recent years, the importance of an employer's brand is recognized by the recruiting staff. The high brand value provides a heap of benefits to the company, that's why this point we consider as one of the goals for recruitment. Hence, for the recruiting process's outstanding result in 2023, the company should pay attention to employer branding. Generally, employer branding is the image and reputation of the company that is comprehensively visible to the job seekers and customers.

A strong employer brand easily attracts the candidates with trust, correlatively amplifies the aggregate of applications, enlarges the talent pool's size, and permits the perfect talent acquisition. Create a positive and strong employer brand by implementing various strategies.

A strategy that influences other mindsets concerning the current reputation of the company. Additionally, a brand name with a higher value is the biggest reason for ROI. So, keep in mind the enhancement of brand value in the year 2023.

8: Build a talent community

A talent community is a group of similar candidates based on different criteria such as qualifications, experience, skills, and background, gender, age, and so on. Every recruiting staff

desires to fill the open position within less time without compromising the quality. Therefore, **recruiters have to create and update the talent community habitually**. For a single open position, the recruiter's number of applications, but not everyone can extend the opportunity. In that case, the company can store that candidate into the visual pipeline for future vacancies. This point is in the list of smart recruitment goals because the already candidate source enables employers to fill the vacancy fast and diminish hiring costs. Below are the benefits that improve the hiring process of 2023.

- Decrease the time to fill
- Optimize the cost per hire every time
- Keep the company at the top in the mind of active as well as passive candidates
- Save the maximum time of sourcing the candidates

9: Turn over-rate

Turnover is a natural process in employee life. Commonly, the company faces turnover, but a higher turnover rate should be considered a concerning topic. Thus, it is in the checklist of smart recruitment goals. The recruiting company must calculate the turnover rate to form a talent pipeline before any open position arises. **By analyzing the turnover rate, you can establish different kinds of improvement boundaries for the hiring process.** For example, in a month, you recruit 10 candidates from which 2 candidates left the organization for different reasons. Those reasons help you to know more about your recruiting process and candidate sourcing method.

FACTORS THAT AFFECT RECRUITMENT

The recruitment function of the organizations is direct or indirect ways affected by a mix of various internal and external forces. The internal forces or the factors that can be controlled by the organization and the external factors are those factors which cannot be controlled by the organization. The internal and external forces affecting recruitment function of an firm are:

INTERNAL FACTORS

The internal factors likewise term as endogenous elements are the components inside the association that impact selecting in the organization. The internal forces i.e. the factors which can be controlled by the organization are:

1. Recruitment Policy

The recruitment policy of the organization i.e. recruiting from internal sources and external also affect the recruitment process. The recruitment policy of an organization determines the destinations or enlistment and gives a structure to usage of recruitment program.

Factors Affecting Recruitment Policy

- Need of the organization.
- Organizational objectives
- Preferred sources of recruitment.
- Government policies on reservations.
- Personnel policies of the organization and its competitors.
- Recruitment costs and financial implications.

2. Human Resource Planning

Effective human resource process and procedure helps in fixing the loops present in the existing manpower of the organization. This also helps in filter the number of employees to be recruited and what kind qualification and skills they must possess.

3. Size of the Organization

The size of the organization affects the recruitment process. If the organization is planning to increase its operations and expand its business, it will think of hiring more personnel, which will handle its operations.

4. Cost involved in recruitment

Recruitment process also count the cost to the employer, thats why organizations try to employ/outsouce the source of recruitment which will be cost effective to the organization for each candidate.

5. Growth and Expansion

Organization will utilize or consider utilizing more work force in the event that it is growing its operations.

EXTERNAL FACTORS

The external forces are the forces which cannot be controlled by the organization. The major external forces are:

1. Supply and Demand

The availability of manpower both within and outside the organization is an essential factor in the recruitment process.

2. Labour Market

Employment conditions where the organization is located will effected by the recruiting efforts of the organization.

3. Goodwill / Image of the organization

Image of the firm is another factor having its effect on the Different government controls

forbidding separation in contracting and work have coordinate effect on enlistment practices. As taken Example, Govt. of India has the convention of reservation in work for booked standings/planned clans, physically Disabled and so on. Additionally, exchange associations have the significant part in enrollment. This limits management freedom to select those individuals who can be the best performers. This can work as a potential constraint for recruitment. A company with positive image as an employer able to easier to attract and retain employees than an organization with negative image.

4. Political-Social- Legal Environment

Different government controls forbidding separation in contracting and work have coordinate effect on enlistment practices.

5. Unemployment Rate

The Element that influence the availability of applicants is the economy growth rate . At the point when the organization isn't making new jobs, there is frequently oversupply of qualified work which thusly prompts unemployment.

6. Competitors

The recruitment policies and procedure an of the competitors also affect the recruitment function of the organizations. Time to time the organizations have to change their recruitment policies and manuals according to the policies being followed by the competitors.

Recruitment is one of the main departments which place the right candidates to the right job. The recruiters should identify the best candidates from different sources and job sites. Recruiters have to identify the problems faced during recruitment and find an alternative to make work efficiently which can fulfil recruitment goal on time.

EXTERNAL VERSUS INTERNAL RECRUITMENT

Employers generally use some combination of internal and external recruitment tactics. Both approaches have certain basics in common: a foundation in rigorous job analysis; well-crafted job descriptions; and compliance with applicable laws, especially equal employment opportunity laws.

Hiring manager intake meetings

When a role needs to be filled (either internally or externally), hr should schedule an intake meeting with the hiring manager to learn more about the job, the essential requirements and the profile of the ideal candidate. The recruiting strategy (how are we going to find these internal or external candidates) can be discussed, and expectations can be set (what will hr do, what will the hiring manager do, etc.). Using a checklist of questions and discussion topics to address during these

meetings can help to capture the key elements, and sending a follow-up e-mail to the hiring manager outlining the agreements and expectations that were set during the meeting can ensure everyone is on the same page.

Job analysis and job descriptions

Before the recruitment process begins, employers should first conduct a job analysis to determine the elements of the job and then develop a job description that defines the job responsibilities and skill sets needed to perform it.

Nontraditional candidates

Employers are becoming more open to considering previously overlooked talent such as persons with criminal histories, veterans, individuals without college degrees, older workers, etc.

Internal recruiting

Internal recruiting typically consists of one or more of the following approaches:

- Internal job posting.
- Nomination by manager.
- Knowledge, skills and abilities database.
- Succession planning.

Regardless of which approach—or combination of approaches—an employer adopts, it should craft a policy that is fair and equitable to internal applicants, that sets expectations for employees applying for a position, and that is implemented consistently and communicated openly throughout the organization.

Job posting

Many employers use internal job postings to encourage employees to identify internal promotional opportunities and respond to those openings for which they have skills and interest.

Nominations

Some companies have a more closed approach to internal recruitment and may ask managers to nominate high-performing individuals as candidates for internal roles. This tends to be an informal system, yet it may be highly effective in smaller organizations in which individuals are familiar with the work of employees in other departments. However, this approach may appear or in fact involve favoritism or unlawful discrimination. The consequences of either of these may offset any benefits the employer may gain by promoting from within.

Knowledge, skills and abilities database

Human resource information systems (hriss) are commonly used to track various personnel-related issues. These may include a database of employees' knowledge, skills and abilities (ksas). New

hires can create a ksa profile that details their background, experiences and career goals and update the profile periodically, usually in conjunction with a performance review or career development discussion. This database can be used by hr to identify individuals for potential promotion or transfer.

Succession planning

Organizations can use succession planning strategies not only to identify the potential talent in the organization, but also to establish developmental plans to help prepare individuals for promotional roles.

External recruiting

When recruiting external talent, the recruiting function is very similar to the marketing function, in that the organization is promoting both itself and employment opportunities to potential candidates. Adapting marketing principles to employee recruitment is a proven way to bring discipline to the process. For example, organizations can be most effective in recruitment when they identify their potential markets and then create specific messages and activities to reach them.

Targeting passive or active candidates

Before deciding which recruiting method to use, organizations should first determine whether the ideal candidates are passive or active job seekers. Those who are unemployed or unhappy in their current employment are generally active job seekers, and those who are satisfied and successfully working at another place of business are generally passive job seekers. Most employers, because they are looking for candidates who have a positive record of employment and are satisfied in their work, target passive job seekers. However, many of the traditional recruitment strategies target active job seekers. For example, posting open positions on an employer's careers website and commercial job boards assumes that interested job seekers are looking for these messages, thus making this strategy appealing to active and not passive job seekers.

Job postings/vacancy announcements

It is important to understand that the job description is not always an effective job posting/vacancy announcement. For the job posting/vacancy announcement to serve as a magnet to attract the right candidates to the job, it should include information about what a prospective candidate may get from the job rather than just the job duties and requirements.

Managing employer brand and image

The organization's reputation as an employer will affect its ability to attract top candidates. When employees are satisfied with the organization, they are likely to tell their friends and contacts about their employer, whether there is a referral program or bonus. Word of mouth and online

communications about the organization can either help or hinder formal recruitment strategies.

Managing the "candidate experience"

The organization's employer brand is also impacted by the way candidates in the hiring process are treated—whether they get the job they apply for or not. How a candidate is treated from the earliest stages of submitting his or her resume/application through the in-person interviews to the offer/decline process are all considered part of the candidate experience. Employers must develop policies and practices that set guidelines on these elements including:

- Resume/application submission—is this an easy process that doesn't require providing too much data? Can candidates easily navigate an employer's online or offline application process, including via mobile devices? Can candidates easily find the careers page on the employer's main website—in one or two clicks?
- Candidate communication—are candidates provided timely and authentic communication on whether their application has been accepted, the status of interviews and answers to questions they may have about where they are in the process?
- Interviewer interactions—are candidates interviewed by hr and hiring managers who are prepared for the interviews, have reviewed the resume/application in advance, are respectful of candidate responses and questions, and show consideration for the candidate's time?
- Candidate logistics—are candidates provided clear instructions regarding the logistics for their visits to an employer site, including being provided a schedule of interviews and interviewers in advance; receiving information on how to drive/travel to the employer site and reimbursement procedures for expenses (if applicable); and provided with appropriate meal/restroom breaks, etc.?

Employers can positively affect their employer brand by making their candidate experience a consistent and standardized process that respects the candidate and makes the process simple and even pleasant. Candidates have significant ability to affect external perceptions about a company simply by telling people about how good/bad their experiences were when going through an interview process. Today, due to online employer review sites such as glassdoor.com or kununu.com, candidates have even more power to communicate to many people about their experiences during the interview process.

Developing recruitment partners

HR professionals often juggle the staffing function with many other duties: employee relations,

compensation, benefits, and training and development to name a few. To best meet their staffing needs, effective HR professionals seek out additional resources that can help them recruit candidates. For example, organizations can take advantage of other companies that lay off employees, are closing their doors or are relocating. By contacting a company's human resource department, the organization can tap into needed talent. Some businesses directly contact outplacement firms (companies that help displaced employees find work) for qualified professional and technical candidates.

RECRUITMENT ALTERNATIVES

The **Alternatives to Recruitment** are the temporary ways of hiring people for the job position with a view to saving cost incurred in recruiting process and meet the short-term demand for increased work volume.

The recruitment is the costly process which includes the salaries of recruiters, cost incurred in advertisements, time spent by the management, cost of hiring new recruits, etc. Thus, in order to meet the short-term fluctuations in the work volume, organizations might resort to the temporary recruitment alternatives than a full-fledged recruitment.

1. **Overtime:** In case the demand for a product peaks due to the temporary market fluctuations, then a firm asks its employees to work extra despite recruiting new hands. The overtime benefits both the employee and the employer as the former fetches extra income for the additional piece of work while the latter saves cost incurred in recruiting new persons. But however, an overtime leads to fatigue, reduces the productivity of an employee and ultimately leads to more accidents and absenteeism.

2. **Employee Leasing:** The employee leasing is another form of alternative to recruitment wherein the company pays a fee to the leasing firm or the consultancy that handles employee benefits, payroll, and all other HR functions on behalf of the client company.

The employee leasing is also called as “**staff outsourcing**” wherein the permanent employees of other firms are hired due to their specialization in a certain field on a lease basis to meet the short term requirements of the client company. Here the individuals work for the leasing firm.

3. **Subcontracting:** The subcontracting is a business practice wherein a certain portion of the work is delegated to other specialized agencies to meet a surge in the demand for goods and services. The contractor with a mutual consent assigns some task to some other specialist contractor who helps in completing the project. The subcontracting is prevalent in the complex jobs such as construction, building, and information technology.

- 4. Temporary Employment:** The temporary employees are those who are hired for a specific time period until the task gets accomplished. Earlier the temporary employment agencies were used in hiring the unskilled and semi-skilled laborers, but nowadays the employees are readily available for the technical, professional and executive positions as well. The temporary employment is beneficial for the firms as the cost of labor is relatively less, services of an experienced labor can be utilized, and there is flexibility in responding to the future needs of workers. But however, temporary employment lacks labor commitment to the organizational goals since the workers hired do not know about the culture and workflow of the firm.
- 5. Outsourcing:** Often the companies outsource or assign the task of recruitment to the third party specialist, who then carry out all the recruitment activities which would have been done in-house otherwise. It is beneficial for the firms which are small and have a lack of expertise in recruitment to delegate the authority to the third party to carry out the recruitments on the company's behalf. But the responsibility lies with the client company itself and must ensure that all the activities related to recruitment are performed effectively by the third party.

THE SELECTION DEVICES

Employee selection methods are simply the avenues you choose to screen and eventually hire employees. Within these methods, your goal is to try to understand a candidate from top to bottom, from their personality, to their experience to how they'll fit within your company.

There are a number of general employee selection methods that you can use when hiring new employees. Some of the most common methods include:

- Application reviews
- Phone screenings
- One-on-one interviews
- Cognitive ability tests
- Personality assessments

These are general methods, and we'll get into more specifics types of each of these in a moment. But first, let's define what each of these employee selection methods are.

Application reviews

These are one of the most common employee selection methods. In this method, you review the applications of all potential candidates and weed out those who are not qualified. This is a time consuming process in most instances, but it allows you to quickly eliminate those who aren't a good fit for the position.

Phone screenings

Phone screenings are another common employee selection method. In this method, you call all of the potential candidates and ask them a few questions about their qualifications. This can help you weed out those who are not qualified or do not have the necessary experience before bringing them in for an in-person interview.

Some things you may address in an initial phone screen include:

- Basic personal information is correct (name, email, age, graduation dates)
- Past education
- Talking points about previous experience (what someone did day-to-day, why they're interested in the field your company is in)

When asking questions about job experience in a phone screen, make sure to keep it brief. In-depth questions can be held for one-on-one interviews.

One-on-one Interviews

In this method, you meet with all of the potential candidates in person and ask them a series of questions about their qualifications and experience. This can be done in-person, virtually, with a group of directors and executives, or done with future co-workers.

Cognitive ability tests

Cognitive ability tests give the candidates a test that measures their potential ability to perform tasks required for the position. They are designed to measure a candidate's intelligence and problem-solving skills and are a good option for businesses that want to measure a candidates'

Personality assessments

These are another common method for selecting employees. In this method, you assess the candidates' personalities and see if they would be a good fit for the position. Similarly to cognitive ability tests, this can be seen as judging someone before you actually get to work with them and truly know who they are.

Types of employee selection methods

We discussed the give most common employee selection methods in the last section, but those are the most common ones—many which most companies already use in their hiring process.

1. Resume collection: your site vs. Job board sites

When it comes to collecting resumes, there are two main options: your own site or job board sites. Collecting resumes on your site has a few advantages over using job board sites. First, you can collect more information about the candidates than you would be able to get from a resume

submitted through a job board. This allows you to better assess their qualifications and determine if they would be a good fit for your company. Additionally, you can control the branding of your site and ensure that candidates see your company as a desirable place to work. Using job board sites has its advantages, too. The most obvious benefit is that you have access to a larger pool of candidates. Additionally, online job boards may have more sophisticated screening tools than your site does, which can help you weed out unqualified candidates more quickly and identify candidates for an interview.

2. Referral recruitment vs. existing talent pool

There are two other options for employee selection: referral recruitment or the existing talent pool. Referral recruitment is a process where you reach out to your current employees and ask them to recommend qualified candidates for the position. This can be an effective way to find suitable candidates because your current employees will understand what type of person would be a good fit for your company. They will also be more likely to recommend candidates who are qualified and interested in the position given they know what the company is looking for. The existing talent pool, on the other hand, is a collection of resumes that you have collected from past job applicants, employees, or other sources. This can be an effective way to find qualified candidates quickly because you already understand their qualifications and experience. There may have been an applicant in the past who interviewed but finished second to another candidate but still holds strong qualities for another role. Utilize them.

3. Internal vs. External employees

When selecting employees for a position within your company, you may battle between hiring internally or searching outside of your organization for someone to fill the role.

Internal employee selection has several advantages over external employee selection. First, you already have a good understanding of their skills and qualifications. This allows you to quickly assess their eligibility for the position and can easily contact references of people who've worked with them. However, only looking internally limits your talent pool from which to choose from. Looking externally on top of internally gives you confidence that you've searched the widest talent pool for the position.

4. Boomerang employees

Boomerang employees are former employees who have left your company and later returned. There are several advantages to hiring boomerang employees. First, they already understand your company culture and how things operate. This can make the transition process smoother

for both the employee and the company. Additionally, boomerang employees are familiar with your products and services, which can help them hit the ground running.

5. Take-home assignments

Another employee selection method is the take-home assessment. In this method, candidates are given a task to complete at home, and then they submit their results to the company. This can help you determine if they are capable of performing the tasks required for the position.

The take-home assessment can also be used to assess how well the candidates work under pressure of a deadline. It's also an excellent way to assess the candidates' writing or technical skills.

6. Situational tests

Situational tests are a type of employee selection method that measures the candidates' ability to handle different situations. The test presents the candidate with a scenario and asks them how they would respond. This type of test can help you determine if the candidate has the necessary skills and character traits for the position. A situational test is a good option for jobs that require the employee to handle difficult situations. This could be especially useful for hiring sales people. You can conduct a mock sales call and see how the prospective employee handles the scenario. These are also good options when hiring managers who will preside over other employees. You want to make sure your managers aren't the types to talk over, demean, or ignore their employees.

7. Evaluating current job knowledge/skills

When evaluating current job knowledge and skills, it's essential to consider several factors. The most crucial factor is the type of position you are hiring for. If you are hiring for a job requiring specific skills or knowledge, you will need to assess whether the candidate has those qualities. Another factor to consider is how well the candidate performs their current job duties. If they are not meeting the expectations of their current employer, they may not be a good fit for your company. See if they can provide examples of how they've performed in similar positions, or if the position is different than what they've done before, have the candidate explain past experience that would help them succeed in the role.

8. Reference checks

Employee reference checks are an essential part of the employee selection process. They allow you to get feedback from previous employers about the candidate's skills, qualifications, and job performance. Reference checks can also help you determine if the candidate is a good fit for

your company culture. Most companies will only provide positive references for candidates who have left their company on good terms. This can make it difficult to get an accurate picture of the candidate's skills and qualifications. However, there are a few things you can do to get around this:

- Ask the candidate for a list of their previous employers
- Contact the candidates' references directly
- Ask the candidate to provide contact information for their previous supervisors

9. Group interviews

Group interviews are a common selection method that assess the qualifications of several candidates at once. Candidates are typically interviewed together in one room during a group interview. This allows the interviewer to get a better understanding of their skills and qualifications by observing them interact with other candidates. Group interviews can be an effective way to find qualified candidates, but they also have several disadvantages. First, it can be difficult to assess the qualifications of each candidate because they are all in the same room and you don't know how they'd respond individually. Second, group interviews can be stressful for some candidates. This can lead to them making poor decisions or saying something that they will regret later. Finally, group interviews can be time-consuming. The interviewer has to spend time talking to each candidate and assessing their qualifications.

10. Hard skill assessments

Situational tests and take-home assignments are good ways to get examples of how a candidate makes and produces work. Skill assessments are a little more broad, though. Skill assessments are good ways to get quantifiable results of a candidate's hard skills. Examples of hard skill assessments are:

- Grammar quizzes
- Typing tests (seeing how many words-per-minute a candidate can type and how accurately)
- Coding assessments
- Proofreading tests

Make sure to not administer skill assessments to candidates for skills they won't be using in their job. This will either confuse or intimidate a candidate and may disinterest them from the job position.

11. Virtual interviews

The first part of the interview process likely involves some level of interviews, and a virtual

interview is a great way to assess candidates' skills and qualifications without having to meet them in person. Some advantages of virtual interviews include:

- It allows you to interview more candidates quicker
- It gives candidates a more flexible schedule of when they can meet. Virtual interviews help them fit in an interview in a tighter time than an in-person interview
- Allows you to assess their communication skills and professionalism in a growing remote workplace

12. Internships

Another great way to evaluate potential employees is through internships. Internships allow you to assess a candidate's skills and abilities in the work setting. It gives you a better understanding of how they will perform on the job by giving them a chance to perform some of the duties they might perform with a full-time role. Additionally, internships provide an opportunity for candidates to learn about your company and assess whether or not they are a good fit for the position.

13. Background checks

One of the most common pre-employment selection methods is conducting a background check. A background check can help you get a sense of an applicant's criminal history, education, and work experience.

HUMAN RESOURCE TRAINING AND DEVELOPMENT

HUMAN RESOURCE DEVELOPMENT: DEFINITION AND SCOPE

The effective performance of an organisation depends not just on the available resources, but its quality and competence as required by the organisation from time to time. The difference between two nations largely depends on the level of quality of human resources. Similarly, the difference in the level of performance of two organisations also depends on the utilisation value of human resources. Moreover, the efficiency of production process and various areas of management depend to a greater extent on the level of human resources development. HRD assumes significance in view of the fast changing organisational environments and need of the organisation to adopt new techniques in order to respond to the environmental changes. Human Resource Development (HRD) is that part of Human Resource Management which specifically deals with the training and development of employees. It helps the employees in developing their knowledge, skills and abilities to achieve self-fulfillment and aid in the accomplishment of organizational goals. HRD can be defined as organized learning activities

arranged within an organization in order to improve performance and/or personal growth for the purpose of improving the job, the individual, and/or the organization. HRD is the process of helping people to acquire competencies. In an organizational context HRD “is a process which helps employees of an organization in a continuous and planned way to-

- i. Acquire or sharpen capabilities required to perform various functions associated with their present or expected future roles.
- ii. Develop their general capabilities as individuals and discover and exploit their inner potential for their own and/or expected future roles.
- iii. Develop an organizational culture in which supervisor-subordinate relationships, team work, and collaboration among sub-units are strong and contribute to the professional well-being, motivation, and pride of employees.
- iv. HRD process is facilitated by mechanisms like performance appraisal, training, organizational development (OD), feedback and counseling, career development, potential development, job rotation and rewards.
- v. Employees are continuously helped to acquire new competencies through a process of performance planning, feedback, training, periodic review of performance, assessment of the development needs, and creation of development.

1. Learning:

The essence of HRD is learning. The very purpose of HRD is to make the employees acquire knowledge, learn newer concepts and develop their skills. The core of HRD is to enhance the quality of workforce by creating an environment which fosters constant learning.

2. Career Development:

HRD helps in the career development of individuals by matching employee characteristics with job requirements. Growth of the organization is achieved through growth and development of individual employee.

3. Specific Duration:

Any particular HRD programme would have a specific duration. It could be for a short, medium or long duration.

4. Improves Performance:

The performance of employees is improved as a result of HRD. The training programmes enhance the capabilities of employees and improve their productivity.

5. Organizational Development:

HRD aims at not just the development of the human resources, but at the progress of the organization as a whole. Positive changes in work culture, processes and organizational structure are made.

6. Long-Term Benefits:

HRD is a very future oriented concept. The results of HRD can be experienced only after some time following its implementation. But it benefits the employee and the organization for a long time in the future.

7. Continuous Process:

HRD is a continuous process. Different HRD programmes are to be implemented in the organization according to changes in the work environment. Human behaviour needs to be monitored regularly to enable them to adjust themselves according to environment dynamics.

8. Employee Welfare:

The organization attempts to provide all the facilities which are vital for the physical and mental well-being of the employees to facilitate HRD. Measures like canteen facilities, crèche, medical insurance, etc. are provided as part of employee welfare.

9. Development of Team Spirit:

HRD creates a healthy work environment which helps to build team spirit and coordination among various groups and the department. Team spirit is necessary for fostering loyalty and belongingness among employees.

THE HRD PROCESS

Human resource development is the process of assisting employees in a certain organization to improve their personal and organizational skills, their abilities and use of knowledge. This includes helping them through taking them for training, career development courses, organizational and performance management. According to Joy-Matthews, Megginson, Surtees (2004), the main aim of human resource development is to develop an advanced workforce that will enable the organization to achieve its goals and offer the best to its customers. Human resource development can be done from within the organization or from outside the organization. It can also be done formally such as a planned organization change, offering classroom training to employees or taking them through a certain college course, or informally where a manager may decide to coach the employees on a particular issue. Human resource development in any organization is the role of human resource management. This deals with all the matters of the employees. This essay therefore looks at the strategic roles of human resource management and ways in which a strategic

approach to human resource development can play a strategic role within an organization.

The HRD process is a framework for human resource development. It is a process that helps organizations to identify the training and development needs of their employees and to design and implement programs to meet those needs. The HRD process can be divided into four steps:

1. Needs assessment: This step involves identifying employees' training and development needs. A needs assessment can be done through surveys, interviews, focus groups, or observation.
2. Program planning: This step involves designing the program to meet the identified needs. The program should be prepared to achieve specific objectives and goals.
3. Implementation: This step involves implementing the program. Performance includes developing materials, conducting training sessions, and evaluating the program results.
4. Evaluation: This step involves assessing the program's effectiveness in meeting its objectives and goals. Evaluation can be done through surveys, interviews, focus groups, or observation.

ESTABLISHING HRD OBJECTIVES

- To prepare the employee to meet the present and changing future job requirements.
- To prevent employee obsolescence.
- To develop creative abilities and talents.
- To prepare employees for higher level jobs.
- To impart new entrants with basic HRD skills and knowledge.
- To develop the potentialities of people for the next level job.
- To aid total quality management.
- To promote individual and collective morale, a sense of responsibility, co-operative attitudes and good relationships.
- To broaden the minds of senior managers by providing them with opportunities for an interchange of experiences within and outside.
- To ensure smooth and efficient working of the organisation.
- To provide comprehensive framework for HRD.
- To enhance organisational capabilities.
- To create a climate that enables every employee to discover, develop and use his/her capabilities to a fuller extent in order to further both individual and organisational goals.

IMPLEMENTING HRD PROGRAMS

The work of the human resource development practitioner is continuously evolving. Human resource development is now expected to make a strategic level contribution and contribute to individual and organizational effectiveness. Human resource development practitioners are increasingly required to network and build relationships to obtain support, resources, information, and knowledge. The accumulation of social capital is considered important in

determining individual career success and role performance. Given the importance attached to this dimension of HRD practitioners' roles, it is important to implement the HRD programs cautiously. According to Pedler, Boydell and Burgoyne (1989), learning organization is "an organization which facilitates the learning of all its members and continually transforms itself". Therefore the implementation method has to be in line with the philosophy of good training which is it Improves performance, Improves productivity, Improves chances for promotion and improves the bottom line. For this right training methods need to be used in the right way to ensure successful HRD implementation. Since the real organizational needs are known, the process of training can begin. Exclusive of the training techniques, the trainees and the trainers constitute other key elements of a training program. However there are certain delusions which should be done away with.

These misconceptions include the best way to learn any new skill is to learn it on the job, Lectures are not a good method for training, it's easy to come up with stimulating discussion questions, and that the Case studies are used for time fillers. The method of training should be keeping in mind the objective of the Program. The selection of trainees is a very important activity in order for an organization to achieve desirable training results. According to Peel (1994), the elements of trainees which have to be taken into consideration in order for the selection of appropriate training methods are the following –

1. The number of trainees.
2. Demographics like age, the level of education, qualifications and experience.
3. Reasons why they are chosen for development and what are their needs.

It should be remembered that what needs to be learned cannot always be taught. Human resource development programs must therefore help people to learn from their experience. Development cannot be left to chance.

Effective implementation depends on three main elements:

1. The degree to which the training adds to productive output meets the standards of quantity, quality, and timeliness of the people who receive, review, and/or use the HRD Programs.
2. The degree to which the HRD process of carried out the work enhances the capability of members to work together interdependently in the future.
3. The degree to which the group experience contributes to the growth of the trainees and eventually the Organizations.

This is the most crucial of all phases since it is directly related to the output of the Program.

It is the real show that takes place on an actual level, a point when the developers/trainers and trainee are in direct contact. The success depends on the extent to which trainees experience meaningfulness of the developmental exercise, active responsibility for the exercise and its outcomes and knowledge of actual benefits of the training.

TRAINING NEED ASSESSMENT

The purpose of a training needs assessment is to identify performance requirements and the knowledge, skills, and abilities needed by an agency's workforce to achieve the requirements. An effective training needs assessment will help direct resources to areas of greatest demand. The assessment should address resources needed to fulfill organizational mission, improve productivity, and provide quality products and services. A needs assessment is the process of identifying the "gap" between performance required and current performance. When a difference exists, it explores the causes and reasons for the gap and methods for closing or eliminating the gap. A complete needs assessment also considers the consequences for ignoring the gaps.

There are three levels of a training needs assessment:

- **Organizational assessment** evaluates the level of organizational performance. An assessment of this type will determine what skills, knowledge, and abilities an agency needs. It determines what is required to alleviate the problems and weaknesses of the agency as well as to enhance strengths and competencies, especially for Mission Critical Occupation's (MCO). Organizational assessment takes into consideration various additional factors, including changing demographics, political trends, technology, and the economy.
- **Occupational assessment** examines the skills, knowledge, and abilities required for affected occupational groups. Occupational assessment identifies how and which occupational discrepancies or gaps exist, potentially introduced by the new direction of an agency. It also examines new ways to do work that can eliminate the discrepancies or gaps.
- **Individual assessment** analyzes how well an individual employee is doing a job and determines the individual's capacity to do new or different work. Individual assessment provides information on which employees need training and what kind.

DESIGNING IMPLEMENTING AND EVALUATING TRAINING PROGRAMS

Designing training programmes is one of the most pervasive, yet the most misunderstood activity to be found in the field of human resource development. As human resource development is concerned with learning particularly in work settings, the task of design is crucial. There are a few

significant parameters, which are to be taken into account while designing any training programme. We will briefly look into these parameters, which enrich and facilitate a training designing in terms of its efficacy in operation. Designing of training & development programme is not one time affair like constructing a house. Based on the feedback from the participants and the feedback from their superiors in terms of their performance in the organization and the course directors and the faculty discover lapses or shortcomings in the programme they have designed and operated. One may have to think of improving the selection of modules, the structure of the course or the sequence of topics and the exercise and methods that may be employed in order to improve the delivery to that programme. Therefore, there is to be a constant concerted effort in designing a training programme. It is not to be casual; the attempt is to bettering as you move on from making the training programme as an effective tool to increase knowledge, skills & desirable attitudes on the part of the employee towards making things better.

1. **Assess training needs:** The first step in developing a training program is to identify and assess needs. Employee training needs may already be established in the organization's strategic, human resources or individual development plans. However, if you're building the training program from scratch (without predetermined objectives), you'll need to assess which areas to focus on.
2. **Set organizational training objectives:** The training needs assessment process (organizational, task & individual) will identify any gaps in your current training initiatives and employee skill sets. These gaps should be analyzed, prioritized, and turned into the organization's training objectives. The ultimate goal is to bridge the gap between current and desired performance/knowledge through the development of a training program that has business goals at its core. At the employee level, the training should match the identified areas where improvement is needed. This can be comprehensively identified through 360 feedback and evaluations.
3. **Create training action plan:** The next step is to create a comprehensive action plan that includes learning theories, instructional design, content, materials and other training elements. Resources and training delivery methods should also be detailed. While developing the program, the level of training and participants' learning styles need to also be considered. Many companies pilot their initiatives and gather feedback to make adjustments well before launching the program company-wide.
4. **Implement training initiatives:** The implementation phase is where the training program comes to life. Organizations need to decide whether training will be delivered in-house or externally coordinated. Program implementation should consider employee engagement and learning KPI

goals, as well as thoroughly planning the scheduling of training activities and any related resources (facilities, equipment, create questionnaire process etc.). The training program is then officially launched, promoted and conducted. During training, participant progress should be monitored to ensure that the program is effective.

5. **Evaluate & revise training:** As mentioned in the last segment, the training program should be continually monitored. In the end, the entire program should be evaluated to determine if it was successful and met training objectives. Feedback should be obtained from all stakeholders to determine program and instructor effectiveness, plus knowledge or skill acquisition. Analyzing this feedback alongside an employee performance review will allow the organization to identify any weaknesses in the program and built a more robust People Insights strategy At this point, the training program or action plan can be revised or re-assessed if objectives or expectations are not being met.

PERFORMANCE APPRAISAL

PERFORMANCE APPRAISAL AND MOTIVATION:

Human Resources are an important part of any organization. Each employee performs certain roles and responsibilities to play a part in the organization's overall success. Performance appraisal (also called Performance Review) should ideally act as unbiased evaluation of employees' performance and thus improve employee motivation, engagement, and productivity. However, organizations fail to use performance appraisal effectively and don't see these benefits. Employee Performance is defined as "how an employee fulfills his/her job responsibilities and executes the required tasks. It refers to the effectiveness, quality, and efficiency of an employee's output." Evaluation of an employee's performance helps a company assess how valuable an employee is for the organization. Performance Appraisal is defined as "a systematic, general and periodic process that assesses an individual's job performance and productivity concerning certain pre-established criteria and organizational objectives." Employee performances are documented and evaluated as a part of career development and regular review in the organization via performance appraisal. Companies understand that to be successful in today's dynamic business environment, they need to have the right talent and high performing resources. Employees accomplish individual goals to contribute towards the organizational objectives. To ensure quality, efficiency, and effectiveness of an employee's output, companies need to employ performance appraisal.

There are numerous ways performance appraisal helps improve employee performance such as:

1. Effective Performance Appraisal Provides Clarity On Goals To Achieve

Employees perform to the best of their ability when they are aware of what they are working towards and how their efforts are helping the organization move forward rather than performing isolated/dis-joint tasks. Performance Appraisal provides the perfect opportunity for managers and employee review the job description and identify expected performance outcomes that align well with organizational objectives. This provides employees with better clarity on their role in the organization, the impact they are creating and the expected level of performance. When an employee sees this alignment in a transparent goals-based framework they become engaged and motivated with the larger organization purpose that leads to better performance.

2. Performance Appraisal Increases Accountability of an Employee

When the employee's performance is reviewed, the challenges and accomplishments of the entire review period are discussed with managers. Such conversations provide insights for an employee on areas of strength and areas of improvement that pave the way for employee development. This self-awareness ensures that employees make a more personal commitment to accept and improve on their performance issues. As is said, awareness is the first step towards improvement. This makes employees more accountable for their actions and determined to increase their productivity.

3. Performance Appraisal Increases Employee Motivation

Performance Appraisal enables the employees to be formally recognized for their work by their supervisors and managers. When employees are appreciated for their contribution, they are motivated to work towards organizational goals. During the appraisal process, incentives such as promotions, salary hike, employee development programs, rewards, etc. act as great motivators. Motivated employees tend to stay with the organization for a longer period.

4. Performance Review Helps Increase Employee Productivity

Performance Appraisals require supervisors to be able to analyze key areas of employee performance. Supervisors use this to help employees understand their roles and responsibility and how they align with company objectives. This ensures that employees know how integral they are to the company's success, making them more accountable. Supervisors use appraisals as a tool to accurately identify the potential of an employee and guide him/her accordingly. When supervisors or managers understand the current level of performance within the organization, they can implement measures to increase employee productivity.

5. Performance Reviews Help Identify Areas of Training & Development

Career development is an important aspect of an employee's professional journey. But most employees don't have a clear understanding of their strengths and weaknesses. During the appraisal process, the employees become more aware of their performance and contribution within the organization. This ensures that employees can work on the areas that require improvement, for his/her career development. Managers are also able to identify the discrepancies in the desired and current level of employee performance. This helps managers to devise appropriate plans for training and development to increase the productivity of employees.

6. Performance Appraisal Process Helps Fine-tune Organizational Performance

Performance Appraisal is not just a tool to analyze employee performance. It helps the management analyze the overall organization performance as well. Regardless of the methods employed, the main goal of any organization is to improve the company's performance and achieve its goals. The process of appraisal helps the companies open up a conversation about what is expected and what part each employee will play. Once immediate, intermediate, and future goals are set, the company works towards achieving them. Companies focus on improving employee performance so that objectives are systematically and timely achieved for organizational growth. Some measures to ensure continuous performance improvements should include the following:

- **Set SMART Goals**

The clarity of goals has a critical impact on employee performance. To bring that clarity, the goals should be Specific, Measurable, Achievable, Realistic & Timely Goals should be established keeping in mind the capabilities of the employees and the company objectives. Set different milestones as lead measures to check employee performance and the possibility of success.

- **Continuous Feedback System**

When employees are informed about their performance annually, the purpose of improving the performance is defeated. This is because the chance to improve the performance is long gone. So, continuous feedback based performance system should be employed for regular feedback on tasks and performance by managers. Real-time feedback will help employees continuously work on their performance. Organizational can utilize tools like Check-Ins & Feedback 360 to drive the culture of continuous feedback across the organization.

- **Employ a Digital Performance Management or Performance Appraisal System**

Performance improvement should be a continuous process and not an annual affair. Digital Performance Management Systems make the process of evaluation and analysis of

employee performance easy, data-driven, real-time, simple, and objective. Digital systems can collect performance data from multiple sources simultaneously. It can analyze the overall performance of an employee and help identify areas of improvement. It can also help a company devise plans for the training and development of employees.

PERFORMANCE APPRAISAL METHODS

The performance assessment often includes both the core competencies required by the organization and also the competencies specific to the employee's job. The appraiser, often a supervisor or manager, will provide the employee with constructive, actionable feedback based on the assessment. This in turn provides the employee with the direction needed to improve and develop in their job. Based on the type of feedback, a performance appraisal is also an opportunity for the organization to recognize employee achievements and future potential.

The purpose of a performance appraisal

The purpose of a performance appraisal is two-fold: It helps the organization to determine the value and productivity that employees contribute, and it also helps employees to develop in their own roles.

Benefit for organization

Employee assessments can make a difference in the performance of an organization. They provide insight into how employees are contributing and enable organizations to:

- Identify where management can improve working conditions in order to increase productivity and work quality.
- Address behavioral issues before they impact departmental productivity.
- Encourage employees to contribute more by recognizing their talents and skills
- Support employees in skill and career development
- Improve strategic decision-making in situations that require layoffs, succession planning, or filling open roles internally

Benefit for employee

Performance appraisals are meant to provide a positive outcome for employees. The insights gained from assessing and discussing an employee's performance can help:

- Recognize and acknowledge the achievements and contributions made by an employee.
- Recognize the opportunity for promotion or bonus.
- Identify and support the need for additional training or education to continue career development.
- Determine the specific areas where skills can be improved.

- Motivate an employee and help them feel involved and invested in their career development.
- Open discussion to an employee's long-term goals.

Performance appraisal is a part of a company's process of understanding their employees better and giving them feedback to help them improve their performance. While several employees find performance appraisal to be unnecessary if done right, it can have several benefits for the organization. Performance appraisal in HRM is a process of analyzing an employee's worth as well as contribution to the job. Getting an objective evaluation of an employee's performance will help a company identify any existing problems in the workplace. This will help the HR department to solve those problems quickly and with ease. Performance appraisals are used for an employee's development. It helps the management to make decisions regarding promotions, job transfer & terminations. This systematic approach also gives employees an insight into their current capabilities, whether they have scope to learn and grow, "where they currently stand" with their boss & their long-term plans with the company. The entire performance appraisal process can be formal or informal depending on the call that the HR department takes. Decisions regarding the format of performance appraisals are entirely dependent upon the particular organization.

Definition of Performance Appraisal in HRM

"Performance appraisal is a process where the employee's performance, contributions & skills are evaluated against his/her job requirements. This provides a uniform platform to measure financial rewards, selection for promotions, or assignments to important projects for each candidate."

Performance Appraisal in HRM creates a healthy competition between colleagues. It also helps employees compare and improve upon their skills if needed. Appraisals are usually held annually in most companies.

How Performance Appraisals Work?

Every company has a different approach to their performance appraisal. Some companies hold an annual review process, which may have assessment sessions annually, semi-annually, or quarterly. Some companies also adopt a method of one-on-one check-ins, which are considered less formal than the annual assessments. Managers are able to provide frequent feedback to their employees in this system. These check-ins help the employees to periodically check their performance and re-evaluate their goals if needed. This approach works well on agile and collaborative projects.

Process of Performance Appraisal in HRM



Modern Methods & Types of Performance Appraisal in HRM

Different companies use different methods to conduct their performance appraisal calculations. Also, it depends on the job role and the type of company it is. A few of the common methods doing performance appraisals in HRM are:

1. Graphic Rating Scale Method

This method is based on the idea of rating employees based on individual characteristics. For example, some organizations may choose to evaluate employees based on quality and quantity of work, decisiveness & emotional stability. Employees are rated on a fixed scale (say 1-10), based on the extent to which they meet each of the desired criteria. The average of all the scores constitutes the overall score of the employee. Graphic scales are practical; they are cost-effective and can be developed quickly. They also help in measuring a particular objective effectively. However, the appraisal in such cases largely depends upon individual perspectives. This may lead to disputes or non-uniformity in evaluations. Furthermore, personal bias can also play a role in it. You must be careful to define each character as clearly as possible.

2. Ranking Method

The name of this method explains exactly what it is. The Human Resources team ranks each employee on a list based on factors decided by the human resource department. Hence, the best performers are on the top, and the worst performers rank at the bottom. This simple method of ranking employees can be modified in several ways. One of these methods is the paired comparison ranking style wherein employees are compared in pairs of two against each other. The number of

times one employee is preferred over someone else is recorded. The top employee is the one with the highest number of preferences. The grading scale method can be combined with ranking. The employees with the best overall score on the grade scale (from 1-10) rank at the top of the list. The ranking method is preferred because it is simple, efficient, and requires little time and money. However, personal bias and favoritism may cause major disruptions in objective evaluation.

3. Checklist Method

Employees are evaluated by making use of a checklist in this method. The checklist can have a variety of different factors that the human resource department has chosen to be important. The employees are then judged based on those factors. The employers must select between the yes/no options in those checkboxes. Items in the checklist carry a numerical value based on their importance to job performance. Therefore, the appraisal score is calculated by adding up the scores of all these individual factors. For example, Behaviour Based appraisals are done by using the checklist method. This happens by having a pre-set personality and behavioral checkpoints. If an employee meets them then they are considered for an appraisal. The checklist method makes it easy to evaluate employees as their supervisors have to simply choose between yes/no. It also helps the employees receive clear and direct feedback. However, it may not be easy to design an effective checklist and assign a weight based on the importance of factors.

4. Management by Objectives Method (MBO)

MBO is considered to be one of the most systematic methods in performance appraisals. The idea is to give each employee a set of objectives that have to be achieved by them. During the performance appraisal, the supervisors will evaluate the extent to which the objectives have been achieved. This is a strong method of evaluation. The employees have been clearly instructed as to what is expected of them. It also helps the company to set benchmarks and standards for growth. However, a lot of time and effort goes into determining the objectives and evaluating them.

5. 360-degree Feedback Appraisal

This approach is basically a group performance review. The data regarding an employee's behavior is collected by his/her close subordinates. An employee's colleagues might be able to review his/her performance under a variety of situations and circumstances, which might have escaped the employer. This allows for holistic, full-circle, multi-tiered feedback regarding a person. This method is useful as it eliminates subjectivity. It also promotes an atmosphere of open culture, self-development and better communication. However, every company must develop an effective system and procedure to utilize this method.

6. General Performance Appraisal in HRM

General performance appraisal is one of the most common types of performance appraisals. In general, a manager sets goals and targets for an employee and urges them to achieve it. This pushes the employee to achieve them and encourages them to grow. The manager calls a meeting and sets certain goals for an employee. Once the employee achieves those goals, they review it and set newer goals. This method is an ongoing conversation between the employee and the manager throughout the year. The manager can also recommend development plans and key growth areas.

7. Technological Performance Appraisal

In this method of performance appraisal, the employee's technological capabilities are judged and also the Technological skills are kept at the forefront of all the other skills that are not related to the employee's job. Here the focus is on how easily the employee adapts to new technology, how aware the employee is of the technology around them, and how much technical knowledge they have.

8. Sales Performance Appraisal

A salesperson is closely linked to the financials of an organization. Therefore, this kind of appraisal has a direct impact on the sales of a company. Here, the employee is judged based on the revenue they bring into the company. Here the focus is on what the employee achieves in contrast to how they are or how they behave.

ELEMENTS OF EFFECTIVE PERFORMANCE MANAGEMENT SYSTEM

As a human resources leader, it is important for you to prove your value to the organization by ensuring you choose the best team members for each department. It is no small feat especially when you must fulfill many requirements in any given day. To help you ensure that your organization is in good shape, consider using the following elements for establishing and maintaining a working performance management system.

1. Reward and Compensation

Every employee deserves to be appreciated and compensated for the time they have invested in serving your company. Rewards and benefits motivate employees to perform because it is not in vain. Note that monthly salary does not pass as reward and compensation, especially if it is the same for every employee on that level. A bonus should come special and is one of the most effective known performance management strategies after promotions.

2. Manager Reviews

Because the managers oversee various departments, it is crucial to understand their relationship

with their employees. By allowing employees to review their managers, you can more quickly assess the performance level, leadership style, and influence of your managers. and assign someone with the right qualities to lead a team.

3. Development and Improvement

Some employees need to be motivated more for them to bring out their best. If an employee is going to complete a task ahead of schedule, for example, they have plenty of time to find if there are any improvements. An effective performance management system can be implemented to help ensure consistent development and improvement for employees and for the tasks they work on. However, this is the kind of performance management system should be implemented with much caution so that you don't become a bully boss.

4. Succession Planning

In most situations, employees do not work in the same place or position forever. This is a real situation that employers need to be prepared for. That is because some of the employees that leave the workplace, some of them hold an unbeaten record of perfect performance. Therefore, it is wise to have a succession plan to transfer skills from one employee to the other to ensure gaps are covered in the interim.

5. Performance Monitoring

It is critical to track the performance of your employees because it is likely the only way of finding out where improvements are necessary. Also, you can have your employee's track their performance, and this will help them improve because they will know if they are too reluctant.

6. Goal Setting

Any organization has a purpose and targets to meet. Most times, employees understand what is expected of them, as most of them are professionals who have learnt their skills specifically for that job position. Without an understanding of what the CEO or senior management of a company is aiming for, all the skills and knowledge of your employees could potentially be useless. The employees usually set the goals, and the managers implement to ensure that everyone keeps their word.

7. Ongoing Feedback

Always ask for feedback from your employees if you want to ensure a well-rounded and supportive HR department. That way, you will be avoiding dealing with unexpected issues. Continuous feedback also makes it easy to track your employees and know if there are any development needs necessary to enhance their performance.

8. Outcome Management

It is not always guaranteed that the best team of employees will get the job done. The outcome can go both ways, and as the manager, you must be prepared to handle both. Paying employees according to their performance is one of the right ways of managing outcomes. That is because they will enhance employee performance knowing that they can earn much more when they work harder.

REWARD MANAGERMENTS

REWARD MANAGERMENTS IN ORGANIZATIONS

The best ways to inspire and engage your employees? Then you need to let your employees feel valued and motivated. You need to incorporate practices that appreciate the hard work of your employees. Reward Management ensures this by incorporating practices that reward workers, employees, or staff in a fair, consistent, and equitable manner based upon their value in the organization.

An organization incorporates reward management strategies for

1. Motivating employees
2. Supporting the organization's strategy
3. Ensuring internal & external equity
4. Recruiting & retaining
5. Strengthening psychological contract
6. Ensuring financial sustainability
7. Complying with legislation
8. Channelizing efficient and productive administration

There occurs a lot of confusion when we talk about reward management. We often consider it a complex concept hence ignore its role in the enhancement of our business.

Gone are those days when employees would only expect their salary from the employer. The preference of the workforce has changed. They expect rewards from employers – it could be anything; financial or non-financial. All in all, to run a business successfully, the employer must do the reward management properly. So, we can define reward management as a strategy to reward everyone in the organization based on their work fairly and consistently.

What is Reward Management?

The inclusion, implementation, and adaptation of different strategies and policies in an organization that is used to incentivize the employees as per their value in the organization can be

the definition of reward management. Reward management policies are also responsible for analyzing and managing compensation, remuneration, and other benefits of the employees. The reward structure in an organization may include-

1. Pay policy and practices
2. Executive pay and team reward
3. Salary and payroll administration
4. Minimum wage
5. Total reward, etc.

You must have understood what reward management is, but there can be confusion in differentiating benefits, perks, and rewards. So, let us understand that-

1. Rewards

Rewards are more about incentives to your employee's work. It's just to motivate them towards the work and promote productivity. To encourage more quality work, you offer them rewards.

2. Benefits

Benefits are most often not built into one's salary—for example – health insurance offered by the company.

3. Perks

Perks act as a kind of treat to the employees. It is offered to make their work-life more enjoyable and stable. This could be anything like – Chill Fridays, less-stressful Mondays, and so on. Some organizations also provide their employees with other perks like the subscription to the fitness center and so on.

So, these are the significant difference between perks, benefits, and rewards. It would be easier for you to distinguish between the three.

Different Types of Reward Programs in Reward Management

Reward programs are often provided on two different levels – individual and team level.

1. Incentives

Offering good incentives to the employees for their efforts is indeed counted among the best steps to motivate employees. Several organizations follow this by offering their employees a lesser pay and providing them with an option of incentive.

It often increases the productivity of the employees by a good margin.

2. Bonus

This is also among the most used type of reward programs where the organization offers a bonus

to their employee on their accomplishment. Often bonus program is used in sales organizations to motivate the sales individual to generate higher profits.

Experts believe that this is a short-term motivation program.

3. Profit-sharing

In this type, the organizations share a percentage of their overall profit with the employees as per their salary and designation.

Indeed, it's a great way to reward the employees for their contribution to the company's success.

4. Stock options

Some organizations offer stocks to their employees at a fixed rate for some time. This is again a great way to motivate employees to stick with the organization in the long term.

5. Recognition programs

Most of the employees would prefer financial rewards for their efforts towards the company.

However, some employees seek recognition for their hard work from the organization.

So, these are the significant types of reward programs that the majority of organizations follow:

Intrinsic Rewards in Reward Management

These are understood as the concrete rewards that workers or employees get. Some of the common intrinsic rewards are bonuses, salary raise, gifts, promotion, and other similar sorts of tangible rewards.

Note: These rewards are effective in letting employees feel better in the organization.

Extrinsic Rewards in Reward Management

Such sorts of rewards are given to offer personal satisfaction to the employees. Some of the common extrinsic rewards include feedback, information, recognition, trust, and empowerment.

Such rewards focus on improving the performance of employees so they can attain a certain level.

Till now, you must be clear about the concept of reward management in any organization. Let us understand different ways through which an organization can incorporate reward management policies-

How to Plan a Reward Management System

When a manager in an organization thinks of incorporating a reward management program, he or she needs to finalize if they want to reward an employee, a team, or the whole organization.

1. Reward Management at an individual level

Planning rewards for individuals revolve around policies related to-

1. Base pay

2. Incentives
3. Benefits
4. Rewards attendance
5. Rewards performance
6. Rewards competence

2. Reward Management at the team level

For rewarding teams, managers need to plan for

1. Team bonus
2. Rewards group cooperation

3. Reward Management at the organizational level

For reward management of the whole organization, managers need to plan for-

1. Profit-sharing
2. Shares
3. Gain sharing

After understanding all the key peculiarities of the reward management system, let us have a look upon different benefits that an organization gets after incorporating reward policies-

Benefits of Reward Management

1. Attracting and Retaining Top Talents

To recruit and retain the top talents in any industry, it is mandatory to provide them with what they deserve. Reward management is indeed among the best methods to attract and retain top talents. The employees will leave the organization if they don't feel appreciated.

2. Improves EVP

The employee value proposition is another crucial aspect that the organization should focus on to stay ahead of its competitors.

Reward management helps in boosting EVP and eventually helps the organization retain top talents.

3. Better Company Cultures

Reward management is an excellent way for the betterment of company cultures. Every organization aims for positive recognition in the market, and reward management is going to help them.

NOTE: The Company gains a positive reputation in the market through proper reward

management.

4. Employee's Well-being

To ensure the well-being of your employees, you need to acknowledge their efforts. Employees start feeling distressed when they are neglected even after their hard work.

Their well-being is indeed essential for the company's well-being.

5. Motivation and Productivity

Reward management helps in motivating the employees in the best possible ways. Better reward management increases the competition within the organization, which indeed motivates the employees to work harder and improve their productivity. This eventually impacts the overall organization's productivity in a positive sense.

6. Loyalty

Organizations don't emphasize this metric a lot, but this is something that can make or break the overall business. Through proper reward management, organizations can ensure their employees are more loyal to the business.

It eventually improves the way they promote the business in the outside world. Indeed, this will fetch better returns to the organization.

7. Better Relations with the Employees

Every organization aims at improving the employer-employee relationship. This not only enhances the work culture of the organization but improves the efficiency of the employees and eventually increases the productivity of the organization.

Proper reward management ensures that there is a strong bond between the employee and the employer.

8. Optimization of Performance Management System

Reward management is one of the key factors in optimizing the performance management system. With the right inclusion of reward strategies, an organization can consistently improve and grow the productivity of their workforce or employees.

The performance of employees would not be just limited to accomplishing their individual goals; instead, they will work hard to empower the organization in the best possible manner, so their efforts will be considered for the reward structure in the organization.

9. Better Market Reputation

A company that has a reward structure in its organization also appreciates a better market reputation, which plays a pivotal role in different aspects of the company. It positively influences

clients and customer base, as a satisfied workforce or employees to their best in serving the clients and customers. Employees that are not satisfied with the organization would not try harder to convince clients and audiences to trust the company.

ORGANIZATION EFFECTIVENESS

COMPENSATION POLICIES

A compensation policy is a combination of the philosophy and practices a company adopts when determining employees' pay, rewards, and benefits. Every company will have its own compensation policy, though you may find that certain industries have similar or comparable approaches to pay and benefits.

While "compensation" primarily refers to salary, incentives like bonuses, commission, equity, allowances, and other types of perks are often referred to as "total compensation" and included in the company's policy.

What does a compensation policy cover?

The goal of a compensation policy is not to strictly dictate what or how every employee should be paid. Instead, it should outline specific policies and make clear the approach and protocol behind compensation structure, total rewards, and statutory requirements.

Additionally, a compensation policy may cover compensation review frequency, overtime guidelines, and severance policy.

Why do companies need a compensation policy?

Having a compensation policy in place ensures fairness and creates a standard for how salary, rewards, and benefits are managed within an organization.

For example, if 'Employee A' has a verbal agreement with their manager that their overtime rate is \$25 an hour but 'Employee B' has an overtime rate of \$20 an hour for the same work, this could be seen as an uneven or unfair pay discrepancy.

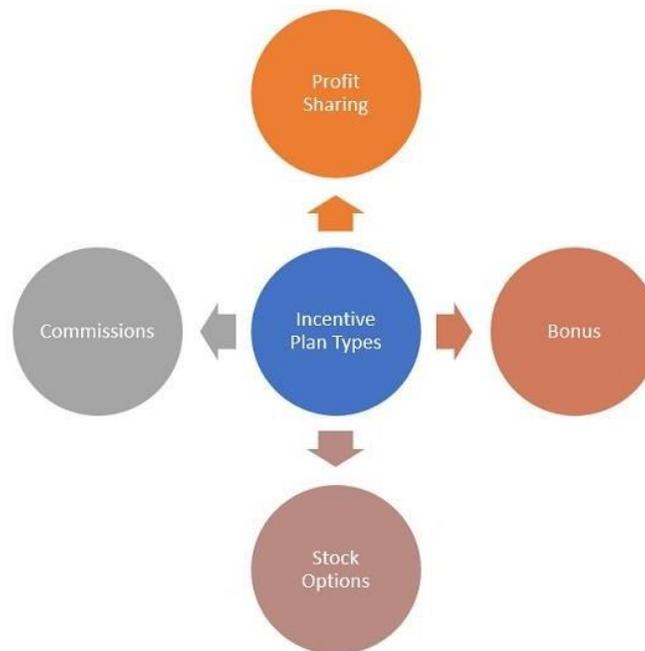
Additionally, compensation can be complex, tricky, and dependent on a number of variables. That's why having guardrails and policies in place is important for any organization.

INCENTIVE PLANS

Incentive plans are methods in which employees of an organization are kept motivated for the work that they do, and are given incentives on reaching or accomplishing certain organization goals. The incentive plans can be for lower level employees, middle management and senior management. It usually comprises of incentives like profit sharing, project bonuses, stock options, sales commission etc.

Importance of Incentive Plans

Incentive plans are very important in terms of maintaining motivation and improving motivation levels for employees or teams. Strategic vision or goals can be defined at organization levels but their implementation and execution is done at each level of the organization starting from the lowest level to the highest executive level. Employees and representatives get proper compensation or salary for the job but that becomes part of the generic hygiene factors. Incentive plans can lead to additional opportunities for the employees to be motivated to perform and grow consistently. These incentives are either included as part of compensation structure or is over and above it. In either case, they can help employees get motivated to complete the planned goals in expectation of earning additional incentives. These plans can become an important component of the HR strategy in an organization and can be planned as per the goals and level of the employee.



Types of Incentive Plans

Different types of incentive plans are:

1. Profit Sharing

It is available to full time employees. The organization provides funds/bonuses bases on a percentage of the amount of profit before tax. The employee receives a portion of this fund. For example, an employee receives a salary. This might be directed to a retirement program. Unfortunately, this method gives the poor performing employees an advantage.

2. Stock options

This option is normally to the upper management. An organization might offer employee stock

options to an executive employee for retaining that particular executive.

The employee has the option to purchase company stock at a fixed price without considering the current market price of that company.

3. Performance Bonus

This is awarded to a team or an individual. The organization divides the reward among its team members according to the base salary of every employee. The organization might also reward a poor performing employee. This is a disadvantage for other employees as well as the team.

4. Sales Commission

When the company is not performing well, it is difficult to recruit sales employee who will be ready to work strictly on sales commission. To tackle this, the organization might offer base salary plus sales commission. The salesperson would definitely receive a base salary which will remain fixed and he/she will receive commission on every sale done.

MOTIVATIONAL AND INCENTIVE PLANS FOR DIVERSE WORK FORCE

Employee incentive programs are designed to attract, engage, and retain talent. Incentives themselves are rewards and benefits used to motivate positive behaviors in your workforce. They come in many forms, like tuition reimbursement, more time off, and additional flexibility in work arrangements. You should choose employee incentive programs that suit the desires and personal styles of your staff and align with your company's values.

The value of employee incentive programs

If you want to boost employee morale and drive engagement, you need employee incentive programs. Organizations worldwide recognize the importance of incentives, with the incentives industry now being valued at over \$100 billion, \$46 billion of which is attributable to non-cash incentives. Incentive programs work because they leverage human behavior. Research out of Cornell University showed that immediate rewards increase intrinsic motivation by linking an activity and a goal, so employees rewarded more frequently are more motivated to complete associated tasks. Organizations that use employee incentive programs experience a 79% success rate in achieving their established goals when the reward was offered. This means that your organization needs to move beyond just annual years of service awards and embed employee incentive programs into your everyday culture. Incentive programs can increase employee performance by as much as 44% as well, and they can motivate up to 66% of employees to remain with their company. Companies that use tangible sales incentives also see annual revenue increases that are three times higher than those that don't. And professionals satisfied with their benefits are

more than twice as likely to also be satisfied with their work.

Employee incentive programs

Employee incentive programs have tremendous benefits, but where should you start? Here are some incentive examples that have been proven to engage and motivate employees.

1. Recognition and rewards

Recognition matters more than ever before: when asked how organizations could better support them in our new normal, 35% of employees said they wanted more recognition. Sixty-nine percent of employees cite recognition and rewards programs as motivation to stay at their current job. And organizations that rate their culture of recognition highly are three times more likely to see increased employee retention and over twice as likely to see increased employee engagement. Despite these data points, organizations are just starting to recognize that recognition is a critical tool for incentivizing employees: one in five employers started their recognition program in the last 12 months. An recognition and rewards program is a foundational requirement of the employee incentives experience, as it embeds incentives into each team member's everyday life. To accomplish this, recognition should be given frequently and in real time. Organizations that do so are 41% more likely to see increased employee retention and 34% more likely to increase employee engagement. Perhaps most importantly, make frequent recognition easy for everyone on your team with an employee recognition platform that facilitates recognition from anywhere at the click of a button. Incentivizing employees effectively requires both social and monetary recognition — the latter through a points-based reward system.

Social recognition

As Harvard Business School researcher Amy Whillans notes, “cash matters in people's lives, but it's not all that matters.” Social recognition can be even more meaningful to employees than tangible rewards. It's a low-cost way to allow everyone at your organization to express their gratitude for other team members publicly — even a simple thank you can be enough to keep someone motivated. Harvard Business Review found that when workers' strengths were recognized by managers, it resulted in happier workers and a 14% to 29% increase in profit. And a survey by McKinsey discovered that companies can achieve a 55% improvement in engagement by offering social recognition.

Points-based recognition

A points-based rewards program lets every employee redeem points for rewards of their choosing in categories like merchandise, digital and physical gift cards, experiences, give back, and

conciierge. Offer an extensive catalog so employees can find rewards they crave whether they prefer electronics, fashion, hotel accommodations, or music. To give your employees even more options, consider rechargeable prepaid cards that allow your employees to have full control over what they spend their points on and personalize their rewards experience. This freedom is critical, as employees will value rewards they actually want far more highly than yet another generic mug or t-shirt. Points are tied to specific recognitions as well, which makes it easy for all team members to frequently recognize and reward each other. You can even enable a one-click “boost” option that lets employees add points to successes as they’re shared. Employees will enjoy seeing their balance rise as points accumulate along with recognition. Every time an employee sees their reward, they’ll think about the actions that got them the reward. The more key behaviors are recognized, the more likely they will be repeated: 92% of employees say that they’re more likely to repeat an action when they’re recognized for it. If you reward employees for generating leads or completing tasks more efficiently, you’ll continue to see that type of success.

2. Referral programs

Why have your recruiters spend time posting job descriptions online if you can rely on your own employees to source qualified candidates? Employers often offer benefits for candidate referrals, and for good reason: 82% of employers rated employee referrals highest in terms of ROI. Remind your workforce about this benefit several times a year to ensure that you continue to get a stream of candidates in your queue. Employees will appreciate this benefit because they receive a monetary incentive for recommending qualified candidates that they feel will fit in with your culture.

3. Professional development

Did you know 40% of employees with limited professional development opportunities development will leave in five years? And millennial value it the most: 87% said that development is important in their job. When you invest in your employees’ careers, it matters to them, and they’ll stick around for the long haul. Your company benefits in turn from the new knowledge and experiences that employees have to share, allowing for more in-house promotion opportunities.

There are several ways you can engage employees in professional development.

4. Profit sharing

Profit sharing plans are a type of defined contribution plan that can serve as an alternative or supplement to more traditional plans like a 401k. In a profit sharing plan, employees receive contributions to their retirement account (in the form of cash or stock) and sometimes get direct

payments as well. Employers have the freedom to reduce these at any time, so they can rein in expenses for a year or two when necessary. Beyond the obvious financial incentives of these programs, profit sharing empowers employees to view themselves as owners rather than just staff. This fosters company loyalty and incentivizes employees to stick around and invest their sweat equity to grow the business.

5. Health and wellness

Employees aren't able to perform at their peak if they're unhealthy, so wellness incentives are imperative for companies looking to prevent burnout and promote physical and mental health. This is especially critical with the pressures employees face now: 59% are taking less time off than they normally would, and 42% of those working remotely aren't planning to take any time off to decompress. Easy examples to apply in your business include free healthy lunches, on-site health screenings, bike to work reimbursements, standing desks, and annual wellness fairs. You can also reward employees who hit wellness milestones like quitting smoking or completing a steps challenge. One of the best ways to encourage employee wellness is by using a centralized rewards marketplace that encourages the adoption of healthy habits both at work and home. For instance, WellRight, a leading corporate wellness platform, integrates with Achievers, a recognition and rewards solution. The integration between the platforms streamlines employee wellness, rewards, and recognition.

6. Tuition reimbursement

Employees today consider ongoing education a priority. EdAssist found that 79% of employees say that tuition assistance is an important or very important factor in joining a company. And employees who participated in Cigna's tuition assistance program were 10% more likely to be promoted and 8% more likely to stay with the company. Every employee, up to and including the CEO, should be learning new things on a daily basis. Offering tuition reimbursement can solidify this best practice. What's more, encouraging continuing education can be a great way to build a culture of recognition. Take the time to congratulate employees on completing educational milestones, such as getting a new certification or graduating in their Masters program, with team-signed digital cards and public recognition of their achievements.

7. Bonuses and raises

Rewarding employees with bonuses and raises can be incredibly powerful. A survey conducted by Payscale found that 65% of U.S. employees prefer bonuses based on personal performance. That said, you need to lay out crystal clear metrics and objectives so that employees know exactly how

they can achieve their bonus. Strike a balance with your policies — the requirements shouldn't be too difficult or too easy to meet. Be careful not to pit employees against each other, either. This can backfire and lead to resentment or even alienation from your company.

8. Fun gifts

Celebrating your employees through gift-giving shows that you care. Gifts are great incentives for company-specific holidays, like work anniversaries, customer service week, global wellness day, or boss's day. Try gamifying each of these holidays with fun contests and quizzes, and reward and recognize employees who participate the most. Popular employee gifts run the gamut, from onsite massages, to catered lunches, to a half day off of work. Tech gadgets, delicious snacks (delivered or in-office), and quality swag (branded or unbranded) are great ideas as well. And for employees who would rather choose a gift themselves, providing gift cards is a great solution.

9. Additional time off

Fifty-eight percent of workers would agree to a salary reduction if they could get extra vacation time. Time off gives employees the chance to maintain work-life balance and can greatly increase motivation. Encourage them to take the paid leave they have — only 35% of employees actually use all the PTO they earn — and offer extra vacation time and flexibility if employees meet certain goals. Additional time off can also help with rising employee burnout and disconnection. Employees don't necessarily need paid time off, either. Most people say they'd take a lower paying job if it meant having more flexible working arrangements.

10. Choice of projects

Giving high-achieving employees the right to choose their own projects is a wonderful way to empower and incentivize them. Managers build trust when they permit employees to decide what to work on, something that many companies struggle with. A Harvard Business Review meta-analysis found that leaders who empower their employees are more likely to be trusted by their subordinates compared to leaders who don't. Prioritizing this incentive and other ways to foster an environment of trust — is a great decision, as employees who feel their organization supports them are likely to support their organization in turn by going the extra mile and delivering exceptional results time after time.

CRITICAL IMPLEMENTATION ISSUES IN INCENTIVE PLANS

The theory behind incentive compensation is money motivates employees to perform well. Unfortunately, many contractors spend a lot of money on employee incentives and receive little value in return. Employees may become angry with the company because their own expectations

for bonuses are not met. Morale is hurt when employees work hard all year, yet the profits of the company still lag because employees are working inefficiently. Contractors that genuinely try to reward hard-working employees are frustrated when they realize they unintentionally created a negative company atmosphere. Unfortunately, this is what many companies face when they incorrectly design and implement incentive compensation plans.

Getting Employees to Do the Right Things Consistently A successful incentive plan must focus on achieving company goals by driving the right behaviors in employees. For instance, if the business aims to secure repeat business and work safely, the bonus system should compensate employees for good customer service, safe work practices and profitability. Bonuses based solely on project and/or company profitability do not drive important behaviors (such as safety, customer service and satisfaction, following best practices and inter-company teamwork) that lead to long-term company success. Long-term success is the end result of doing the right things consistently. While it may seem counterproductive to focus on items besides profits, focusing solely on profits can be dangerous to a company's viability.

Reasons Incentive Plans Fail: The reasons incentives plans (additional compensation paid to personnel as a bonus for the successful achievement of specific individual and corporate objectives) fail are common among companies and include the following:

1. Poor Communication with Employees Poor communication about the plan demoralizes personnel. Management must communicate the following directly to each participant in the plan.

- The dollar amount of the bonus targeted for that employee with the understanding that it will be paid only if both the employee and company meet all their objectives.
- Company objectives that must be achieved before the bonus is paid (e.g., achieving some threshold of profitability and meeting safety-related goals).
- The objectives the individual must achieve personally in their position.

Most employees base their perspective on how the company is performing by how hard they personally are working. Management is responsible for communicating company performance throughout the year so employees' expectations for bonuses align with reality. Keeping employees informed about company performance does not mean they need to know how much the company is making. If a company is budgeted to make \$100,000 pretax profit this month but only makes \$75,000, simply tell employees that the company is achieving only 75 percent of its profit goal.

2. The Strategy for the Company is Not Developed One of the biggest failures of incentive compensation programs is they often do not take into account all the key drivers that will make the company successful. The best incentive plans promote behaviors that are consistent with the

company's strategic plan, marketing efforts, financial goals, productivity processes, and personnel development. For example, if the company performs negotiated, high margin, value-added work, the bonus should factor in the level of customer satisfaction. If the company's strategic goal is to be involved in the local community, a portion of the bonus should be tied to an employee's individual involvement in boards, associations, and other community events. Without purposeful linkage to the company's strategy, incentive plans risk promoting behaviors that are contradictory to the stated strategy.

3. Best Practices Do Not Exist If the company lacks well-defined "best practices" in the field or does not drive financial performance through strategic or business planning, implementing an incentive plan alone will change little. The bottom line is employees may work harder, but their hard work may not significantly impact profitability. They will continue to install work unproductively, and the company's business strategy will remain flawed. Examples of best practices that can significantly impact a construction business' performance include:

- a zero-injury workplace;
- pre-job planning;
- short-interval planning;
- daily crew planning;
- a bid-selection process;
- an estimate-review process;
- a change-order process;
- post-job reviews;
- people development; and
- Negotiated work.

4. The Plan is Ineffective at Driving the Right Behaviors

If best practices are well defined but employees do not follow them consistently, it is the same as having no processes at all. The ultimate goal is profitability and providing an adequate return on investment to shareholders. Unless the company has a market niche or performs negotiated work that provides extraordinary profitability, the company's best chance of success comes when its people:

- work safely;
- work efficiently by using best practices;
- produce quality work;

- satisfy customers;
- motivate subordinates; and
- Communicate well with others.

5. The Company Has a Poor Employee Performance-Evaluation Process The employee evaluation process is a painful exercise in many companies. First, supervisors must write a short summary of a subordinate's performance on subjective issues that often include:

- job knowledge;
- problem solving;
- professionalism;
- motivation; and
- Interaction with others.

These criteria are subjective and rather meaningless in driving the right behaviors in employees. The performance metrics for a controller may include the following objective (vs. subjective) metrics:

- timely financial statements (statements issued by the 10th of the month);
- accurate financial statements;
- timely and accurate work-in-process reports;
- age of receivables equal to less than 40 days of sales (assures cash flow); and
- timely filing and payment of payroll and other tax returns.

Performance metrics for a foreman may include:

- safety (as measured by audits and number of incidents);
- quality (as measured by rework and customer surveys);
- customer satisfaction (as measured by customer surveys);
- labor budget to actual labor costs (ability to meet the labor budget);
- total cost budget to actual costs incurred (ability to meet the job's budget); and
- Schedule performance (ability to meet the schedule).

The evaluation process should tie in with the incentive compensation plan. The metrics identified for each position should be meaningful. Evaluations are of little value unless they are simple to create and provide periodic feedback (at least quarterly) to the employee.

6. Performance is Measured by Profitability Alone The common measurement of success is

net income reported on a financial statement. However, it is not always the most complete measurement. Consider cash flows. Profits are meaningless if a business cannot collect receivables and runs out of cash. The worst case is the firm that must borrow money to pay bonuses. If the company is truly profitable, then cash should be available. Many bonus plans in other industries are not driven by profits, but free cash flow. Free cash flow is the cash generated from business operations less the acquisition costs of new capital assets such as equipment, trucks and cars (regardless if they are financed or paid for with cash). A company that consumes most of its cash flow by acquiring new equipment will have little, none or negative free cash flow, but may be very profitable because the cost of new fixed assets is allocated over several years on a financial statement. Other issues such as safety, customer service, quality, and developing subordinates are essential to the long-term profitability of the company and often are included as measures of success and performance.

7. The Best People May Work on the Worst Jobs In a project-based “beat-the-budget” incentive plan, the best people may suffer if they are placed on the toughest jobs. Sometimes the best job a field manager can do for his company is to save it from losing a considerable amount of money due to earlier estimating errors or unforeseen problems. In a project-based incentive plan, this ends up affecting the compensation of the best people because they spend the majority of time on jobs with little or no chance to beat the estimate unless some allowance is made.

8. The Plan Promotes Divisional vs. Corporate Behavior Plans that primarily provide bonuses for division vs. company-wide performance can promote “me first” behavior. The company’s success comes secondary to an individual’s own financial success. Under these plans, senior managers may go to extremes to promote their division at the expense of the whole company. Then the firm suffers. An exception is the bonus paid to foremen who save labor hours on a project. Labor hours are the main variable a foreman can control and are the best measurement of field productivity.

9. Costs are Miscoded and Resources are Hoarded There are many different tricks of the trade that field managers can use to make one project look good at the expense of another. Plans that pay bonuses based on the success of individual projects but do not set up any consequences for project losses promote a “me first” mentality at the cost of other projects. Field managers may fight over the best people and equipment, hoarding them without regard to any other projects in the company.

10. The Incentive Plan Itself Causes Division There is always some tension between estimating and operations. However, with some incentive compensation programs, when an estimator leaves something out of the estimate, it affects the project team’s compensation, adding to the tension.

Additionally, if field managers are moved on and off jobs, issues about how to split bonuses arise because everyone will not agree on who really contributed to the project's success.

EMPLOYEE AND LABOR RELATIONAL

EMPLOYEE RELATION AND SECURITY

Employee relations is a hot-topic buzzword in business circles these days, and for good reason: the relationship between an employer and its employees is an integral part to the longevity of any successful company or organization. But for something so critical to business operations, the details can be irritatingly vague and general. Our guide to employee relations provides an overview of what employee relations entails, reasons as to why it is so important and some strategies that any company—big or small—can try implementing to improve the relationship employers maintain with employees.

Definition of Employee Relations Employee relations refers to the relationship between or among an employer and its employees. Depending on the context, the term has both practical and theoretical applications. Certain companies may have a dedicated team for maintaining and improving employee relations and this term may refer to this team. In other cases, the term may refer to theories, plans and policies designed to support employees and their interests. Regardless of the approach, employee relations are typically overseen by a company's human resources department. Employee relations concerns the building of positive relationships and interactions among employers and employees, and at a broader level helps foster a sense of community within an organization. This could entail initiating transparent workplace communication or supporting the emotional, physical and psychological health of employees. Ultimately, the goal of employee relations is to create a positive relationship between employers and employees that leads to an increase in employee retention, happiness and productivity. Although employee relations staff and policies are typically intended to be non-biased and neutral (particularly when it comes to addressing and resolving employee-versus-employee conflicts), staff and policies are both ultimately responsible for protecting the interests and well-being of the company as a whole. Employees should beware employee relations staff and policies are not generally intended to protect employee interests.

Vertical and Horizontal Employee Relations

You may hear the terms “vertical and horizontal employee relations” thrown around like darts by the limbo bar at the latest company party, but don't worry: you don't have to break your back to understand them. These terms describe the two main hierarchies in employee relations. All

employee relations issues and strategies will involve one, or both, of these groups.

- **Vertical Employee Relations:** This refers to relationships between an employee and his or her superiors (e.g., management, executives, administration).
- **Horizontal Employee Relations:** This term encompasses all same-level employee-to-employee relationships, including employees who are working together on a project or employees who are simply sharing a chat during break time.

Examples of Employee Relations Responsibilities

One of the problems with employee relations is that it covers a huge range of topics. After all, “anything involving employees” is a big umbrella. In order to relieve some of your confusion, here are ten common examples of subjects and issues covered by employee relations. It is also worth noting that many of these responsibilities can be easily managed by most of today’s recruiting platforms if you feel like you need some technological help.

Encouraging Employee Engagement

Community-building activities, advocacy of a life/work balance, incentives and rewards, professional development opportunities—all of these are some of the things employee relations departments can do to encourage employee engagement and interest. Happy employees work better than dissatisfied ones and a good working environment is great for productivity. Though there are many different approaches out there, from providing different physical environments to organizing holiday events, companies should always strive to keep employees content and healthy.

Improving Workplace Communication

Companies can make or break a good relationship with an employee over the quality of communication. A good employee relations department will continue to try and improve workplace communication, whether that means establishing policies or encouraging transparent exchanges. This applies to communications that happen both at a company-wide scale and at a more personal level—changes in company direction versus performance reviews, for example. It can also apply to communications outside of the company, such as through social media.

Settling Disputes and Conflicts

Unfortunately, it’s a fact of life that people will disagree with each other. The more people are involved in the disagreement, the greater the overall discontent, and by extension, the impact on the workplace. In cases such as this, the role of employee relations is to resolve the conflicts before they start to spiral and negatively influence others. This is also true for disputes or issues the employee has with the company.

Addressing Sexual Harassment and Bullying

Employees sexually harassed or bullied (or who witnessed it happening to another individual) should make reports to an employee relations department. The department is then responsible for investigating the allegation, reaching a conclusion and taking any necessary steps to resolve the situation and end the harassment or bullying. Employee relations is also responsible for setting up any preventative measures, such as scheduling anti-harassment courses and writing anti-mistreatment policies.

Overseeing Health and Safety Procedures

An unsafe workplace environment is a recipe for disaster. Injuries, infrastructure damage—all of this can be disastrous to employees and employers. Employee relations must therefore promote awareness of any risks, ensure adequate training where necessary and write company-wide policies in the event of an emergency. Examples include first aid training and fire evacuation procedures. If an injury or accident does occur, the department is responsible for handling medical leave and compensation.

Handling Wage Concerns

Much like health and safety procedures, the subject of wages—and by extension hours and expectations around compensation or shift work—are handled by an employee relations department. This includes things like attendance, compensation packages, timekeeping and vacation days. Wage disputes, requests for a pay raise and annual reviews or performance bonuses are typically dealt with or communicated by the department. Employee relations is also responsible for ensuring both employees and the company are meeting state and federal wage standards.

Clarifying Company Policy

If an employee has a question about company policy, it is the responsibility of employee relations to provide an answer. They should also address any relevant concerns or comments about the policy, and communicate clearly if the policy is changed or modified.

Conducting Workplace Investigations

Any situation warranting further investigation—such as harassment accusations or allegations of misconduct—will fall under the jurisdiction of an employee relations department. In most cases, the department will conduct these investigations internally, unless it must involve outside parties (e.g., law enforcement). Employee relations will also arrange any measure taken after the conclusion of an investigation, for example, a “recognizing sexual harassment” course.

Communicating With Employee Unions

Employee unions will typically elect a representative responsible for liaising with the company. The company must then find someone internally to liaise with the liaison. This role typically falls to someone in an employee relations department. This relationship is the main point of contact, collaborative or otherwise, between a union and a company, and may involve responsibilities including wage negotiation, employee rights and setting up meetings between unions and upper management.

Monitoring Overall Employee Morale and Performance

In order to evaluate whether initiatives are working, employee relations departments must regularly monitor the morale and performance of employees. By opening up opportunities for reviews and feedback—both anonymous and face-to-face—employee relations can track the company atmosphere and hopefully resolve any brewing negative sentiment before it can grow too far out of control. Some employee relations departments choose to conduct these reviews in an organized and data-based way, while others (especially smaller organizations) may choose a more conversational approach. The results of these sessions can help employee relations departments choose which areas or problems they should focus on and which current initiatives they should cut or continue.

Why Employee Relations Is Important

At its most basic, an employee relations department remains important for a very simple reason: without employees, a company could not function. Companies want to keep experienced, productive and valuable employees for as long as possible—an effort often referred to as employee retention. To do this, employees must be happy enough that they will not—or at least will remain less likely to—leave the organization. Enter employee relations. An organization with a positive relationship between and among management and its employees may see both the retention rates and overall productivity soar. Both of these things have a tangible impact on the company's value and indeed play a key role in determining the success of an organization. Without recognizing and implementing employee relations strategies, many companies would not be able to make it off the ground, much less achieve long-term success.

EMPLOYEE RELATION AND COLLECTIVE BARGAINING

The term “collective bargaining” refers to the negotiation of employment terms between an employer and a group of workers. Employees are normally represented by a labor union during collective bargaining. The terms negotiated during collective bargaining can include working

conditions, salaries and compensation, working hours, and benefits. The goal is to come up with a collective bargaining agreement through a written contract. According to the International Labour Organization, collective bargaining is a fundamental right for all employees.

- Collective bargaining is the process of negotiating the employment terms between an employer and a group of workers.
- The process takes place between company management and a labor union.
- Concerns and issues that may come up during collective bargaining include working conditions, salaries and compensation, working hours, and benefits.
- The goal of collective bargaining is to come up with a collective bargaining agreement or contract.
- There are several types of collective bargaining, including composite concessionary, distributive, integrative, and productivity bargaining.
- In the 2022 midterm elections, voters in Illinois and Tennessee took opposite positions: either enshrining collective bargaining rights in their state constitution or restricting union powers.

How Collective Bargaining Works

As noted above, the International Labour Organization (ILO) states that collective bargaining is a fundamental right available to all workers. This means that all employees are entitled to present their grievances to their employers and to be able to negotiate them. According to the ILO, collective bargaining helps reduce inequalities in the workplace while providing workers with labor protection.

Collective bargaining normally takes place between members of corporate management and labor union leaders, who are elected by workers to represent them and their interests. Collective bargaining is initiated when employee contracts are up for renewal or when employers make changes to the workplace or contracts. These changes include, but aren't limited to:

- Employment conditions
- Working conditions and other workplace rules
- Base pay, wages, and overtime pay
- Work hours and shift length
- Holidays, sick leave, and vacation time
- Benefits related to issues such as retirement and healthcare²³

These issues fall into three different categories, which are referred to as mandatory subjects,

voluntary subjects, and illegal subjects. Mandatory subjects include anything that the law requires of the employer, such as salary, overtime, and workplace safety. Voluntary subjects include negotiable things that the law doesn't require, such as union issues and decisions about employer board members. Illegal subjects involve anything that violates laws, such as workplace discrimination. The goal of collective bargaining is called a collective bargaining agreement. This agreement is meant to establish rules of employment for a set number of years. Union members pay for the cost of this representation in the form of union dues. The collective bargaining process may involve antagonistic labor strikes or employee lockouts if the two sides have trouble reaching an agreement. Union membership in the United States totaled 10.3% in 2021, the most recent available data. That is a 0.5% decrease from the previous year. Public sector employees made up 33.9% of labor members, compared to 6.1% of those from the private sector.

Collective Bargaining Steps

Collective bargaining can be an intense process that can be stressful and difficult for all parties involved. It often involves a lot of back-and-forth, with offers and counteroffers. But the end goal is to reach an agreement.

The process goes through a number of stages. These steps can be summed up as follows:

1. **Identifying the issues and preparing the demands:** This may include a list of grievances, such as abusive management practices or low salaries.
2. **Negotiating:** The union will hire a team of professional negotiators to reach an agreement with the employer. The employer will also hire negotiators, and the two teams will continue to meet until they find a satisfactory agreement.
3. **Coming to a tentative agreement:** Once an agreement is reached, both teams of negotiators will submit the agreement to their constituents. At this time, any last-minute issues will be raised as the details are hammered out.
4. **Accepting and ratifying the agreement:** The agreement will be submitted to union members, who will have the opportunity to vote for or against the new contract.
5. **Administering the agreement:** After an agreement is finalized, workers and shop stewards will continue monitoring to ensure that the company is abiding by its obligations.

There are instances, though, where the parties involved can't come to an agreement. If the negotiation period expires without a collective bargaining agreement in place, union representatives may suggest that workers go on strike until their demands are met.

Employers, on the other hand, may decide to lock out their employees until a suitable agreement

is reached. If they are locked out, employees have the right to picket. In most cases, neither party wants to reach these points, which are considered drastic measures that are used as a last resort.

Collective Bargaining Laws

Most industrialized countries have laws that protect the right to engage in collective bargaining and form unions, although there may be restrictions on certain industries. In the United States, the National Labor Relations Act (NLRA) protects the right of most workers to engage in collective bargaining activities. This includes the right to form and join unions, the right to discuss pay and other grievances, and the right to strike. It also prohibits any employee from being fired for protected activity. However, certain categories of workers are specifically excluded from the NLRA; these include federal, state, and local government employees and agricultural laborers. The National Labor Relations Board (NLRB) is the government body that regulates labor practices and collective bargaining under the NLRA. It is also responsible for supervising union elections and ensuring that workers are not pressured to vote one way or the other.

Many states also have laws regarding collective bargaining. In the 2022 midterm elections, Illinois voters approved an amendment that would enshrine collective bargaining rights in their state's constitution.¹⁰ Moving in the opposite direction, Tennessee voters approved a referendum that would add a right-to-work law provision to their state constitution, restricting the power of unions.

HR CHALLENGES

ORGANIZATION CHANGE

Organizational changes are those that have a significant impact on the organization as a whole. Major shifts to personnel, company goals, service offerings, and operations are all considered different forms of organizational change. It's a broad category. Before you can design your change management strategy, it is important to determine the type of organizational change. This helps execute the right change management plan for the best possible results..

Why is Organizational Change Management Important?

Organizational change is a business necessity. Employees leave, and new employees are hired, new teams and departments are created as the company grows, and businesses adopt new technology to stay ahead of the curve. The key to successful, productive organizational change is the way you manage it. It's vital to keep employees in the loop and ensure that they understand what the changes are and how employees will be affected. With effective organizational change management, you can keep the business running smoothly during the transition. For example,

offering effective training helps employees learn new technology faster. That way, they fully adopt the technology, and the organizational change isn't bogged down by support tickets and frustrated users. By identifying the types of organizational change you will be implementing, you can make a plan for keeping employees informed. You can ask for feedback as you implement the change and then make adjustments to your change management plan so that your team has the support they need to maintain high morale and facilitate the change from their end.

Types of Organizational Change

Different types of organizational change require different strategies. Everything from implementation to communication must be tailored to the type of change to be made.

1. Strategic change

Organizations implement strategic changes to their business to achieve goals, boost competitive advantage in the market, or respond to market opportunities or threats. A strategic change includes making changes to the business's policies, structure, or processes. The upper management and the Chief Executive Officer often bear the responsibility for strategic change.

2. People-centric organizational change

While all changes affect people, people-centric types of organizational change include instituting new parental leave policies or bringing in new hires. When implementing a people-centric change, the leadership must bear in mind that employees will naturally resist change. A people-centric change requires transparency, communication, effective leadership, and an empathetic approach.

3. Structural change

Structural changes are changes made to the organization's structure that might stem from internal or external factors and typically affect how the company is run. Structural changes include major shifts in the management hierarchy, team organization, the responsibilities attributed to different departments, the chain of command, job structure, and administrative procedures. Circumstances that lead to structural change include mergers and acquisitions, job duplication, changes in the market, and process or policy changes. These changes often overlap with people-centric changes as they directly affect most, if not all, employees.

4. Technological change

The increasing market competition and constantly evolving technology lead to technological change within organizations. Technology change often involves introducing new software or system to improve business processes. However, technology project goals are often improperly defined and poorly communicated, which scares and frustrates your employees and ultimately

leads to resistance. Technology change management is all about identifying new technology and implementing a digital strategy for improved productivity and profitability.

5. Unplanned change

Unplanned change is defined as a necessary action following unexpected events. An unplanned change cannot be predicted but can be dealt with by effective change management.

ORGANIZATION DEVELOPMENT

Organizational development can be defined as an objective-based methodology used to initiate a change of systems in an entity. Organizational development is achieved through a shift in communication processes or their supporting structure. Studying the behavior of employees enables professionals to examine and observe the work environment and anticipate change, which is then effected to accomplish sound organizational development.

Benefits of Organizational Development

Increasing productivity and efficiency comes with many benefits. One of the best ways to encourage positive results in these metrics is by using a well-thought-out organizational development structure. Organizational development is used to equip an organization with the right tools so that it can adapt and respond positively (profitably!) to changes in the market. The benefits of organizational development include the following:

1. Continuous development

Entities that participate in organizational development continually develop their business models. Organizational development creates a constant pattern of improvement in which strategies are developed, evaluated, implemented, and assessed for results and quality.

In essence, the process builds a favorable environment in which a company can embrace change, both internally and externally. The change is leveraged to encourage periodic renewal.

2. Increased horizontal and vertical communication

Of considerable merit to organizational development is effective communication, interaction, and feedback in an organization. An efficient communication system aligns employees with the company's goals, values, and objectives.

An open communication system enables employees to understand the importance of change in an organization. Active organizational development increases communication in an organization, with feedback shared continuously to encourage improvement.

3. Employee growth

Organizational development places significant emphasis on effective communication, which is

used to encourage employees to effect necessary changes. Many industry changes require employee development programs. As a result, many organizations are working toward improving the skills of their employees to equip them with more market-relevant skills.

4. Enhancement of products and services

Innovation is one of the main benefits of organizational development and is a key contributing factor to the improvement of products and services. One approach to change is employee development – a critical focal point is a reward for motivation and success. Successful engagement of employees leads to increased innovation and productivity. Through competitive analysis, consumer expectations, and market research, organizational development promotes change.

5. Increased profit margins

Organizational development influences the bottom line in many different ways. As a result of increased productivity and innovation, profits and efficiency increase. Costs come down because the organization can better manage employee turnover and absenteeism. After the alignment of an entity's objectives, it can focus entirely on development and product and service quality, leading to improvements in customer satisfaction.

Organizational Development Process

A conventional approach in the organizational development process is the action research model. This model is used by many organizations to guide the OD process. It entails what its name describes – research and action. However, there is much more to the OD process than just research and development. There are multiple loops used to transmit feedback, which makes an organization more responsive to change.

Components of the Action Research Model

The action research model comprises six key components:

1. Problem diagnosis

The organization development process begins by recognizing problems. The method of diagnosis usually takes the form of data gathering, assessment of cause, as well as an initial investigation to ascertain options.

2. Feedback and assessment

The feedback and assessment step often involves proper investigation of identified problems so that there is a deep understanding of the challenge at hand. This can include an appraisal of documents, focus groups, customer or employee surveys, hiring consultants, and interviewing

current employees. Information gathered is used to re-evaluate the challenges in the first step.

3. Planning

Once an organization defines and understands its challenge, an action plan is put together. The plan lays down all the intervention measures that are considered appropriate for the problem at hand. Usually, the measures include such things as training seminars, workshops, team building, and changing the makeup or structure of teams. Additionally, measurable objectives, which define the expected results, form an integral part of the overall plan.

4. Intervention and implementation

Once a plan is in place, the intervention phase commences. Since the organizational development process is complicated, implementation processes are a key element of the model. As an example, if training classes are preferred over other methods, test results will form the basis upon which the training process is evaluated. The objective at this point is to ensure the required changes take place. If that is not the case, feedback is assessed and used to bring about the required change.

5. Evaluation

As soon as the intervention plan is complete, the outcome of the change in the organization is assessed. If the required change does not take place, the organization looks for the cause. Adjustments are made to ensure the obstacle is eliminated.

6. Success

Success denotes that the desired change took place. A proper plan and efficiency standards are put in place to ensure that the new switch is sustainable. Ongoing monitoring is needed to ensure that implemented changes last. Furthermore, as markets and organizations change, new problems can arise, leading to the push for further development. Great organizations evolve continuously.

CHANGING THE CORPORATE CULTURE

A company's culture can determine the outcomes of employees, customer relationships and revenue — for better or worse. At its best, company culture can increase employee retention, engagement and performance, which all positively impact company goals and objectives. When employees are disengaged, customers shy away and business targets aren't met, it may be time to reevaluate your company culture and make necessary changes. Unlike a process improvement plan or top-down management approach, a company culture change focuses on holistic overhaul and how to apply a shift in mindset to various areas at a time. Changing a company's culture is a long-term initiative, and it's important for every employee to get involved.

HOW TO CHANGE COMPANY CULTURE

1. Determine your culture goals./
2. Assess your current company culture.
3. Revisit and define core values.
4. Map out a plan with benchmarks.
5. Evaluate your progress.

1. DETERMINE YOUR CULTURE GOALS

Before you can make moves to improve your company culture, establish an idea of what your ideal culture looks like. How should managers interact with their direct reports? How often should meetings be held? Are you imagining a loud, vibrant and creative space, or do you envision the office being quieter with an emphasis on independent work? Answering these questions before evaluating your current organizational culture is important to ensure you're not influenced by the results.

2. ASSESS YOUR CURRENT COMPANY CULTURE

Next, figure out what you're up against by assessing your company and determining which type of organizational culture it follows. Then, evaluate the existing elements — or lack thereof — that contribute to the type of culture you want to see. Is your team communicative, or are employees siloed from one another? How accessible is the C-suite, and are they transparent with the rest of the team? Do employees have opportunities to make career advancements? A major indicator of a strong company culture is employee engagement. Conduct a quick employee engagement survey to get a pulse on how motivated, passionate and invested your employees are in the company. Then analyze the results and determine which data sets skew more negative than positive — these are the areas of your company that require immediate attention. Finally, ask your employees for their thoughts and opinions on the type of culture they'd like to see. No one person is responsible for defining a company's culture, and your culture will naturally evolve as your company grows and new hires are onboarded. Take your employees' input into consideration as each individual will play a role in shaping the new culture you create.

3. REVISIT AND DEFINE YOUR CORE VALUES

Now, take a look at your core values and make sure they still work for the organization you wish to have. If you haven't laid out your core values yet, now's the time to do so. A strong organizational culture is the result of carefully thought out and continuously upheld values. If necessary, rework your core values so that they make sense with the envisioned company culture and are well structured to guide its evolution.

Consider your organization's long-term goals — what do you hope to achieve within the next five years and how do you plan to get there? If you aspire to be at the forefront of your industry, include innovation as one of your core values.

4. MAP OUT A PLAN AND BENCHMARKS TO REACH

It's easy to analyze the data and call it a day, but your team is counting on you to take action. If you say you're going to improve company culture, follow through on that promise and establish positive habits the rest of the company can pick up. A winning culture is founded on communication, trust and movement between all members of the company, and leadership is no exception to that rule. Once you've identified your organization's areas for improvement, develop a strategy, establish a timeline and set benchmarks so you can gauge your progress. For example, if your team aims to improve diversity and inclusion within your company culture, survey your employees to determine areas of your culture that could be more inclusive, set diversity hiring goals or host regular diversity and inclusion training sessions. If your team fails to meet benchmarks, you'll know whether you need to ramp up your efforts or scale back your goals to be more attainable.

5. EVALUATE YOUR PROGRESS

No successful strategy is complete without assessing your plan's progress. While carrying out your plan, ask your employees for their feedback. This will help make sure that your efforts are not only effective, but that your objectives have the backing of your staff. Anonymous pulse surveys where individuals can provide feedback will ultimately help to create a positive work culture built on trust and communication.

TRADITIONAL ORGANIZATIONAL DEVELOPMENT METHODS

Organizational development (OD) is that the process of improving organizational efficiency through planned change. Its main motive is to enhance the general operating efficiency of the organization. For organizational development, it's essential to perform some activities or use techniques at the individual level, group level, and organizational system levels.

Important organizational development techniques/activities are:

- Counseling and coaching
- Sensitivity training
- Survey feedback
- Formation of team
- Process consultation

- Inter-group development
- Organizational restructuring
- Technological changes
- Goal setting
- Quality of work-life programs

These OD techniques are also classified as individual, group, and organizational levels.

1 Individual Level Techniques/Activities

The motive of individual activities is to enhance the talents, ability, and efficiency of people and encourage them for the simplest of labor. The individual-level techniques of organizational development (OD) include counseling and training, sensitivity training, and survey feedback.

Counseling and Coaching

Counseling cares with making interaction with individuals to understand about their problems, difficulties, potentiality, prosperity, work and family life, etc. Such interaction facilitates understanding employees and managers, can provide proper guidance. Similarly, coaching cares with guidance, instruction, information, facilitates to employees for his or her better performance.

Sensitivity Training

Sensitivity training involves a change within the behavior of group members through unstructured group interaction. In such training, interpersonal problems of the workgroup are discussed and resolved. Within the problem-solving process, all the group members have participated. They create interacting with group members and also with managers in taking decisions.

Survey Feedback

This activity involves the distribution of questionnaires to the members to understand about their perceptions, beliefs, and attitude toward organizational development. The world of the survey is often a workgroup, department, or whole organization. It facilitates checking out the discrepancy within the perception and behavior of members.

2 Group Level Activities/Techniques

The most motive of group-level activity is to enhance group-level performance. The group-level techniques of organizational development are:

Formation of Team

Formation of teams having skilled members and assignment of employment to them is a crucial part of the group-level activity of organizational development. The team formation process

involves some activities like goal setting, performance evaluation, goal clarity, and process analysis. It helps for mutual interaction among group members within the process of doing work. It increases mutual trust, openness, and cooperation among team members.

Process Consultation

This activity cares about the task process to be completed by the group members to realize objectives. It involves consultation with outside expertise about procedures for the accomplishment of assigned jobs. The consultant identifies and suggests major processes to enhance group performance. The workgroup must perform activities in accordance with the suggestions of the consultant.

Inter-Group Development

A crucial part of the group activity is to implement techniques for intergroup efficiency development. All group members got to participate in a problem-solving activity. It facilitates to vary within the attitudes, beliefs, and perceptions that group members have of every other.

3 Organizational Level Activities/Techniques

Organizational-level activities emphasize a system of the whole organization. In organizational development, management needs to change the required systems of the organization to improve performance. The organizational level techniques of organizational development are:

Organizational Restructuring

Organizational-level activities emphasize a system of the entire organization. In organizational development, management must change the specified systems of the organization to enhance performance. The organizational level techniques of organizational development are:

Technological Changes

Technological development is an ever-changing process. It's concerned with the utilization of machines and methods within the production process. It's concerned with modification in working processes like from manual to automation, robotics, and computerization. Information technology should be widely used for the assembly and distribution of products and services.

Goal Setting

Management by objectives techniques is often used for goal setting. In MBO, managers, and subordinates close and mutually set organizational goals, prepare plans, and implement plans in practice. It emphasizes integrating both organizational and individual objectives of employees.

Quality of Work Life Programs

The most objectives of such programs are to make a positive working environment to satisfy

employees. Some steps of quality work life are safe and healthy work environment, development of human potential and capabilities, equitable rewards, etc.

TEAM BUILDING ORGANIZATION DEVELOPMENT PROGRAM EVALUATION

There are a variety of situations where new teams are formed. The project based, cross-functional work team has become the basis of industry in the 1990's. Virtual team organization is rapidly becoming the model for flexibility and agility in organizing quickly and effectively to get jobs done. New teams usually have a clear task focus in the early going and there is usually a clear understanding of the short term goals. The new team members are also generally technically competent and there usually is a challenge in the project that will draw on their technical capabilities. While the early activities of a team are clearly focused on task and work issues, relationship problems tend to develop as they do in any human system. By the time these interpersonal issues surface the team may be well along in its activities. The issues may become very difficult and very costly to work out later in the game. There is a significant benefit if a new team takes a short time at the beginning of its life to examine collaboratively how it is going to work together.

Developing Winning Teams

Every organization uses some kind of formal teamwork to get projects done. Many of them create teams up by giving them a vague, imperfect plan, sending them on their own way somehow expecting victory. Even if individual players are talented and creative, teams with firm goals and ways to achieve them alone succeed. Winning teams thrive on structure that's created from the bottom up, yet guided by strong, confident leadership from the top of the organization. A good team relationship requires nurturing from a strong leader.

Communication in Teams

Communication, the most basic of management essentials, is needed to ensure timely feedback and immediate updates in teams. In teams, clarity, frequency and responsiveness are the keys of communication. Most of the communication is nonverbal and the verbal forms used need to be clear and delivered often. Regular meetings in a place or via conference call or other technology are essential for teams. Team coordinators should keep the agenda posted electronically in an area the whole team can access and encourage them to add to it. They should make answering team members emails and phone calls a priority. Although team members hardly need to be affectionate to each other to work well together, some level of personal interaction is crucial for team bonding. Supporting tools that can be obtained inexpensively or free like telephone and email, instant

messaging systems, collaboration software, group bulletin boards or discussion areas and chat rooms are all useful for working and meeting together. Varying methods of communicating and learning which methods work best for which team members are vital steps. One of the most often neglected pieces to building a team is providing a safe place for interaction and discussion without the manager. Teams need a staff room. Members often develop ideas they might not feel comfortable expressing in public. Teams need them and if they ignore this need, they eliminate a chance for a more free change of ideas. Accomplishments must be acknowledged and celebrated, as a group when possible and appropriate. Organizations adopt several ways to achieve this, such as creating a periodic newsletter and email with a section in it for accolades, institution of a peer-to-peer award system, sending greeting cards or gift certificates from websites dedicated to these purposes. The principles of managing teams well are similar to the principles of managing anybody or anything well.

Practices to facilitate development of Teams in organizations

Organization Development facilitators should enable firms to hire team players by putting all job candidates through demanding office-wide scrutiny. Performance Incentives should be designed in such a manner that they are group-based and performance appraisals should include team working as a criterion. Intra-team conflicts should be resolved in the early stages. Unresolved conflicts caused due to employees mutual bickering can kill office morale and productivity. Organizations are deploying paid ombudsmen to help staffers get along and stifle office conflicts. As conflicts often arise in work teams, timely interventions to diffuse tensions and strengthen member's interpersonal commitment should be introduced. A good team relation requires nurturing from a strong leader. Leaders might cling to the idea of success being based on individuals, but the value of a great group must not be ignored by the leader. Effective interpersonal interaction would take place among team players communicate more effectively. Organization development process should result in the development of a comprehensive and sustainable in-house leadership training program that would foster teamwork. The training programs should enable employees to learn how to handle different types of personalities. Towards the completion phase of team building intervention, team members should be capable of avoiding reciprocal rudeness and maintenance of unconditional politeness, escaping the trap of cliques, prevention of polarization of members into opposing factions, perpetrating the value of teams, overcoming the phenomenon of group think which occurs out of excessive demand for unanimity and illusion of invulnerability of the group, understanding the power of group synergy and social-facilitation in

raising an organization's productivity are quintessential qualities of the members of winning teams.

HUMAN RESOURCE MANAGEMENT IN NEW MILLENNIUM

HRM: CONTINUITY OR TRANSFORMATION

HR transformation describes the evolution of the HR function. It is the process of seamlessly adapting and integrating service delivery, talent, and technology into HR strategy to create greater business value—by driving both operational excellence and strategic impact. For HR leaders, it's about evolving their own role and the HR function to better align people, strategy, processes, and technology with business goals to deliver more impact for all stakeholders. HR has always been critical to enterprise operations because the department is responsible for workforce planning and performance management. Yet, as we move into a new and more agile world of work, HR transformation is becoming increasingly vital. Now that talent is the greatest driver of competitive advantage, the right approach to HR transformation will make or break business outcomes.

The rise of HR transformation roles

As HR's role evolves, departmental titles are getting updated to reflect these new responsibilities. Now that the employee-employer dynamic has shifted in workers' favor, cultivating a compelling employee experience is a priority at many organizations. As a result, titles with "People" in the name are on the rise, like People Operations Manager or Chief People Officer. Similarly, the word "Transformation" is quickly becoming a mainstay in many HR job titles. Roles like HR Transformation Manager and Vice President of HR Transformation are gaining popularity, underscoring the heavy emphasis organizations are placing on their transformation processes.

Why should HR transformation be a priority right now?

Every business is now facing the same crossroads. Leaders need to decide whether they will hold onto old frameworks that are quickly becoming obsolete, or embrace new tools and operating models as they reimagine ways of working. It's becoming clear that enterprises must rapidly evolve their strategies to thrive in the new world of work. Consequently, HR transformation is a necessity for businesses that are looking to outpace the competition. It offers several game-changing benefits:

- **Position HR as strategic partners** HR can no longer be seen as workforce developers and administrators. HR leaders are now key players in shaping the future of the business by building a new blueprint for successful talent management. Stakeholders across the organization must recognize the value of HR and work in tandem with HR leaders to achieve strategic priorities

- **Unlock capacity and drive efficiency** A core component of successful HR transformation is shifting to skills-based talent management. When organizations' talent management strategies are rooted in skills, leaders can efficiently access the capabilities they need to get key projects across the finish line and empower employees to achieve their full potential. HR transformation and a new set of tech-enabled solutions facilitate the transition to skills-based strategies, which will be revolutionary for every business unit.
- **Enhance employee experience** Workers want more from their employers than ever before and it falls on HR to ensure that these expectations are met. Employees want to see their organizations stepping up and making a difference, taking a stance on societal issues, and providing their people with choice and agency. These asks can only be achieved through an HR transformation strategy that empowers leaders to retire obsolete rules and embrace new ways of thinking.

The success of your HR transformation

At this point, most leaders recognize the importance of HR transformation. Yet, there's a lot of uncertainty about what it takes to create an impactful strategy. Here are some best practices:

- 1. Get leaders on board** HR transformation isn't just for people in the department; it's going to impact every business function, so it's important to get leaders from across the organization on board. Include members of the C-suite in the process from the start and encourage them to share their ideas and offer feedback. By listening and incorporating other leaders' insights into your strategy, you'll secure buy-in and ensure your approach aligns with their priorities.
- 2. Don't overlook the people component** Getting buy-in from leadership is undoubtedly important. But if you want your HR transformation to be successful, you'll also need to gain support from your employees. To help everyone get comfortable with the new role that HR is going to play at your company, take an employee-centric approach to strategizing. Give your employees the chance to ask questions, offer feedback, and share their concerns. And prioritize transparent communications throughout your HR transformation, so that people feel like they're being included in the process and they know what's happening next.
- 3. Set strategic goals** If you don't go into your HR transformation with specific goals in mind, you're setting yourself up for failure. Start by checking in with leaders from different departments to understand what their objectives are and the biggest challenges that are making these goals difficult to achieve. Then, create two sets of transformation goals, one for

your department and one for the business at large. Include measurable success metrics that are developed based on your goals and a step-by-step guide for the transformation process.

- 4. Choose the right technology:** Technology isn't the only part of HR transformation, but it's undoubtedly an important component that deserves a lot of thought. The right technology will bring your vision for HR transformation to life, and it can even help you stave off the Great Resignation. Carefully consider what software will be crucial for your approach. Look for solutions that will automate and streamline processes, reduce time to hire and make onboarding more efficient, and move the needle on diversity and inclusion initiatives.

INTERNATIONALIZATION OF BUSINESS

Most companies do business abroad. Huge firms like Procter & Gamble and IBM have long had extensive overseas operations, of course. But with the globalization of the world economy, even small firms are finding that success depends on marketing and managing overseas. Indian firms like the Tata Group, the Aditya Birla group, RPG, Infosys, Wipro, and Satyam have moved outside national boundaries to set up manufacturing sales service, and procurement facilities across the globe. The capability to become global is a key determinant of the success of Indian firms. As a growing economy, India is also attracting global companies and people into the country.

The global challenges

Doing so presents firms with various management challenges. Plans for marketing and producing goods abroad are required. And the employer needs to install all those management system it will require to manage its overseas activities. These management systems include organization structures, managerial controls worldwide banking relationships and of course human resources management systems for recruiting, selecting, training, and appraising and compensating its workers abroad. Managing human resources internationally creates questions and challenges. For example should we staff the local offices abroad with local or US managers? How should we appraise and pay our local employees? How should we deal with the unions in our offices abroad? And how will cultural differences abroad impact the sorts of employee selection appraisal and compensation policies we use? Managing human resources effectively in companies that do business globally requires cultural awareness and the ability to respond quickly in dynamic environments. Human resource professionals typically handle the recruiting, interviewing, hiring, training and developing of employees that businesses need to achieve their business goals. They also establish the policies and procedures designed to ensure a fair, safe and productive

work facility. Managing individuals in international settings requires motivating and inspiring employees to work collaboratively, even when they don't reside in the same location.

Providing Ongoing Training

Human resource professionals working for multinational companies can maintain a productive environment by ensuring that an internationally diverse employee pool has the skills and knowledge to work together, explains Strategy + Business magazine. They make arrangements for training courses that enable employees to get the proper credentials for performing their function. This also ensures that companies adhere to all government regulations.

For example, all companies must be certain that employees follow the standards for that assure a safe and healthy workplace setting. In Europe, work councils composed of both employers and employees might mandate training not covered by other trade union agreements.

Fostering Global Collaboration

As companies become more international, human resource professionals have become more generalist. They tend to know less about day-to-day, internal operations and focus more on ensuring personnel work effectively together as teams. They care about competitive advantage, profitability and economic survival during tough financial times. Their role may have been restricted to hiring employees, managing benefits and handling disciplinary action in the past, but human resource professionals now deal with controlling health care costs, reducing employee attrition and participating in the community, as well.

Working with Managers

Years ago, human resource professionals in traditional small business settings focused on completing administrative tasks, such as recruiting and hiring personnel, often without input from department managers. As companies become more global, human resource professionals act as business partners to interview and orient new employees to the workplace. A complex business operation typically requires specialized personnel, so human resource professionals must work cooperatively with managers on the production lines.

Building and Managing Teams

Human resource professionals who support international business operations typically must to ensure that diverse teams work well together, explains the Society for Human Resource Management. By conducting team-building workshops, promoting acceptance of cultural diversity and motivating employees to achieve strategic goals, they help their company build strong teams.

PAST PAPERS



UNIVERSITY OF THE PUNJAB

Fifth Semester – 2019

Examination: B.S. 4 Years Program

Roll No.

PAPER: Human Resource Management
Course Code: BBA-305 Part – II

MAX. TIME: 2 Hrs. 45 Min.
MAX. MARKS: 50

ATTEMPT THIS (SUBJECTIVE) ON THE SEPARATE ANSWER SHEET PROVIDED

Q.2. Give short answers.

(10 x 2 = 20)

- i. What is job specification?
- ii. Differentiate line manager and staff manager.
- iii. What is the objective of Equal Employment Opportunity Legislation?
- iv. Highlight types of orientation.
- v. Differentiate between selection and recruitment.
- vi. What are the sources of external recruiting?
- vii. Why reference checking is important?
- viii. Define apprenticeship.
- ix. Define job rotation.
- x. What are the two basic types of compensation?

Q.3. Give answers of the following questions.

(3x10=30)

- i. What is HRM? How it relates to management process? Illustrate HR manager's responsibilities.
- ii. Compare and contrast different methods of collecting job analysis data with their pros and cons.
- iii. What is career development? Discuss the roles of employees, employee and organization in career development.



UNIVERSITY OF THE PUNJAB
B.S. 4 Years Program : Fifth Semester – 2020

Paper: Human Resource Management

ATTEMPT THIS (SUBJECTIVE) ON THE SEPARATE ANSWER SHEET PROVIDED

Q.1. Give short answers of the following: (10x2=20)

- i. What is job evaluation?
- i What is the purpose of job analysis?
- i What are basic types of employee benefits?
- Define orientation kit.
Differentiate between on the job and off the job training.
- i What are the sources of recruitment?
- i Why is job burnout?
- i Define glass ceiling.
Define job design.
- What are contemporary health and safety issues?

Q.2. Give brief answers of the followings. (3x10=30)

- i. What is HRM? What are challenges being faced by human resource managers?
- i Explain how job analysis is conducted? What items are typically included in job description and job specification?
- What is the purpose of performance appraisal? Discuss the various methods of conducting performance appraisal.



UNIVERSITY OF THE PUNJAB
B.S. 4 Years Program : Fifth Semester – Fall 2021
Paper: Human Resource Management

Q.1. Give short answers of the following: (10x3=30)

1. Define Human Resource Management.
2. Define job rotation.
3. What is an orientation kit?
4. What is behavioral and situational interview?
5. Explain the term flextime.
6. What do the terms on the job Training & off-the-job training mean?
7. What is the difference between Job analysis and Job description?
8. Elaborate the term grievance.
9. What is a realistic job preview?
10. Differentiate between validity and reliability.

Q.2. Give brief answers of the followings. (3x10=30)

1. Define career development. Who is responsible for developing the careers of employees? Elaborate the process of career development.
2. Discuss in brief various types of tests for recruitment.
3. What are the steps involved in recruitment and selection process? Discuss briefly.

BEST WISHES