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References***Human Resource Glossary of Terms******Gallery of the prominent persons in human resource management******Human Resource Management (ppt)***

HUMAN RESOURCE MANAGEMENT

Basic knowledge and new trends



Összeállította: Sófalvi István Tamás
Mester oktató, Címzetes egyetemi docens

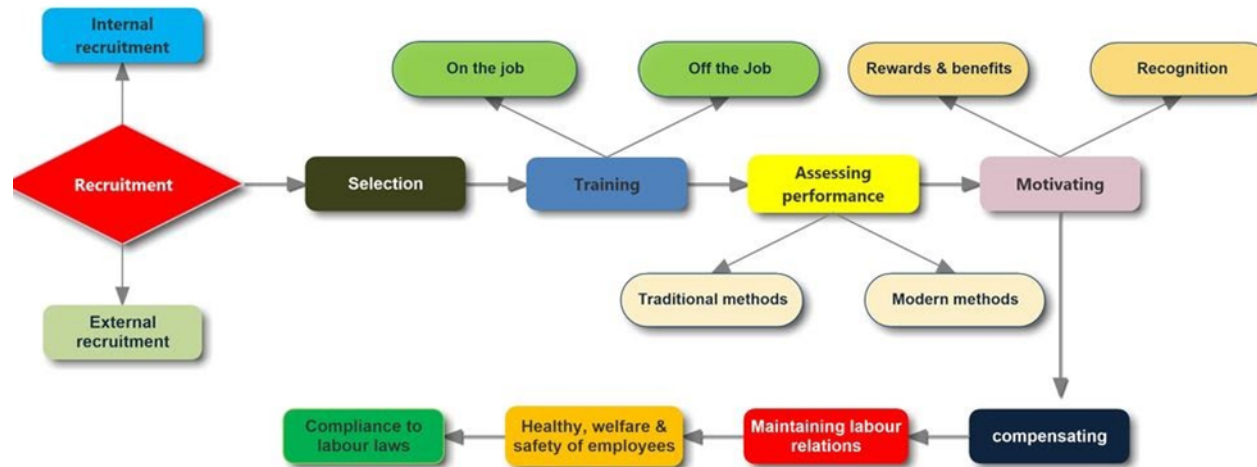
CHAPTER 1.

Introduction to Human Resource Management

1. Introduction to Human Resource Management [1]

Human Resource Management is the process of recruiting, selecting, inducting employees, providing orientation, imparting training and development, appraising the performance of employees, deciding compensation and providing benefits, motivating employees, maintaining proper relations with employees and their trade unions, ensuring employees safety, welfare and healthy measures in compliance with labour laws of the land.

Figure 1 HRM process



Source: <http://www.whatishumanresource.com/human-resource-management>

[1] <http://www.whatishumanresource.com/human-resource-management>

- Human Resource Management involves management functions like planning, organizing, directing and controlling
- It involves procurement, development, maintenance of human resource
- It helps to achieve individual, organizational and social objectives
- Human Resource Management is a multidisciplinary subject. It includes the study of management, psychology, communication, economics and sociology
- It involves team spirit and team work
- It is a continuous process

Human resource management as a department in an organisation handles all aspects of employees and has various functions like human resource planning, Conducting Job analysis, recruitment and conducting job interviews, selection of human resources, Orienting , training, compensating, Providing benefits and incentives, appraising, retaining, Career planning, Quality of Work Life, Employee Discipline, black out Sexual Harassments, human resource auditing, maintenance of industrial relationship, looking after welfare of employees and safety issues , communicating with all employees at all levels and maintaining awareness of and compliance with local and state labor laws.

The historical rule of thumb for Human Resource staffing requirements is one full-time professional Human Resource person should be hired for every 100 employees. The actual ratio for a business can vary depending upon factors such as the degree of HR centralization, the geographic distribution of the employees served, the sophistication level of the employees, and the relative complexity of the organization.

1.1 WHAT IS THE IMPORTANCE OF HUMAN RESOURCE?

Behind production of every product or service there is an human mind, effort and man hours (working hours). No product or service can be produced without help of human being. Human being is fundamental resource for making or construction of anything. Every organisation desire is to have skilled and competent people to make their organisation competent and best.

Among the **five Ms** of management, i.e., **men, money, machines, materials, and methods**, HRM deals about the first M, which is men. It is believed that in the five Ms, “men” is not so easy to manage. “every man is different from other” and they are totally different from the other Ms in the sense that men possess the power to manipulate the other Ms. Whereas, the other Ms are either lifeless or abstract and as such, do not have the power to think and decide what is good for them.

1.2 WHY DO WE CALL IT AS HUMAN RESOURCE MANAGEMENT?

Human: refers to the skilled workforce in an organization.

Resource: refers to limited availability or scarce.

Management: refers how to optimize and make best use of such limited or scarce resource so as to meet the organization goals and objectives.

Therefore, human resource management is meant for proper utilisation of available skilled workforce and also to make efficient use of existing human resource in the organisation. The best example in present situation is, construction industry has been facing serious shortage of skilled workforce. It is expected to triple in the next decade from the present 30 per cent, will negatively impact the overall productivity of the sector, warn industry experts.

Today many experts claim that machines and technology are replacing human resource and minimizing their role or effort. However, machines and technology are built by the humans only and they need to be operated or at least monitored by humans and this is the reason why companies are always in hunt for talented, skilled and qualified professionals for continuous development of the organization.

Therefore humans are crucial assets for any organisation, although today many tasks have been handing over to the artificial intelligence but they lack judgement skills which cannot be matched with human mind.

Figure 2 Evolution of an employee

Past	Future
Work 9 to 5	Work anytime
Work in an office	Work anywhere and from anywhere
Use company equipment	Use your own modern gadgets and requirements
Focused on inputs	Focused on outputs
Climb the corporate ladder	Create your own ladder for career
Pre-defined work	Customized work
Hoards information	Shares information
No voice	Can become a leader
Focused on knowledge	Focused on adaptive learning

“The automation of factories has already decimated jobs in traditional manufacturing, and the rise of artificial intelligence is likely to extend this job destruction deep into the middle classes, with only the most caring, creative or supervisory roles remaining” (British theoretical physicist Stephen Hawking)

It is undisputed fact that humans are being replaced by artificial intelligence which are in the form of robots. But all jobs cannot be handed over to Robots, to say in other words robots have its own limitations and all roles cannot be handled by robots. Though British theoretical physicist Stephen Hawking, Cambridge professor expressed about destruction of middle-class jobs due to raise of artificial intelligence, he still felt that natural intelligence or need for application of human mind is inevitable in certain roles.

1.3 OBJECTIVES OF HUMAN RESOURCE MANAGEMENT [2]

The objectives of HRM can be broken down into four categories:

1. **Societal objectives:** Measures put into place that respond to the ethical and social needs or challenges of the company and its employees. This includes legal issues such as equal opportunity and equal pay for equal work.
2. **Organizational objectives:** Actions taken that help to ensure the efficiency of the organization. This includes providing training, hiring the right amount of employees for a given task or maintaining high employee retention rates.
3. **Functional objectives:** Guidelines used to keep the HR functioning properly within the organization as a whole. This includes making sure that all of HR's resources are being allocated to its full potential.
4. **Personal objectives:** Resources used to support the personal goals of each employee. This includes offering the opportunity for education or career development as well as maintaining employee satisfaction.

[2] Margaret Rouse,
WhatIs.com

Figure 3



Great Quotations on human resource:

“You must treat your employees with respect and dignity because in the most automated factory in the world, you need the power of human mind. That is what brings in innovation. If you want high quality minds to work for you, then you must protect the respect and dignity.” (Mr N.R. Narayana Murthy, Chairman Emeritus, Infosys Ltd.)

“Our progress as a nation can be no swifter than our progress in education. The human mind is our fundamental resource.” (John F. Kennedy, 35th President of the United States).

1.4 HUMAN RESOURCE MANAGEMENT DEFINITIONS BY AUTHORS

Many great scholars had defined human resource management in different ways and with different words, but the core meaning of the human resource management deals with how to manage people or employees in the organisation.

Edwin Flippo defines Human Resource Management as “planning, organizing, directing, controlling of procurement, development, compensation, integration , maintenance and separation of human resources to the end that individual, organizational and social objectives are achieved.”

The National Institute of Personal Management (NIPM) of India has defined human resources – personal management as “that part of management which is concerned with people at work and with their relationship within an enterprise. Its aim is to bring together and develop into an effective organization of the men and women who make up enterprise and having regard for the well – being of the individuals and of working groups, to enable them to make their best contribution to its success”.

According to **Decenzo and Robbins**, “Human Resource Management is concerned with the people dimension” in management. Since every organization is made up of people, acquiring their services, developing their skills, motivating them to higher levels of performance and ensuring that they continue to maintain their commitment to the organization is essential to achieve organisational objectives. This is true, regardless of the type of organization – government, business, education, health or social action”.

1.5 WHAT IS THE PURPOSE OF HUMAN RESOURCE MANAGEMENT?

The purpose of the Human resource management is to make the job and deal with the job holder (employee). So as to perform a job in an organisation, one needs to be identified. In order to identify right person for a particular job, notification should be issued which contains job description (duties and responsibilities) and specifications (academic qualifications and physical qualifications). So as to verify the correctness of the candidates invited, they should be tested by the suitable selection methods for picking-up right person. Subsequently selected candidates should be provided with the proper training for performing his duties & responsibilities mentioned in the notification. Later, assessment of employees’ performance should be done to know whether employees are performing to the desired standards set by the management. Accordingly employees should be rewarded or paid for the job they did in the organisation and their safety in the job is the responsibility of Hr manager or safety officer who should instruct safety measures for the employees and see that they are scrupulously followed. Healthy and welfare measures are so-so important to keep employees happy and motivated which has direct impact on their productivity. Doing so all, maintaining proper and healthy relationships between employees and management avoids conflicts which will effect the overall performance of the organisation. Most important thing is adherence and not to ignore employment and labour laws which govern all the above said activities for a job. Contravenes of employment laws will cost to the organisation and its branding. Hence the Human resource management is like a guardian angel for the organisation to sail smoothly and long-live.

The ten “Cs” of human resources management are: **cost effectiveness, competitive, coherence, credibility, communication, creativity, competitive advantage, competence, change, and commitment.** The ten “Cs” framework was developed by Alan Price in his book “Human Resource Management in a Business Context”.

1.6 WHY IS HUMAN RESOURCE MANAGEMENT IMPORTANT TO ALL MANAGERS?

Why are these concepts and techniques important to all managers? ‘ Perhaps it’s easier to answer this by listing some of the personnel mistakes you don’t want to make while managing.

For example, you don’t want to:

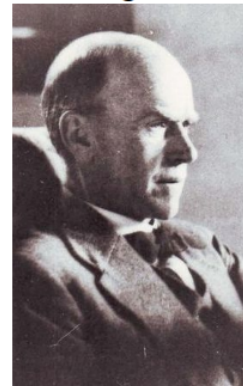
- Hire the wrong person for the job.
- Experience high turnover
- Have your people not doing their best
- Waste time with useless interviews
- Have your company taken to court because of discriminatory actions
- Have your company cited under federal occupational safety laws for unsafe practices
- Have some employees think their salaries are unfair and inequitable relative to others in the organization
- Allow a lack of training to undermine your department’s effectiveness
- Commit any unfair labor practices

1.7 DIFFERENCE BETWEEN PERSONNEL MANAGEMENT AND HUMAN RESOURCE MANAGEMENT

Coming to the crux of difference, Personnel management is the seed and root for Human resources management. To say in simple words Human resource management is evolved from the Personnel management. Main principle of the Personnel management was to extract work from an employee for the remuneration paid. Employees during the Personnel management era were not given high priority in decision making process and weren't much allowed to interact with management. Personnel management was more confined to the factories and the main focus of the Personal manager was to see that everything was in compliance with the labour laws or not but not much emphasis made on the morale of employees. Employees were just treated as tools, obligation to the organisation but not as the asset of the organisation, besides they were seen as cost & expenditure to company rather than capital and investment. Personnel officers mostly used be disciplinary oriented instead of flexible and interactive with employees. Nurturing of employees was not priority by the personnel managers and employees perspective was ignored which means personnel managers rather than understanding situation they used to be punitive if any error was committed by employee.

Human resource management see employees from the perspective as a most valuable resources for the organisation and they consider their employees as assets and capital for their organisation. Motivating employees is a basic feature of human resource management in contrast with personal management. Main principle of the Human resource management is to see what should be given to an employee for extracting the desired work. HR Managers always encourage participation of employees in decision making and their suggestions are most valued. Flexibility in work, welfare and Work life balance to employees is high priority for HR managers and they show much more concern towards employee issues. Adoption of new policies and optimisation methods by the HR manager are well encouraged and swift. The finest difference between Personnel management and Human resource management is integration and augmentation of Information Technologies in the human resources management process and functions for enhanced productivity and time savings as time is money.

Father of Human resource management



George Elton Mayo

CHAPTER 2.

Evolution of Human Resource Management

2. Evolution of Human Resource Management [3]

The roots of human resource management lie in industrial revolution. The prime objective was to have economic gain through labor intensive production of goods. Taylorism- scientific management to increase the efficiency of production of manufacturing goods was widely accepted. The factory system replaced the individual centered traditional system. The workers were merely treated as “cogs in the machine”.

At this time there was need for establishing a link between the collective representation of labors(unions) and the organization. This link was established as welfare management to improve the working conditions and health of workers.

Later, factory system such as assembly line came into existence. Thousands of people worked under single roof. This lead to the need of employing more and more skilled workers. Personnel management mainly involved recruiting people by filling the gaps in the organization, salary payment and supervising them. The Human element was not given importance.

As the number of workers increased exponentially, the disputes between them and the organization grew. Workers formed groups called trade unions and wanted their collective voice to be heard. The need for settling the disputes, involving the unions in decision making and fostering healthy work environment lead to industrial relations.

Human Resource Management is evolved form the Personnel management which was erstwhile management system which used to manage employees. To know evolution of personnel management one needs to see the history of centuries of research by great psychologists on human human behaviour and their response at particular situations. One among them was Elton Mayo who was a psychologists from the Australia, did many experiments on human behaviour at different situations in 1924. He strongly believed in work life balance for improving productivity of workers and did emphasis on human relations influence the productivity of workers and finally he has been regarded as father of Human resources management.

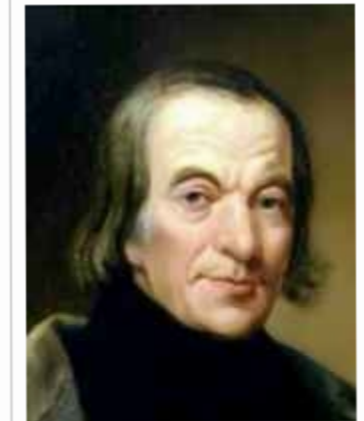
[3] Whatishumanre-
source.com

Figure 4



Source: Whatishumanresource.com

Going back to roots of evolution Personnel management, **Robert Owen** was regarded as creator and originator for introducing reforms for workers in his own Lanark cotton mills. He created a principle of 8 hours day work, 8 hours rest and 8 hours sleep. Owen identified the importance of better working conditions at workplace and its impact on the productivity and efficiency of the workers. Owen after implementation of better working conditions at workplace, he observed change in the productivity of his workers as their efficiency increased. He in those olden days implemented many social and welfare practices for his workers and saw his workers got happy, motivated and worked better. Therefore he was referred as father of Personnel management.



Born 14 May 1771
Newtown,
Montgomeryshire,
Manchester

Died 17 November 1858
(aged 87)

Occupation Co-operator; social
reformer, factory owner

2.1 FATHER OF PERSONNEL MANAGEMENT

Robert Owen social and educational reformer remains a controversial and enigmatic figure. Having profited enormously from enterprise in the early Industrial Revolution he set about trying to remedy its excesses through environmental, educational, factory and poor law reform. Synthesizing reformist ideas from the Age of Enlightenment and drawing on his own experience as an industrialist he constructed *A New View of Society* (1816), a rallying call for widespread social change, with education at its core. New Lanark, the test-bed for his ideas, became internationally famous.

Robert Owen moved on to the world stage, using New Lanark, however inappropriate, as a model for his Village Scheme, where rather than profit mutual co-operation would be the prevailing ethos. Owen later translated his ideas to the United States, attempting to establish a Community of Equality at New Harmony (1824-28) in Indiana. This was followed by a fantastic and abortive scheme to colonize part of the New Mexican republic on communitarian principles.

Robert Owen returned to Britain, continuing his propaganda campaign, by promoting labor exchanges, consumer co-operatives, trade unions and other Owenite organizations. By the 1830s the man had become a movement headed by Owen as Social Father. Always education, for what Robert Owen was by then calling the New Moral World, was central to his thinking.

Robert Owen was a man ahead of his time. During his lifetime, he endeavored to improve the health, education, well-being and rights of the working class. This driving ambition to create a better society for all took him around the world, from a small mill village in Lanark shire in Scotland to New Harmony, Indiana in America with varied success. Although, he encountered much criticism and opposition in his lifetime, he influenced reformers who came after him and many of his views are as relevant and resonate today in their modernity and progressive.

2.2 ORIGINS

Owen Born in Newtown, a small market town in Wales, he was the sixth of seven children born to the local saddler and ironmonger. He was an intelligent boy who read avidly, loved music and was good at sports. He began his career in the textile industry early on, from around the age of 10. By the time he was 21 he was a mill manager in Manchester. His entrepreneurial spirit, management skill and progressive moral views were emerging by the early 1790s. In 1793, he was elected as a member of the Manchester Literary and Philosophical Society, where the ideas of reformers and philosophers of the Enlightenment were discussed. He also became a committee member of the Manchester Board of Health which was set up to promote improvements in the health and working conditions of factory workers. Meanwhile, in Scotland, New Lanark Cotton Spinning Mills were being established. This enterprise was to prove pivotal in Owen's career as a businessman and social pioneer.

Figure 5 New Lanark Cotton Mills



Source: Whatishumanresource.com

The Robert Owen had raised the demand for ten-hour day in year 1810, and instituted it in his New Lanark cotton mills. By 1817 he had formulated the goal of the 8-hour day and coined slogan 8 hours labor, 8 hours recreation, 8 hours full rest. Women and children in the England were granted the ten-hour day in 1847. 8-hour day movement. The 8-hour day movement forms part of the early history for the celebration of the **Labor Day**, and the **May Day** in many nations and cultures.

A New Society for the New Millennium?

Robert Owen often talked of the new Millennium; a time, he hoped, when society would be greatly improved. When he opened the Institute for the Formation of Character on New Year's Day 1816, he gave an Address to the Inhabitants of New Lanark, in which he outlined his hopes for the Millennium, his plans, and his notion that education was the means of achieving a better and fairer society.

The Address included these memorable words:

“What ideas individuals may attach to the term “Millennium” I know not; but I know that society may be formed so as to exist without crime, without poverty, with health greatly improved, with little, if any misery, and with intelligence and happiness increased a hundredfold: and no obstacle whatsoever intervenes at this moment except ignorance to prevent such a state of society from becoming universal”.

Working Conditions

Owen's extremely advanced system of factory management, which he pioneered at the New Lanark Mills, gained him credibility, not only as a successful businessman, but also as a benevolent employer. He proved that commercial success could be achieved without exploitation of those employed; his approach to social and economic organization was extended beyond the mill floor into every aspect of village life.

“The working classes may be injuriously degraded and oppressed in three ways:

When they are neglected in infancy

When they are overworked by their employer, and are thus rendered incompetent from ignorance to make a good use of high wages when they can procure them.

“When they are paid low wages for their labor”. (On the employment of children in manufactories, 1818)

“The lowest stage of humanity is experienced when the individual must labor for a small pittance of wages from others”. (From a Paper Dedicated to the Governments of Great Britain, Austria, Russia, France, Prussia and the United States of America, London 1841)

“Eight hours' daily labor is enough for any human being, and under proper arrangements sufficient to afford an ample supply of food, raiment and shelter, or the necessities and comforts of life, and for the remainder of his time, every person is entitled to education, recreation and sleep”. (From the Foundation Axioms of Owen's “Society for Promoting National Regeneration”, 1833)

Women

Robert Owen's views had particular appeal for women. At a time when men were hostile to women's rights, he courted controversy by denouncing marriage, as it then existed, as a form of slavery for women.

"Women will be no longer made the slaves of, or dependent upon men.... They will be equal in education, rights, privileges and personal liberty". (Book of the New Moral World: Sixth Part, 1841)

It's believed that the first personnel management department (later evolved as Human resource management) began at the National Cash Register Co. in the early 1900s, according to an Human Resource Magazine article. After several strikes and employee lockouts, NCR leader John H. Patterson organized a personnel department to handle grievances, discharges, and safety, as well as training for supervisors on new laws and practices.

2.3 HISTORICAL MILESTONES IN HRM DEVELOPMENT

Frederick Taylor, known as the father of scientific management, played a significant role in the development of the personnel function in the early 1900s. In his book, *Shop Management*, Taylor advocated the “scientific” selection and training of workers. He also pioneered incentive systems that rewarded workers for meeting and/or exceeding performance standards. Although Taylor’s focus primarily was on optimizing efficiency in manufacturing environments, his principles laid the ground-work for future HRM development. As Taylor was developing his ideas about scientific management, other pioneers were working on applying the principles of psychology to the recruitment, selection, and training of workers. The development of the field of industrial psychology and its application to the workplace came to fruition during World War I, as early vocational and employment-related testing was used to assign military recruits to appropriate function.

The Hawthorne Studies, which were conducted in the 1920s and 1930s at Western Electric, sparked an increased emphasis on the social and informal aspects of the workplace. Interpretations of the studies emphasized “human relations” and the link between worker satisfaction and productivity.

The passage of the Wagner Act in 1935 contributed to a major increase in the number of unionized workers. In the 1940s and 1950s, collective bargaining led to a tremendous increase in benefits offered to workers. The personnel function evolved to cope with labor relations, collective bargaining, and a more complex compensation and benefits environment. The human relations philosophy and labor relations were the dominant concerns of HRM in the 1940s and 1950s.

HRM was revolutionized in the 1960s by passage of Title VII of the Civil Rights Act and other anti-discrimination legislation—as well as presidential executive orders that required many organizations to undertake affirmative action in order to remedy past discriminatory practices. Equal employment opportunity and affirmative action mandates greatly complicated the HRM function, but also enhanced its importance in modern organizations. As discussed more fully in a later section, these responsibilities continue to comprise a major part of the HRM job. Finally, changes in labor force demographics, technology, and globalization since the 1980s have had a major impact on the HRM function. These factors also are discussed in more detail in a later section.

2.4 MILESTONES IN THE DEVELOPMENT OF HUMAN RESOURCE MANAGEMENT

1890–1910

Frederick Taylor develops his ideas on scientific management. Taylor advocates scientific selection of workers based on qualifications and also argues for incentive-based compensation systems to motivate employees.

1910–1930

Many companies establish departments devoted to maintaining the welfare of workers. The discipline of industrial psychology begins to develop. Industrial psychology, along with the advent of World War I, leads to advancements in employment testing and selection.

1930–1945

The interpretation of the Hawthorne Studies' begins to have an impact on management thought and practice. Greater emphasis is placed on the social and informal aspects of the workplace affecting worker productivity. Increasing the job satisfaction of workers is cited as a means to increase their productivity.

1945–1965

In the U.S., a tremendous surge in union membership between 1935 and 1950 leads to a greater emphasis on collective bargaining and labor relations within personnel management. Compensation and benefits administration also increase in importance as unions negotiate paid vacations, paid holidays, and insurance coverage.

1965–1985

The Civil Rights movement in the U.S. reaches its apex with passage of the Civil Rights Act of 1964. The personnel function is dramatically affected by Title VII of the Civil Rights Act, which prohibits discrimination on the basis of race, color, sex, religion, and national origin. In the years following the passage of the CRA, equal employment opportunity and affirmative action become key human resource management responsibilities.

1985–present

Three trends dramatically impact HRM. The first is the increasing diversity of the labor force, in terms of age, gender, race, and ethnicity. HRM concerns evolve from EEO and affirmative action to “managing diversity.” A second trend is the globalization of business and the accompanying technological revolution. These factors have led to dramatic changes in transportation, communication, and labor markets. The third trend, which is related to the first two, is the focus on HRM as a “strategic” function. HRM concerns and concepts must be integrated into the overall strategic planning of the firm in order to cope with rapid change, intense competition, and pressure for increased efficiency.

2. 5 THE HISTORICAL BACKGROUND OF HUMAN RESOURCE MANAGEMENT

The term “human resource management” has been commonly used for about the last ten to fifteen years. Prior to that, the field was generally known as “personnel administration.” The name change is not merely cosmetics.

HRM developed in response to the substantial increase in competitive pressures American business organizations began experiencing by the late 1970s as a result of such factors as globalization, deregulation, and rapid technological change. These pressures gave rise to an enhanced concern on the part of firms to engage in strategic planning--a process of anticipating future changes in the environment conditions (the nature as well as level of the market) and aligning the various components of the organization in such a way as to promote organizational effectiveness.

Human resource management (HRM), also called personnel management, consists of all the activities undertaken by an enterprise to ensure the effective utilization of employees toward the attainment of individual, group, and organizational goals.

An organization's HRM function focuses on the people side of management. It consists of practices that help the organization to deal effectively with its people during the various phases of the employment cycle, including pre-hire, staffing, and post-hire. The pre-hire phase involves planning practices. The organization must decide what types of job openings will exist in the upcoming period and determine the necessary qualifications for performing these jobs. During the hire phase, the organization selects its employees. Selection practices include recruiting applicants, assessing their qualifications, and ultimately selecting those who are deemed to be the most qualified.

In the post-hire phase, the organization develops HRM practices for effectively managing people once they have “come through the door.” These practices are designed to maximize the performance and satisfaction levels of employees by providing them with the necessary knowledge and skills to perform their jobs and by creating conditions that will energize, direct, and facilitate employees' efforts toward meeting the organization's objectives.

CHAPTER 3.

HRM activities and roles

3. HRM activities and roles [4]

3.1 WHO IS RESPONSIBLE FOR HUMAN RESOURCE MANAGEMENT?

HR officer or HR Manager is responsible for human resource management in the organization.

The HR Director is a top-level manager responsible for the administration of all human resource activities and policies. The director oversees compensation, benefit action, employee relations, health and safety, and training/development functions. They also supervise professional human resources staff.

Primary responsibilities of the Human resource manager:

- To develop a thorough knowledge of corporate culture, plans and policies.
- To act as an internal change agent and consultant.
- To initiate change and act as an expert and facilitator.
- To actively involve himself in company's strategy formulation.
- To keep communication lines open between the HRD function and individuals and groups both within and outside the organisation.
- To identify and evolve HRD strategies in consonance with overall business strategy.
- To facilitate the development of various organisational teams and their working relationship with other teams and individuals.
- To try and relate people and work so that the organisation objectives are achieved effectively and efficiently.
- To diagnose problems and to determine appropriate solution particularly in the human resources areas.
- To provide co-ordination and support services for the delivery of HRD programmes and services.
- To evaluate the impact of an HRD intervention or to conduct research so as to identify, develop or test how HRD in general has improved individual or organisational performance.

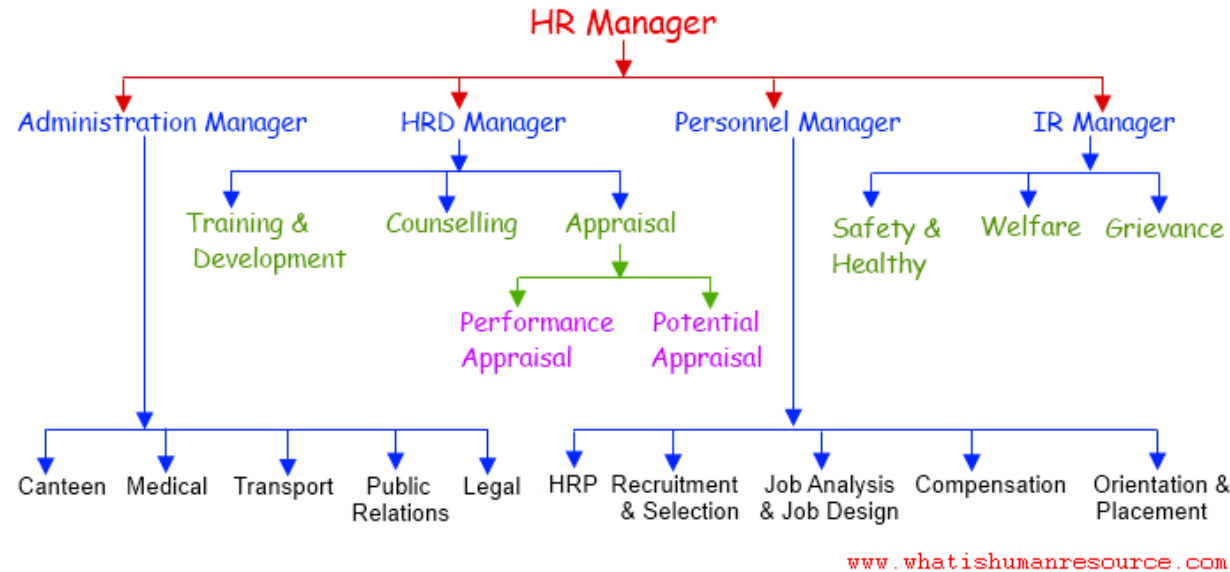
[4] Whatishumanresource.com

Core responsibilities of Human resource management:

- Planning for staffing needs
- Employee Recruitment And Selection
- Employee Compensation And Benefits
- Employee Training and performance evaluation

3.2 ROLE OF A HUMAN RESOURCE OFFICER

Figure 6



He/she is responsible for formulating and designing of Human Resource policies in compliance with labour laws and sees all Hr related activities starting from hiring to firing of an employees in an organisation.

The Human Resource Manager is responsible for overseeing human resources activities and policies according to executive level direction. They supervise human resources staff as well as see staffing, compensation, assessing and providing employee benefits, providing training & development, safety & welfare of staff, maintaining healthy labor relations, providing employee handbook and maintaining employment records as required by the employment laws.

3.3 WHO WORKS FOR HUMAN RESOURCE MANAGEMENT? (SUPPORTING STAFF)

Strategic level

Chief Human Resource Officer (CHRO) is a corporate level officer, responsible for formulating and executing human resource strategy in match with overall organization's plan and strategic direction of the organization, particularly in the areas of succession planning, talent management, change management, executive compensation, organizational performance. He supervises industrial relations policies, practices and operations of an organization. CHRO may be also involved in the selection of board members of an organisation.

Supervision level

HR Director belongs to top-level management, responsible for the administration of all human resource activities and policies. The director supervises employees' compensation, benefits, staffing, affirmative action, employee relations, health and safety, and training and development functions. They also oversee below mentioned professional human resources staff.

Execution level

Recruiter (Hiring manager) who is responsible for filling vacancies by finding right candidates and finally placing them in the job. The best recruiters can win even the most passive candidates, but should have the data needed to influence their organization's hiring strategy. They are partly artists and partly scientists. Here are some tips to become the best recruiter.

Modern recruiters should have an innate instinct for mutual connection. They should know how to network and navigate skill sets, hiring manager personalities, to make a perfect match and suit to company culture.

They should live and die by mantra, 'if you can't measure it, you can't manage it'. They should understand the importance of numbers and data, which will not only help them make better decisions but will also earn the trust of others in the organization.

They should think about jobs the way marketers think about products. Whether through their own profiles or through employer branding promotions, they should know how to tell a great story about the company.

They should love recruiting innovation. They should know what tools work best, and become masters when it comes to using them.

They should be able to read the candidate and know how to positively influence their emotions, inspire excitement. And get to a YES!.

Trainer who is responsible for imparting required skills for performing job and updating new skills and knowledge for perfection and error free.

Safety officer who see and ensures the safety of employees at the workplace. The fact that is 1 in 4 workplace injuries are caused by overexertion. According to [section 40B] of The Factories Act, 1948, there must be Safety officer for thousand employees in an organisation wherein manufacturing does. The fundamental duty of a safety officer is to instruct workers about safety measures and precautions at workplace.

Welfare officer who sees welfare of employees. According to [section 49] of The Factories Act, 1948, Welfare officer must be appointed for every 500 employees in the organisation. They usually deal with the task of solving day-to-day experiences of the industrial workers. But this method is not so effective due to the dual responsibilities on the welfare officers were basically appointed to deal with welfare measures and their applications in the industry.

Conciliation officer who is charged with the duty of mediating in and promoting the settlement of industrial disputes. Generally small and medium-sized organisations do not appoint consideration officers, they refer settlement issues to separate conciliation officer appointed by the government and the industrial disputes act 1947.

Payroll officer who sees salaries, statutory payments & deductions as taxes and other incentives.

Counsellor who acts as friend for employees so as to resolve any dispute and issues between employees. He also acts as personal friend in giving suggestions for personal issues which could hamper the efficacy at work place.

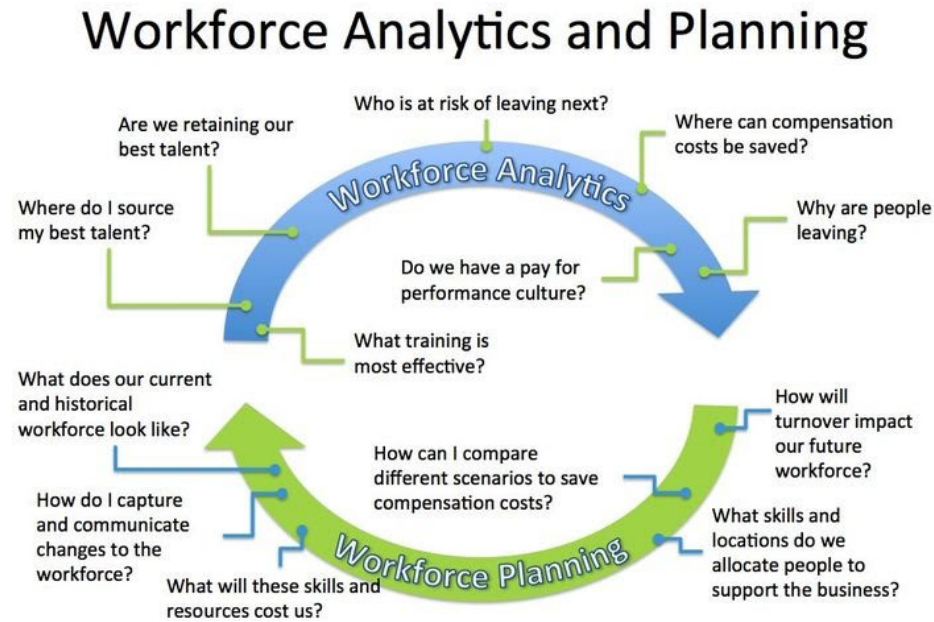
Medical officer who is qualified doctor responsible for first aid, health care and certification of fitness of employees for working or granting leaves.

Insurance officer who see the employees medical policy for securing from diseases and personal accident policy for securing employees in case of accidents so as avoid burden and risk on company.

HR Generalist is responsible for all human resource activities for an organization. He or She provides advice, assistance and follow-up on organizational policies, procedures, and documentation. Coordinate the resolutions of specific policy-related and procedural problems and inquiries.

HR Analyst is a challenging job generally appointed by huge organisations where magnitude of HR issues are high. He is the one who identifies burning issues and its causes with the help of available data and information and if it unavailable, he is responsible for exploration and collection of data and information. It could be with the support of Human Resource Information Systems so as to analyze and draw a clear picture of current scenario and help executives to tackle them. HR analyst should have thorough knowledge of HR metrics for making accurate analysis. But it is a fact that very least percentage of HR managers have the skills to collect necessary data, analyze it, and present insights in a meaningful and influential way to executives.

Figure 7

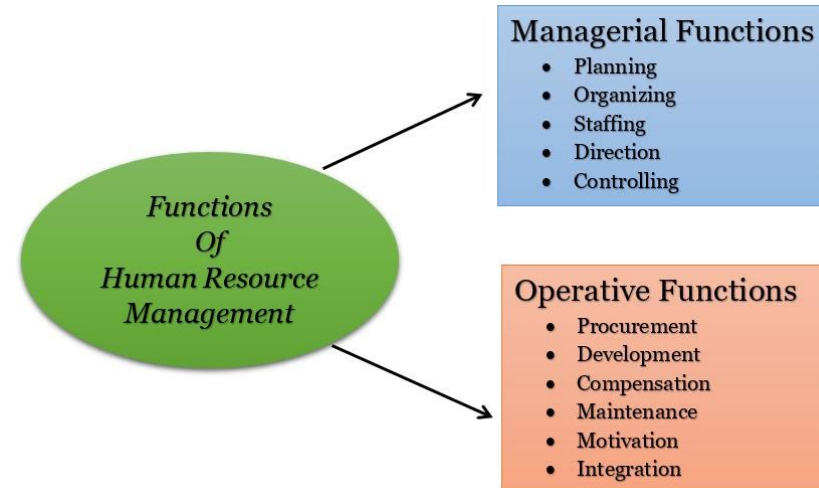


Source: Whatishumanresource.com

HR analyst should be able to visualize and predict the level of impact of the burning issues on the organisation and find ways to tackle them and make planning for avoiding such issues in the future. The core issues which are dealt by HR analytics are about employee turnover rate and their retention, evaluation of employees, deciding salaries and benefits, designing and improving employee training programmes and measuring work burden on employees. Above diagram represents HR issues which can be dealt and tackled by HR analyst so as to avoid the impact on the business and overall performance of the organization.

3.4 MANAGERIALS FUNCTIONS OF HUMAN RESOURCE MANAGEMENT

Figure 8



Source: Whatishumanresource.com

Plannig - HR

Planning is the first and basic function of the management and everything depends upon planning as it is a process of thinking about things before they happen and to make preparations in-advance to deal with them. Poor planning results in failure and effects the overall system. Therefore HR Mangers should be aware of when things should be done and when things should not be done in order to achieve goals and objectives of the organization.

Planning has the following purpose:

Establishing goals and objectives to be achieved through the employees so as to achieve the organizational mission set by the top-level management.

Developing rules and procedures which have to be followed by the employees in order to avoid any sort of discrimination among the employees in any of their functions, to enable fair and transparent treatment among employees, to avoid conflict starting from recruitment to the separation of employees, inculcate discipline among the employees, to drive performance of employees and ultimately to avoid conflict and contravenes with statutes and employment laws of the land, ultimately for smooth running of the organization.

Determining plans and forecasting techniques as a part of Human resource planning to avoid any shortfall of workforce so as to avoid impact on the output of the organisation, to draw the estimation of workforce exactly needed for the organisation and to plan for attracting talented candidates.

HR outsourcing: as that of make or buy decision in operations management, human resource manager should be able to make decisions with regard to HR activities which are to be executed by the management itself or to be outsourced when there is advantage of expertise to bring in and cost-saving for organization. The following are the most outsourced HR activities; legal advice and support, employee payroll, pensions, training and development, recruitment, employee assistance, compensation and benefits, outplacement is, human resource information systems, employee relations, policy-making, strategic partnerships, appraisal of employees and resource planning.

Most small to medium-sized business owners know the frustration of spending more time than they want on non-revenue generating activities from payroll to human resource management to benefits and compensation. The answer for many businesses maybe to outsource part of their HR functions to third party providers so that they can focus on their core business and also has following benefits:

- Save money and reduce operating costs
- Allow the company to focus on its core business
- Reduce the number of HR staff and related staff expenses
- Allow HR staff to focus more on strategy
- Avoid the costs of major investment in technology
- Improve metrics/measurement

Organizing – HR

HR managers should be well aware of organizing everything related to human resource and organisation as organizing is the process of making and arranging everything in the proper manner in order to avoid any confusion and conflicts.

Giving each member a specific task to finish overall objectives of the job given to an employee is the duty of the Human Resource Manager, besides it also to the duty of Human resource manager to define task clearly before entrusting job to an employee. HR managers should keep in mind that task entrusted to employees should be matched with their skill set and abilities and It is also lookout of HR managers to give training to employees in the area or subject which is going to be entrusted to employees, otherwise the task entrusted to employees gets failed and defeated.

Establishing departments and divisions according to the nature of jobs and works in order to improve the efficiency, expertise and speedup the work. Establishment of separate divisions and departments would give easy and effective control over employees by the management which would give better results and improve overall performance of the organisation.

Delegating authority to the members for a good cause and to make employees more responsible towards their job and organisation is a part of employee development. Delegating authority to employees makes them to be more responsible towards organisation as there is a principle called authority equals to responsibility, vice versa when you load an employee with responsibilities, he should be given authority so as to fulfill the responsibilities casted upon employee. Authority without responsibility and responsibility without authority defeats its purpose. Therefore when employees feel responsible and accept responsibilities, it is a good sign as it makes employees to be engaged in the job.

Establishing channels of authority and communication is the primary responsibility of any human resource manager which would enable managers to effectively communicate desired goals and objectives of the organisation. Having effective communication will avoid conflicts, make staff to understand what exactly they are expected to and also enable the manager to get the things done in time.

Creating a system to coordinate the works of the members so as to make the employees to work properly and not to cause any conflict in the allocation of the work to the employees. Improper and discriminating allotment of the work will make one or the other employee feel overburden, burnout and can create conflicts among employees among members which is not good for the organisational health. Building teams will create teamwork which creates synergy among team that will bring out the best out of them.

Staffing - HR

Staffing is one of the key functions of human resource management as staffing is the process of employing right people, providing suitable training and placing them in the right job by paying them accordingly and satisfactorily.

Determining the type of people to be hired should be emphasised as they are the fundamental resource and investment for any organisation. Every organisation wants right people with them but they come at a price. Employee compensation is a key factor in primary motivating factor to attract talent and retain them in the organisation for a long period of time.

Compensating the employees is one of the core functions of the human resource management. Among all the motivating factors money is the very important primary motivating factor for any employee. Providing right compensation for the work done by the employee will not only make employee feel happy, it will also make the organisation in compliance with employment laws of the land, if not it is unjustified and amounts to exploitation of employees which is against law.

Setting performance standards, measuring and evaluating the employees: A performance appraisal is meant to help employees realise their strengths and shortcomings and receive a compensation accordingly. The very purpose of appraising the performance of employees is to evaluate and compensate accordingly. Unless organisation sets performance standards to its employees, it cannot compare and measure employees actual performance with the standard performance. HR managers take performance gaps of employees for making decisions on employees with regard to rewarding them with bonus, profit-sharing, stock options and payment of incentives or not. These employee performance gaps will not only be considered for making decisions with regard to compensation but it is also considered for making decisions with regard to initiate corrective actions on said employees, promoting them to higher levels and if any employees performance gaps are high, such employees will be demoted, suspended or sometimes may be discharges from job.

Counselling the employees as a Human Resource manager, for understanding and helping people who have technical, personal and emotional or adjustment problems with an objective to reduce them, so that performance of employees are maintained at expected level or even improved upon.

Recruiting prospective employees and selecting the best ones from them is one of the primary functions of human resource management. Recruiting is the process of inviting the people who were willing to join the organisation and selecting best out of them is the crucial process in which various selection tests are conducted. Having best people in the organisation will make the organisation the best in all the ways which would create employer brand that will help to attract talented people and also make them to stay in the organisation long period of time.

Directing – HR

Directing is a knowledge, discipline and formal way of communicating to others what you are expecting from them to do for you or to an organization. Unless a HR manager has capability of directing, he / she can't be said as full-fledged HR manager. When an HR manager has right directing capabilities, it gives clarity for employees what they are expected to perform, removes confusion in employees and gives clarity of what results are expected by the management from employees.

Getting work done through subordinates so as to meet the organisation's goals and objectives. Indeed getting work done to others is an art which every Human resource manager should possess, for which employee motivation by the Human Resource Management influences and matters a lot.

Ensuring effective two-way communication for the exchange of information with the subordinates in order to effectively communicate the goals and objectives of the organisation as it plays key role in understanding what the Human Resource manager or organisation is expecting from employees to perform. Miscommunication between employees block the progress and even would lead to conflicts which eventually affects the overall performance of the organisation.

Motivating subordinates to strive for better performance by way of providing employee recognition, rewards, intrinsic benefits, paid vacations, increments in salary, gifts, any social security benefits to employees and their family members is one of the functions of Human Resource Management.

Maintaining the group morale by way of fair treatment among employees, being ethical and generous towards employees, management being loyal to its employees and giving priority to employee concerns. It is the responsibility of Human Resource Manager to guide always to its employees, otherwise lack of guidance often kills the morale of employees. Training and development programmes not only improve the skills of employees but also boost their morale, thereby making them happy and leading to longer tenures. Apart from breaking the monotony in the workplace, training programmes offer employees a learning platform where they are able to master new skills and become more marketable.

Controlling – HR

HR managers should have the knowledge of controlling all HR related matters, as they should be able to think and decide what should be done and what should not be done and which should be done and which should not be done while dealing with employees.

Establishment of standard performance so as to measure the actual performance of the employees by conducting performance evaluation for appraisals.

Measurement of actual performance with the established performance standards of employees for finding out gaps in employee performance.

Comparison of actual performance with the standard one to find the deviation for initiation of corrective actions, if there are any deviations. Corrective actions include giving proper and suitable training to such employees or withholding of increments in payments until performance gaps are none. Demotion of employee, suspension and discharge from job is initiated when serious deviations are identified.

CHAPTER 4.

Human Resource Planning

4. Human Resource Planning [5]

Human Resource Planning (HRP) may be defined as strategy for acquisition, utilization, improvement and preservation of the human resources of an enterprise. The objective is to provide right personnel for the right work and optimum utilization of the existing human resources. HRP exists as a part of the planning process of business. This is the activity of the management which is aimed at co-ordinating requirements for and the availability of different types of employers. The major activities of HRP include: forecasting (future requirements), inventorying (present strength), anticipating (comparison of present and future requirements) and planning (necessary programme to meet future requirements).

Human Resource Planning involves gathering information, making objectives, and making decisions to enable the organization achieve its objectives and goals. Surprisingly, this aspect of HR is one of the most neglected in the HRM field. When Human Resource Planning is applied properly in the field of Human Resource Management, it would assist to address the following questions:

- How many number of staff does the Organization have?
- What type of employees as far as skills and abilities does the organization have?
- How should the Organization best utilize the available human resources?
- How can the organization keep its employees?

Definitions:

“Human resources planning is the process by which management ensures that it has the right personnel, who are capable of completing those tasks that help the organization reach its objectives. It involves the forecasting of human resources needs and the projected matching of individuals with expected vacancies”. (**International Labour Organization**)

According to **Coleman**, “Manpower planning is the process of determining manpower requirements and the means for meeting those requirements in order to carry out the integrated plan of the organisation”.

[5] Source: Whatishumanresource.com

According to **Jeisler**, “Manpower planning is the process including forecasting, developing and controlling— by which a firm ensures, it has the right number of people and the right kind of people and at the right places at the right time doing things for which they are economically most useful”

According to **Dale S. Beach**, “Human resource planning is a process of determining and assuring that the organisation will have an adequate number of qualified persons, available at the proper times, performing jobs which meet the needs of the enterprise and which provide satisfaction for the individuals involved.”

According to **Wickstron**, “Human resource planning consists of a series of activities.:

Forecasting future manpower requirement either in terms of mathematical projection of trends in the economic environment and development in industry or in terms of judgmental estimates based upon the specific future plans of a company.

Making an inventory of present manpower resources and assessing the extent to which these resources are employed optimally.

Anticipating manpower problems by projecting present resources into the future and comparing them with the forecast of requirements to determine their adequacy, both quantitatively and qualitatively; and

Planning the necessary programs of recruitment, selection, training, development, transfer, promotion, motivation and compensation to ensure that future manpower requirements are properly met.

4.1 OBJECTIVES OF HUMAN RESOURCE PLANNING (HRP)

- To recruit and maintain the HR of requisite quantity and quality.
- To predict the employee turnover and make the arrangements for minimizing turnover and filling up consequent vacancies.
- To meet the requirements of the programmes of expansion, diversification etc.
- To anticipate the impact of technology on work, existing employees and future human resource requirements.
- To progress the knowledge, skill, standards, ability and discipline etc.
- To appraise the surplus or shortage of human resources and take actions accordingly.
- To maintain pleasant industrial relations by maintaining optimum level and structure of human resource.
- To minimize imbalances caused due to non-availability of human resources of right kind, right number in right time and right place.
- To make the best use of its human resources; and
- To estimate the cost of human resources.

So, human resource planning is required to achieve the objectives of estimating potential human resources requirements; to cope with changing requirements of the organisation taking into consideration the changing technology; to make full utilization of the existing and potential workforce of the organisation; and career planning of employees.

4.2 PROBLEMS IN HR PLANNING

The main problems in the process of HRP are as follows:

- a) **Inaccuracy:** Human Resource Planning is entirely dependent on the HR forecasting and supply, which cannot be a 100 per cent accurate process.
- b) **Employee resistance:** Employees and their unions feel that by Human Resource Planning, their workload increases so they resist the process.
- c) **Uncertainties:** Labour absenteeism, labour turnover, seasonal employment, technological changes and market fluctuations are the uncertainties which Human Resource Planning process might have to face.
- d) **Inefficient information system:** In the absence of reliable data it is not possible to develop effective Human Resource Planning.
- e) **Time and expense:** Human Resource Planning is time consuming and expensive exercise, so industries avoid it.

4.3 HUMAN RESOURCE PLANNING AT DIFFERENT LEVELS

Human resource planning is done at various levels for their own purposes by various institutions.

There are various levels of human resource planning in an industrial enterprise:

- National Level
- Sectoral Level
- Industry Level
- Unit Level
- Departmental Level
- Job Level

1. National Level: Generally, central government plans for human resources for the entire nation. It anticipates the demand for and supply of human requirements at the national level.
2. Sectoral Level: Central and state governments also plan human resource requirements at sectoral level. It tries to satisfy needs of some particular sectors like Agriculture Sector, Industrial Sector and Service Sector.
3. Industry Level: This level of planning is done to suit manpower needs of a particular industry such as Engineering, Heavy Industries, Paper Industry, Consumer Goods Industries. Public Utility Industries, Textile, Cement/Chemical Industries etc.
4. Departmental Level: This level of planning is done to suit the manpower needs of a particular department in a company e.g. Marketing Department, Production Department. Finance Department, etc.
5. Job Level: This level of planning fulfills the human resource needs of a particular job family within department. For example, the requirement of number of sales executives in the marketing department.

4.4 MAJOR REASONS FOR THE EMPHASIS ON HRP AT MACRO LEVEL INCLUDE:

Employment-Unemployment Situation: Though in general the number of educated unemployed is on the rise, there is acute shortage for a variety of skills. This emphasises the need for more effective recruitment and retaining people.

Technological Changes: The myriad changes in production technologies, marketing methods and management techniques have been extensive and rapid. Their effect has been profound on job contents and job contexts. These changes cause problems relating to redundancies, retraining and redeployment. All these suggest the need to plan manpower needs intensively and systematically.

Organizational Changes: In the turbulent environment marked by cyclical fluctuations and discontinuities, the nature and pace of changes in organizational environment, activities and structures affect manpower requirements and require strategic considerations.

Demographic Changes: The changing profile of the work force in terms of age, sex, literacy, technical inputs and social background have implications for HRP.

Skill Shortages: Unemployment does not mean that the labour market is a buyer's market. Organizations have generally become more complex and require a wide range of specialist skills that are rare and scarce. Problems arise when such employees leave.

Governmental Influences: Government control and changes in legislation with regard to affirmative action for disadvantaged groups, working conditions and hours of work, restrictions on women and child employment, casual and contract labour, etc. have stimulated the organizations to become involved in systematic HRP.

Legislative Controls: The days of executive fiat and 'hire and fire' policies are gone. Now legislation makes it difficult to reduce the size of an organization quickly and cheaply. It is easy to increase but difficult to shed the fat in terms of the numbers employed because of recent changes in labour law relating to lay-offs and closures. Those responsible for managing manpower must look far ahead and thus attempt to foresee manpower problems.

Impact of Pressure Groups: Pressure groups such as unions, politicians and persons displaced from land by location of giant enterprises have been raising contradictory pressures on enterprise management such as internal recruitment and promotions, preference to employees' children, displace persons, sons of the soil etc.

Systems Concept: The spread of systems thinking and the advent of the macro computer as part of the on-going revolution in information technology which emphasises planning and newer ways of handling voluminous personnel records.

Lead Time: The long lead time is necessary in the selection process and for training and deployment of the employee to handle new knowledge and skills successfully.

4.5 HR PLANNING PROCESS

Human resource planning is the process by which management ensures that it has the right personnel, who are capable of completing those tasks that help the organization reach its objectives. It involves the forecasting of human resource's needs and the projected matching of individuals with expected vacancies.

Human resource planning begins with answering several questions:

- What new technologies are operating and how will these affect the work system?
- What is the volume of the business likely to be in the next five to 10 years?
- What is the employee turnover rate, and how much, if any is avoidable?

Once these questions are answered, then you have to ask further questions that can lead to specific human resources activities such as training or hiring:

- How many senior managers will we need during this time period?
- What types of workers will we need, and how many?
- Are there people with adequate computer skills available for meeting our projected needs?
- What administrative personnel, technicians and secretaries will we need to support the additional managers and workers?

Answering these questions will also help to define the direction for the organization's human resources strategy.

For example, if forecasting suggests that there will be a strong need for more technically trained individuals, the organisation can:

- Define the jobs and skills needed in some detail.
- Hire and train recruiters to look for the specified skills.
- Providing new training for existing employees.
- Other essential measures to ensure that human resource planning is an integral part of your human resource policy include:

Creating a simple database of records with basic information on each employee (full name, date of birth, address, start date, starting wage, current wage, skills etc.)

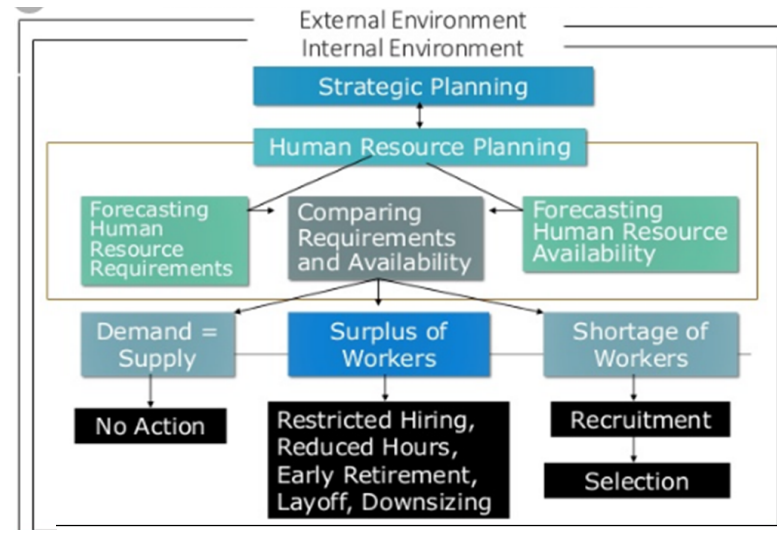
Developing job descriptions, performance standards and appraisals.

E.W. Vetter has visualized resource planning as “a process by which an organisation should move from its current manpower position to its desired manpower position. Through planning, management strive to have the right number and right kind of people at the right places, at the right time, doing things which result in both the organisation and the individuals receiving maximum long-run benefit.”

Thus, human resource planning is a process which determines how an organisation should move from its current manpower/human resources position to its desired manpower/human resources position.

Human resource planning can be defined as the process of identifying the number of people required by an organization in terms of quantity and quality. All human resource management activities start with human resource planning. So we can say that human resource planning is the principle/primary activity of human resource management.

Figure 9 The process of Human Resource Planning



Source: Whatishumanresource.com

1. Personnel demand forecast :

This is the very first step in HRP process. Here the HRP department finds out department wise requirements of people for the company. The requirement consists of number of people required as well as qualification they must possess.

2. Personnel supply forecast:

In this step, HR department finds out how many people are actually available in the departments of the company. The supply involves/includes number of people along with their qualification.

3. Comparison:

Based on the information collected in the 1st and 2nd step, the HR department makes a comparison and finds out the difference. Two possibilities arise from this comparison

No difference: It is possible that personnel requirement = personnel supplied. In this case there is no difference. Hence no change is required.

Yes, there is a difference: There may be difference between supply and requirement. The difference may be personnel surplus or personnel shortage.

4.6 HUMAN RESOURCE SUPPLY FORECASTING

Human Resource supply forecasting is the process of estimating availability of human resource followed after demand for testing of human resource. For forecasting supply of human resource we need to consider internal and external supply. Internal supply of human resource available by way of transfers, promotions, retired employees & recall of laid-off employees, etc. Source of external supply of human resource is availability of labour force in the market and new recruitment.

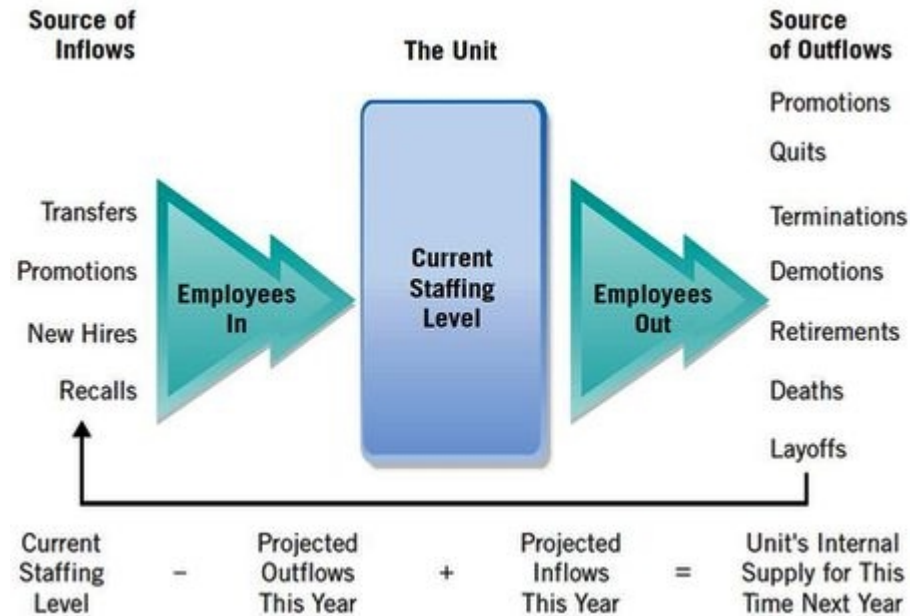
- external supply of human resource depends on some factors mentioned below
- Supply and demand of jobs
- literacy rate of nation
- rate of population
- industry and expected growth rate and levels
- technological development
- compensation system based on education, experience, skill and age

Succession analysis

Once a company has forecast the demand for labour, it needs an indication of the firm's labour supply. Determining the internal labour supply calls for a detailed analysis of how many people are currently in various job categories or have specific skills within the organization. The planner then modifies this analysis to reflect changes expected in the near future as a result of retirements, promotions, transfers, voluntary turnover, and terminations.

Demand forecasting helps in determining the number and type of personnel/human resources required in future. The next step in human resource planning is forecasting supply of human resources. The purpose of supply forecasting is to determine the size and quality of present and potential human resources available from within and outside the organisation to meet the future demand of human resources. Supply forecast is the estimate of the number and kind of potential personnel that could be available to the organisation.

Figure 10 Estimating internal labor supply for a given unit



Source: Whatishumanresource.com

The above figure illustrates that internal supply forecasting can be estimated based on the following:

- (a) Current Staffing Level
- (b) Projected Outflows This Year
- (c) Projected Inflows This Year

CHAPTER 5.

Job management

5. Job management

Job management is a systematic process of collecting all information about the job for preparing of job description and job specification meant to selection of employee, satisfaction in job, motivation etc.

What Is a Job?

A group of homogeneous tasks related by similarity of functions.

When performed by an employee in an exchange for pay, a job consists of duties, responsibilities, and tasks that are defined and specific, and can be accomplished, quantified, measured, and rated. From a wider perspective, a job is synonymous with a role and includes the physical and social aspects of a work environment. Often, individuals identify themselves with their job or role (foreman, supervisor, engineer, etc.) and derive motivation from its uniqueness or usefulness.

5.1 JOB ANALYSIS

Job analysis, contains a simple term called “analysis”, which means detailed study or examination of something (job) in order to understand more about it (job). therefore job analysis is to understand more about a specific job in order to optimise it. Job analysis is a systematic process of collecting complete information pertaining to a job. Job analysis is done by job analyst who is an officer have been trained for it.

Job analysis is a procedure through which you determine the duties and responsibilities, nature of the jobs and finally to decide qualifications, skills and knowledge to be required for an employee to perform particular job. Job analysis helps to understand what tasks are important and how they are carried on. Job analysis forms basis for later HR activities such as developing effective training program, selection of employees, setting up of performance standards and assessment of employees (performance appraisal)and employee remuneration system or compensation plan.

The intention behind job analysis is to answer questions such as:

- what is the need of the job to exist?
- What physical and mental activities does the worker undertake?
- When is the job to be performed?
- Where is the job to be performed?
- How does the job performed by an employee?
- What qualities and qualifications are required to perform the job?

Job analysis is a detailed examination of

- tasks that make up a job (employee role),
- conditions under which an employee performing his/her job,
- what exactly a job requires in terms of aptitudes (potential for achievement), attitudes (behavior characteristics), knowledge, skills, educational qualifications and the physical working condition of the employee.

Its objectives include

- to determine most effective methods for performing a job.
- to increase employee job satisfaction.
- to identify core areas for giving training to employees and to find out best methods of training.
- development of performance measurement systems,
- to match job-specifications with employee specifications while selection of an employee.

5.2 DEFINITIONS OF JOB ANALYSIS

Some important definitions of job-analysis are as under:

Harry L. Wylie. “Job analysis deals with the anatomy of the job.....This is the complete study of the job embodying every known and determinable factor, including the duties and responsibilities involved in its performance; the conditions under which performance is carried on; the nature of the task; the qualifications required in the worker; and the conditions of employment such as pay, hours, opportunities and privileges”

In the words of **Dale Yoder.** “A Job is a collection of duties, tasks and responsibilities which are assigned to an individual and which is different from other assignment”

According to **Michael J. Jucius,** “Job analysis refers to the process of studying the operations, duties and organisational aspects of jobs in order to derive specification or, as they are called by some job description”

In the words of **Edwin B. Flipppo,** “Job analysis is the process of studying and collecting information relating to the operations and responsibilities of a specific job “

According to Blum, “A job analysis is an accurate study of the various components of a job. It is concerned not only with an analysis of the duties and conditions of work, but also with the individual qualifications of the worker.”

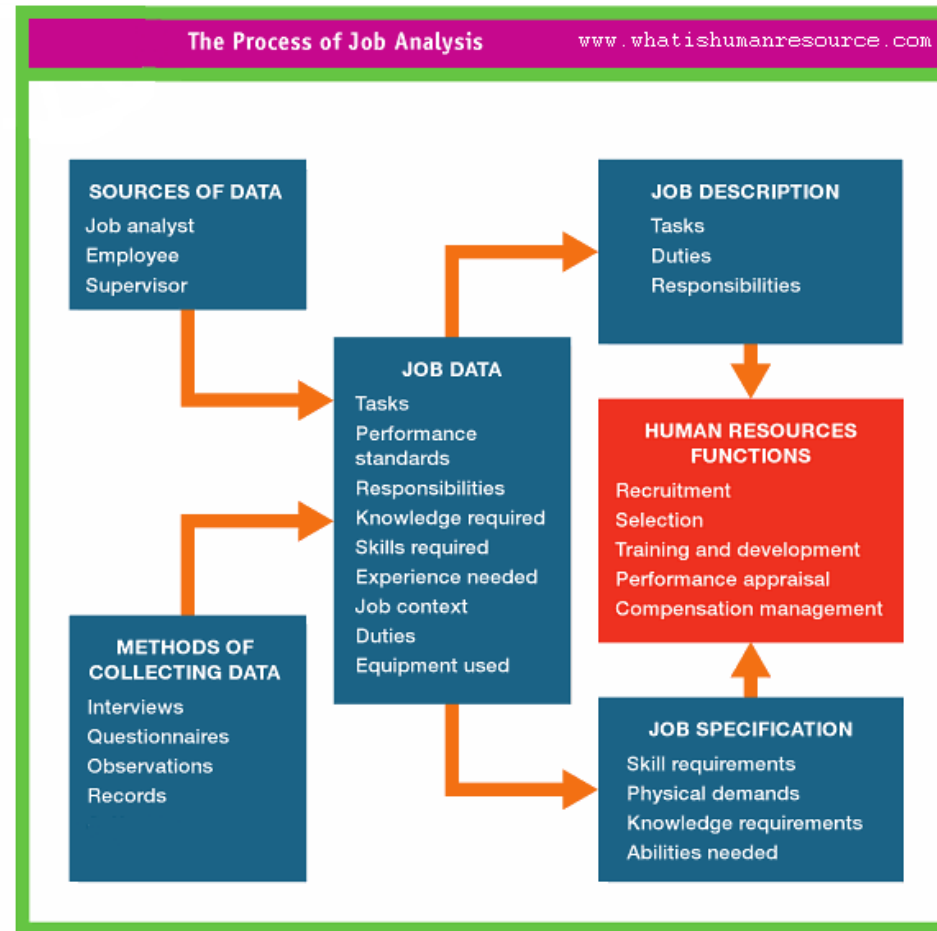
According to **John A Shubin** “Job analysis is the methodical compilation and study of work data in order to define and characterise each occupation in such a manner as to distinguish it from all others.”

In the words of **Scott, Clothier and Spriegel,** “Job analysis is the process of critically evaluating the operations, duties and relationship of the job.”

In simple words Job analysis is a formal programme which examines the tasks, duties and responsibilities contained in an individual unit of work.

Job analysis takes place before the recruitment process.

Figure 11



5.3 PROCEDURE FOR JOB ANALYSIS

a. work oriented approach

this approach focus on the actual task involved in a Job. this approach mainly concentrate on duties, functions and responsibilities involved in a job

b. Employee oriented approach

this approach focus on examining of human attributes needed to perform the job perfectly. human attributes have been classified into knowledge, skills, attitude and other characteristics. *Knowledge* is the information people need in order to perform the job. *Skills* are the proficiencies needed to perform each task. *Abilities* are the attributes that are relatively stable over time. *Other characteristics* are all other attributes, usually personality factors.

5.4 IMPORTANCE OF JOB ANALYSIS

Job analysis helps in analyzing the resources and establishing the strategies to accomplish the business goals and strategic objectives. Effectively developed, employee job descriptions are communication tools that are significant in an organization's success.

The main purpose of conducting job analysis is to prepare job description and job specification which would help to hire skilled workforce. Job description is a statement of information about duties and responsibilities of a particular job, whereas job specifications is a statement of information about qualifications, special qualities, skills and knowledge required for an employee to fit for a job. Therefore job analysis enables recruiter/employer to have a deep insight of a job, with that, recruiter can easily track candidates who have required qualifications and qualities to perform a job.

Job Analysis can be used to identify areas where an employee needs training, since job analysis make it clear to understand about core duties and responsibilities of a job. Besides, it provides information to develop suitable training material for a job to be performed by an employee after completion of his training.

Compensation management/salary administration is one of core HR functions. salary for a job is decided on skill level required, duties and responsibilities, qualification and experience level/seniority, altogether, called as compensable factors, which could be known by job analysis only. But there is a separate method to determine value of job that is called as job evaluation which is part of job analysis. Job evaluation is process of valuing or determining how much is to be paid for a job. Job evaluation is mainly used when a specific job or a single job is to be evaluated or when there are different jobs in same Cader, or when there jobs based on projects or piecework. However job analysis has its own importance in concluding compensation/remuneration/salary of an employee.

No organisation exists without goals and objectives to achieve, performance standards to be maintained by every employee and reviewing performance of employees. These could be cross checked with outcome of job analysis of a job, whether outcome of job analysis of a job is in tune with goals and objectives of an organisation or not, performance standards are being maintained or not and reviewing employee performance based on performance standards or not.

Job Analysis can be used in performance review to identify or develop goals and objectives, performance standards, evaluation criteria, length of probationary periods, and duties to be evaluated

An ideal job analysis should include below listed are areas where job analyst should focus to bring out facts about a job:

Duties and Tasks: The basic unit of a job is the performance of specific tasks and duties. This segment should include frequency, duration, effort, skill, complexity, equipment, standards, etc.

Environment: This segment identifies the working environment of a particular job. This may have a significant impact on the physical requirements to be able to perform a job.

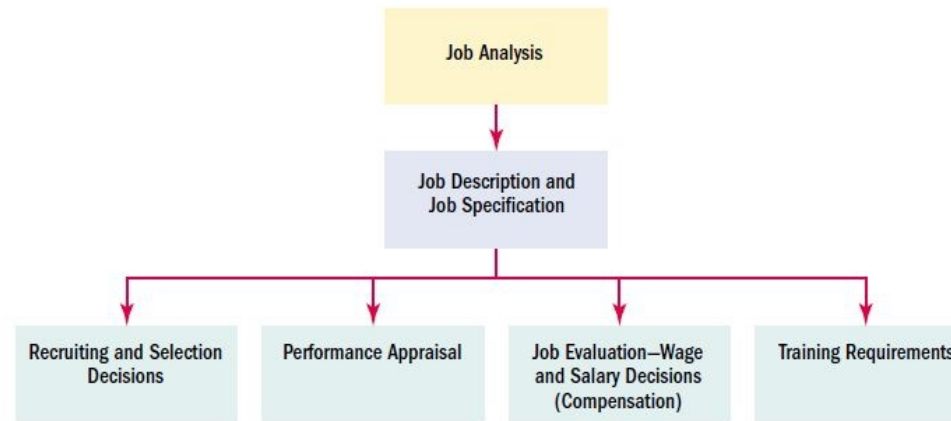
Tools and Equipment: Some duties and tasks are performed using specific equipment and tools. These items need to be specified in a Job Analysis.

Relationships: The hierarchy of the organization must be clearly laid out. The employees should know who is under them and who they have to report to.

Requirements: The knowledge, skills, and abilities required to perform the job should be clearly listed.

There are several ways to conduct a job analysis, including: interviews with incumbents and supervisors, questionnaires (structured, open-ended, or both), observation, critical incident investigations, and gathering background information such as duty statements or classification specifications.

Figure 12



5.5 THE BENEFITS OF JOB ANALYSIS

1. **Organizational structure and design :-** Job analysis helps the organization to make suitable changes in the organizational structure, so that it matches the needs and requirements of the organization. Duties are either added or deleted from the job.
2. **Recruitment and selection :-** Job analysis provides information about what the job entails and what human characteristics are required to perform these activities. This information, in the form of job descriptions and specifications, helps management decide what sort of people to recruit and hire.
3. **Performance appraisal and training/development :-** Based on the job requirements identified in the job analysis, the company decides a training program. Training is given in those areas which will help to improve the performance on the job. Similarly when appraisal is conducted we check whether the employee is able to work in a manner in which we require him to do the job.
4. **Job evaluation :-** Job evaluation refers to studying in detail the job performance by all individual.
5. **Promotions and transfer :-** When we give a promotion to an employee we need to promote him on the basis of the skill and talent required for the future job. Similarly when we transfer an employee to another branch the job must be very similar to what he has done before. To take these decisions we collect information from job analysis.
6. **Career path planning :-** Many companies have not taken up career planning for their employees. This is done to prevent the employee from leaving the company. When we plan the future career of the employee, information will be collected from job analysis. Hence job analysis becomes important or advantageous.
7. **Labour relations :-** When companies plan to add extra duties or delete certain duties from a job, they require the help of job analysis, when this activity is systematically done using job analysis the number of problems with union members reduce and labour relations will improve.
8. **Health and safety :-** Most companies prepare their own health and safety, plans and programs based on job analysis. From the job analysis company identifies the risk factor on the job and based on the risk factor safety equipments are provided.
9. **Acceptance of job offer :-** When a person is given an offer/appointment letter the duties to be performed by him are clearly mentioned in it, this information is collected from job analysis, which is why job analysis becomes important.

5.6 JOB DESCRIPTIONS AND JOB SPECIFICATIONS

Job Description is a broad and written statement of a specific job in the organisation, based on the findings of a the job analysis. Job Description generally includes duties, purpose, responsibilities, scope, and working conditions of a job along with the title of the job, and the name or designation of the person to whom the employee will reports. Job description usually forms the basis of job specification.

Job Descriptions

Job description -where the details regarding the job are given.

- It is a list of job duties, responsibilities, reporting, relationships, working conditions and supervisory responsibilities - one product of the job analysis --- **Gary Dessler**
- Job description is a broad, general, and written statement of a specific job, based on the findings of a job analysis. It generally includes duties, purpose, responsibilities, scope, and working conditions of a job along with the job's title, and the name or designation of the person to whom the employee reports. Job description usually forms the basis of job specification.

Job description practical application and use in legal issues.

Above mentioned notes is one side of the coin. The other side of the coin has to be known that is need to provide job description document to every employee in the organisation.

Every employee must be provided with his job description as to how to perform his duties, limitations or boundaries in his duties, to whom he has to report and answerable, code of conduct, punctuality and discipline and safety procedure that is to be followed in case of Performing hazardous jobs. (This practice is being followed by few organisations in United States) Having a job description document with employee, helps employer in dealing with employees especially in the circumstances when an employee proceed legally against employer for rejecting his/her claiming of compensation for the accident happened during the course of employment or for taking disciplinary action against employees who committed wrong.

Job Specifications

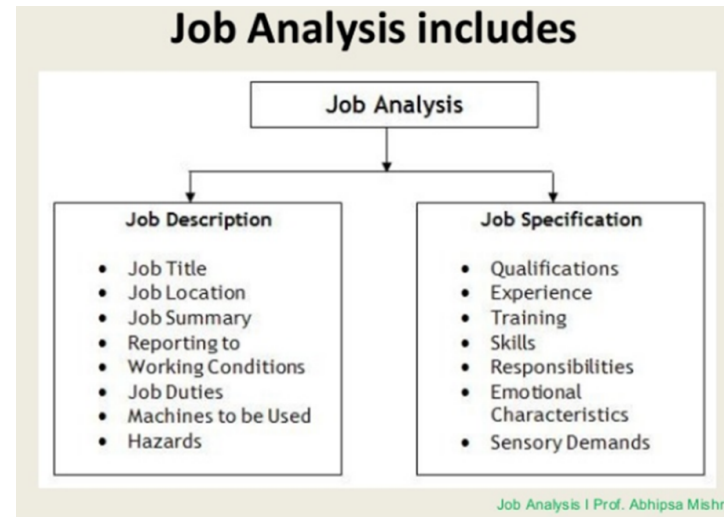
Job specification is a statement in which we explain the qualities required by people applying for the job.

- Job specification as a statement of minimum qualification that person must possess to perform a given job successfully --- **Stephen. P . Robbins & Marry Coutler**
- Job specification is a statement of employee characteristics and qualifications required for satisfactory performance of defined duties and tasks comprising a specific job or function. Job specification is derived from job analysis.

While the job description describes activities to be done, it is job specifications that list the knowledge, skills, and abilities an individual needs to perform a job satisfactorily. **Knowledge, Skills, and Abilities (KSAs)** include education, experience, work skill requirements, personal abilities, and mental and physical requirements. Job specifications for a data entry operator might include a required educational level, a certain number of months of experience, a typing ability of 60 words per minute, a high degree of visual concentration, and ability to work under time pressure. It is important to note that accurate job specifications identify what KSAs a person needs to do the job, not necessarily what qualifications the current employee possesses.

It can be explained with the help of the following diagram:

Figure 13



Components of a Job Specification

Experience: Number of years of experience in the job you are seeking to fill. Number of years of work experience required for the selected candidate. Note whether the position requires progressively more complex and responsible experience, and supervisory or managerial experience.

Education: State what degrees, training, or certifications are required for the position.

Required Skills, Knowledge and Characteristics: State the skills, knowledge, and personal characteristics of individuals who have successfully performed this job. Or, use the job analysis data to determine the attributes you need from your “ideal” candidate. Your recruiting planning meeting or email participants can also help determine these requirements for the job specification.

5.7 STAGES IN THE JOB ANALYSIS PROCESS

The process of job analysis must be conducted in a logical manner, following appropriate management and professional psychometric practices. Therefore, a multistage process usually is followed, regardless of the job analysis methods used. The stages for a typical job analysis are outlined here, but they may vary with the methods used and the number of jobs included. Figure illustrates the basic stages of the process.

1. Planning the Job Analysis

It is crucial that the job analysis process be planned before beginning the gathering of data from managers and employees. Probably the most important consideration is to identify the objectives of the job analysis. Maybe it is just to update job descriptions. Or, it may include as an outcome revising the compensation programs in the organization. Another objective could be to redesign the jobs in a department or division of the organization. Also, it could be to change the structure in parts of the organization to align it better with business strategies.

Whatever the purpose identified, it is vital to obtain top management support. The backing of senior managers is needed as issues arise regarding changes in jobs or the organizational structure. Support from even the highest levels of management helps when managerial and employee anxieties and resistance arise.

2. Preparing and Introducing the Job Analysis

Preparation begins by identifying the jobs under review. For example, are the jobs to be analyzed hourly jobs, clerical jobs, all jobs in one division, or all jobs in the entire organization? In this phase, those who will be involved in conducting the job analysis and the methods to be used are identified.

Also specified is how current incumbents and managers will participate in the process and how many employees' jobs will be considered.

Another task in the identification phase is to review existing documentation. Existing job descriptions, organization charts, previous job analysis information, and other industry-related resources all may be useful to review. Having details from this review may save time and effort later in the process.

A crucial step is to communicate and explain the process to managers, affected employees, and other concerned people, such as union stewards. Explanations should address the natural concerns and anxieties people have when someone puts their jobs under close scrutiny. Items to be covered often include the purpose of the job analysis, the steps involved, the time schedule, how managers and employees will participate, who is doing the analysis, and whom to contact as questions arise. When employees are represented by a union, it is essential that union representatives be included in reviewing the job descriptions and specifications to lessen the possibility of future conflicts.

3. Conducting the Job Analysis

With the preparation completed, the job analysis can be conducted. The methods selected will determine the time line for the project. Sufficient time should be allotted for obtaining the information from employees and managers. If questionnaires are used, it is often helpful to have employees return them to supervisors or managers for review before giving them back to those conducting the job analysis. The questionnaire should be accompanied by a letter explaining the process and instructions for completing and returning the job analysis questionnaires.

Once data from job analysis has been compiled, it should be sorted by job, the job family, and organizational unit. This step allows for comparison of data from similar jobs throughout the organization. The data also should be reviewed for completeness, and follow-up may be needed in the form of additional interviews or questions to be answered by managers and employees.

4. Developing Job Descriptions and Job Specifications

At this stage the job analysts will prepare draft job descriptions and job specifications. Later in this chapter is a section discussing details on how to write job descriptions and job specifications. Our purpose here is to emphasize that the drafts should be relatively complete and identify areas where additional clarifications are needed.

Generally, organizations have found that having managers and employees write job descriptions is not recommended for several reasons. First, there is no consistency in format and details, both of which are important given the legal consequences of job descriptions. Second, managers and employees vary in their writing skills. Also, they may write the job descriptions and job specifications to reflect what they do and what their personal qualifications are, not what the job requires.

Once the drafts are completed, they should be reviewed by managers. Whether employees review the drafts or wait to receive the final job descriptions is often determined by the managerial style of the supervisors/managers and the culture of the organization regarding employee participation and communication. When finished, job descriptions are distributed by the HR department to managers, supervisors, and employees. It is important that each supervisor or manager review the completed description with individual employees so that there is understanding and agreement on the content that will be linked to performance appraisals, as well as to all other HR activities.

5. Maintaining and Updating Job Descriptions and Job Specifications

Once job descriptions and specifications have been completed and reviewed by all appropriate individuals, a system must be developed for keeping them current. Otherwise, the entire process, beginning with job analysis, may have to be repeated in several years. Because organizations are dynamic and evolving entities, rarely do all jobs stay the same for years.

Someone in the HR department usually has responsibility for ensuring that job descriptions and specifications stay current. Employees performing the jobs and their managers play a crucial role because, as those closest to the jobs, they know when changes occur. One effective way to ensure that appropriate reviews occur is to use job descriptions and job specifications in other HR activities.

For example, each time a vacancy occurs, the job description and specifications should be reviewed and revised as appropriate before recruiting and selection efforts begin. Similarly, in some organizations, managers review the job description during each performance appraisal interview. This review enables the job holder and the supervisor to discuss whether the job description still describes the actual job adequately or whether it needs to be revised. In addition, a comprehensive and systematic review may be done during HR planning efforts. For many organizations, a complete review is made once every three years, or as technology shifts occur, and more frequently when major organizational changes are made.

5.8 JOB ANALYSIS AND HR ACTIVITIES

The completion of job descriptions and job specifications, based on job analysis, is at the heart of many other HR activities, as Figure indicates. But even if legal requirements did not force employers to do job analysis, effective HR management would demand it.

Figure 14



HR Planning

HR planning requires auditing of current jobs. Current job descriptions provide the basic details necessary for this internal assessment, including such items as the jobs available, current number of jobs and positions, and reporting relationships of the jobs. By identifying the functions currently being performed and calculating the time being spent to perform them, managers and HR specialists can redesign jobs to eliminate unnecessary tasks and combine responsibilities where desirable.

When reviewing the information provided by both employees and supervisors, a team composed of the HR Manager, the Director of Administration, and an outside consultant noted that several duties associated with maintaining customer service records were divided among three employees. This often led to delays in recording customer payments and scheduling repair services. The team regrouped the various customer service duties so that two of the employees performed complete but different functions. Filing activities were concentrated with the third employee, who also served as backup for the other two.

Recruiting and Selection

Equal employment opportunity guidelines clearly require a sound and comprehensive job analysis to validate recruiting and selection criteria. Without a systematic investigation of a job, an employer may be using requirements that are not specifically job related. For example, if a medical clinic requires a high school diploma for a medical records clerk job, the firm must be able to justify how such an educational requirement matches up to the tasks, duties, and responsibilities of that job. It must be able to show that the knowledge, skills, and abilities needed by the medical records clerk could be obtained only through formal education.

Organizations use job analysis to identify job specifications in order to plan how and where to obtain employees for anticipated job openings, whether recruited internally or externally. For example, a job analysis for a small manufacturer of electric equipment showed that the Accountant II job, which traditionally had required a college-trained person, really could be handled by someone with high school training in bookkeeping and several years of experience. As a result, the company could select from within and promote a current accounting clerk. In addition to saving on recruiting costs, promotion can have a positive impact on employee commitment and career-planning efforts.

Compensation

Job analysis information is essential when determining compensation. As part of identifying appropriate compensation, job analysis information is used to determine job content for internal comparisons of responsibilities and external comparisons with the compensation paid by competing employers. Information from job analysis can be used to give more weight, and therefore more pay, to jobs involving more difficult tasks, duties, and responsibilities. Employees' perceptions of fairness and equity are linked not only to how the extrinsic rewards they receive compare with those given to others both inside and outside the organization but also to those rewards they expect for themselves.

Job analysis also can aid in the management of various employee benefits programs. For instance, a job analysis can be used to determine what functions can be performed by workers who have been on workers' compensation disability leave.

Training and Development

By defining what activities comprise a job, a job analysis helps the supervisor explain that job to a new employee. Information from job descriptions and job specifications can also help in career planning by showing employees what is expected in jobs that they may choose in the future. Job specification information can point out areas in which employees might need to develop in order to further their careers. Employee development efforts by organizations depend on the job descriptions and job specifications generated from job analyses

Performance Appraisal

With performance standards to compare what an employee is supposed to be doing with what the person actually has done, a supervisor can determine the employee's performance level. The performance appraisal process should then tie to the job description and performance standards. Developing clear, realistic performance standards can also reduce communication problems in performance appraisal feedback among managers, supervisors, and employees.

Safety and Health

Job analysis information is useful in identifying possible job hazards and working conditions associated with jobs. From the information gathered, managers and HR specialists can work together to identify the health and safety equipment needed, specify work methods, and train workers.

Union Relations

Where workers are represented by a labor union, job analysis is used in several ways. First, job analysis information may be needed to determine if the job should be covered by the union agreements. Specifically, management may be able to exclude a supervisory job and its incumbents from the bargaining unit. Second, it is common in unionized environments for job descriptions to be very specific about what tasks are and are not covered in a job. Finally, well-written and specific job descriptions can reduce the number of grievances filed by workers.

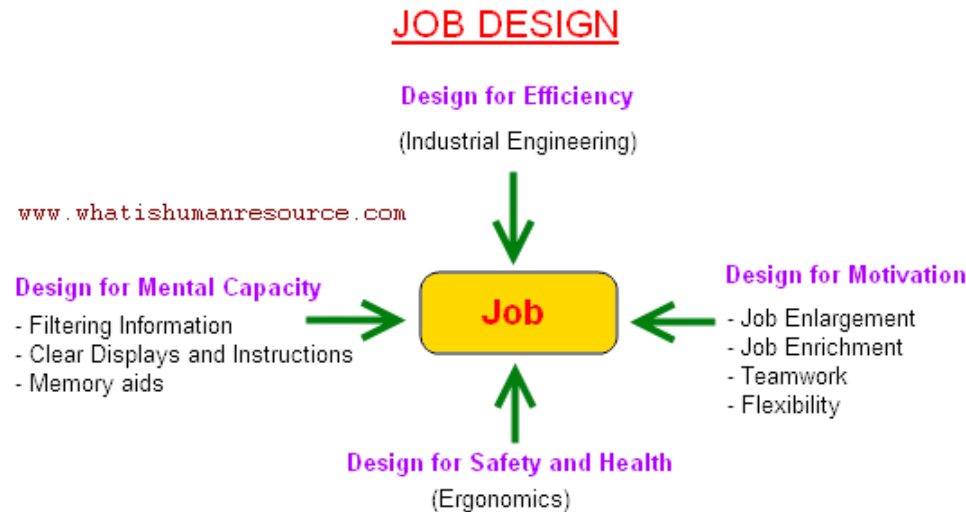
5.9 JOB DESIGN

Job design is the process of Work arrangement (or rearrangement) aimed at reducing or overcoming job dissatisfaction and employee alienation arising from repetitive and mechanistic tasks. Through job design, organizations try to raise productivity levels by offering non-monetary rewards such as greater satisfaction from a sense of personal achievement in meeting the increased challenge and responsibility of one's work. Job enlargement, job enrichment, job rotation, and job simplification are the various techniques used in a job design exercise. (business-dictionary.com)

Although job analysis, as just described, is important for an understanding of existing jobs, organizations also must plan for new jobs and periodically consider whether they should revise existing jobs. When an organization is expanding, supervisors and human resource professionals must help plan for new or growing work units. When an organization is trying to improve quality or efficiency, a review of work units and processes may require a fresh look at how jobs are designed.

These situations call for job design, the process of defining the way work will be performed and the tasks that a given job requires, or job redesign, a similar process that involves changing an existing job design. To design jobs effectively, a person must thoroughly understand the job itself (through job analysis) and its place in the larger work unit's work flow process (through work flow analysis). Having a detailed knowledge of the tasks performed in the work unit and in the job, a manager then has many alternative ways to design a job. The available approaches emphasize different aspects of the job: the mechanics of doing a job efficiently, the job's impact on motivation, the use of safe work practices, and the mental demands of the job.

Figure 15



Definitions

According to **Michael Armstrong**, “Job Design is the process of deciding on the contents of a job in terms of its duties and responsibilities, on the methods to be used in carrying out the job, in terms of techniques, systems and procedures, and on the relationships that should exist between the job holder and his superior subordinates and colleagues.”

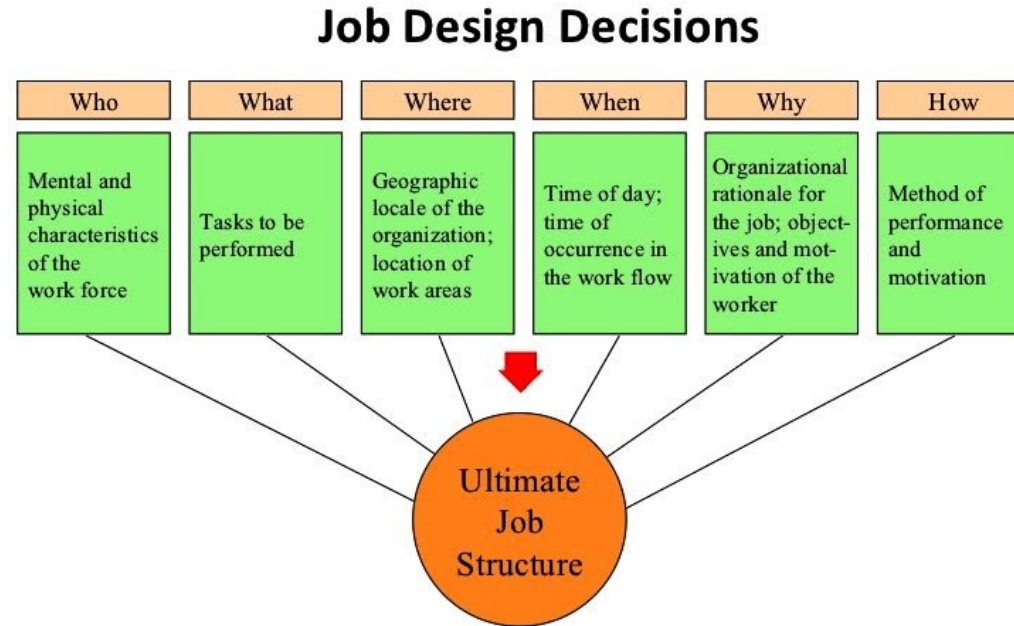
Job design is the process of

- a) Deciding the contents of the job.
- b) Deciding methods & processes to carry out the job.
- c) Making optimize use of job/work-time so that job/work-time should not be wasted as time is money and time cannot be earned, but can be saved by making efficient use of it.
- d) Avoiding manual task if can be handled by machines or automated.
- e) Synchronization of work, and no conflict with other jobs
- f) Deciding the relationship which exists in the organization.

Nature of Job Design

Identifying the components of a given job is an integral part of job design. Designing or redesigning jobs encompasses many factors, and a number of different techniques are available to the manager. Job design has been equated with job enrichment, a technique developed by Frederick Herzberg, but job design is much broader than job enrichment alone.

Figure 16



Designing Efficient Jobs

If workers perform tasks as efficiently as possible, not only does the organization benefit from lower costs and greater output per worker, but workers should be less fatigued. This point of view has for years formed the basis of classical industrial engineering, which looks for the simplest way to structure work in order to maximize efficiency. Typically, applying industrial engineering to a job reduces the complexity of the work, making it so simple that almost anyone can be trained quickly and easily to perform the job. Such jobs tend to be highly specialized and repetitive.

In practice, the scientific method traditionally seeks the “one best way” to perform a job by performing time-and-motion studies to identify the most efficient movements for workers to make. Once the engineers have identified the most efficient sequence of motions, the organization should select workers based on their ability to do the job, then train them in the details of the “one best way” to perform that job. The company also should offer pay structured to motivate workers to do their best.

Theories of job design

Classical theory was expounded in early writings of Max Weber and Henri Fayol. For the classicist, any organization achieves efficiency through its division of labor. Managers identify the overall purpose of the organization. They then divide this overall purpose into jobs, each rationally related to the whole. Jobs are, in turn, grouped to create work groups, divisions, and departments. Finally, each group is assigned a supervisor, who is responsible for overseeing the work of subordinates and reporting the results to his or her own superior.

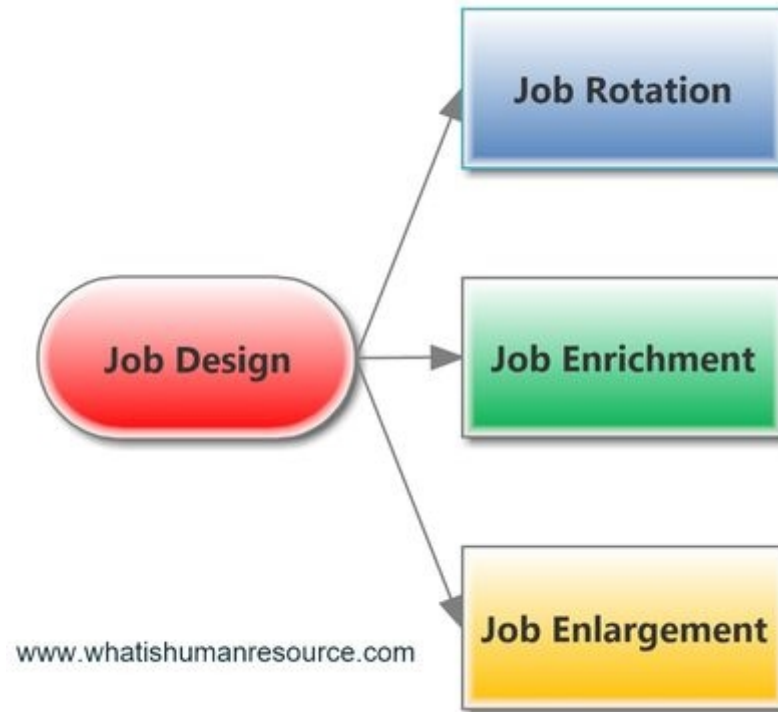
Behavioral theory is quite different. Unlike the classicist, the behavioralist is much less interested in allocating specific tasks to specific jobs, making sure that the authority matches the position, and then trying to attain higher efficiency through specialization of labor. Behavioralists prefer simple organizational structure, decentralized decision-making, and informal departmentalization. In an organic structure, subordinates feel free to discuss their performance problems with superiors and have a positive view of the organization. They participate in decision-making and communicate with those whose views are needed to solve immediate problems. These characteristics are in stark contrast to conditions in a traditional organization, where subordinates are guarded and negative about the organization, do not feel sufficient trust to communicate openly with those of higher status, and are not permitted to participate in decision-making.

Situational theory differs from both classical and behavioral theories. Advocates stress the influence of the external environment on the allocation of responsibilities and tasks within the organization, work groups, and jobs. Allocating responsibilities and tasks means creating a structure. Appropriate structures differ according to technology, markets, production, research, and information.

Techniques of Job Design

There are various Techniques /methods in which job design can be carried out. These methods help to analysis the job, to design the contents of the and to decide how the job must be carried out these methods are as follows:

Figure 17



CHAPTER 6.

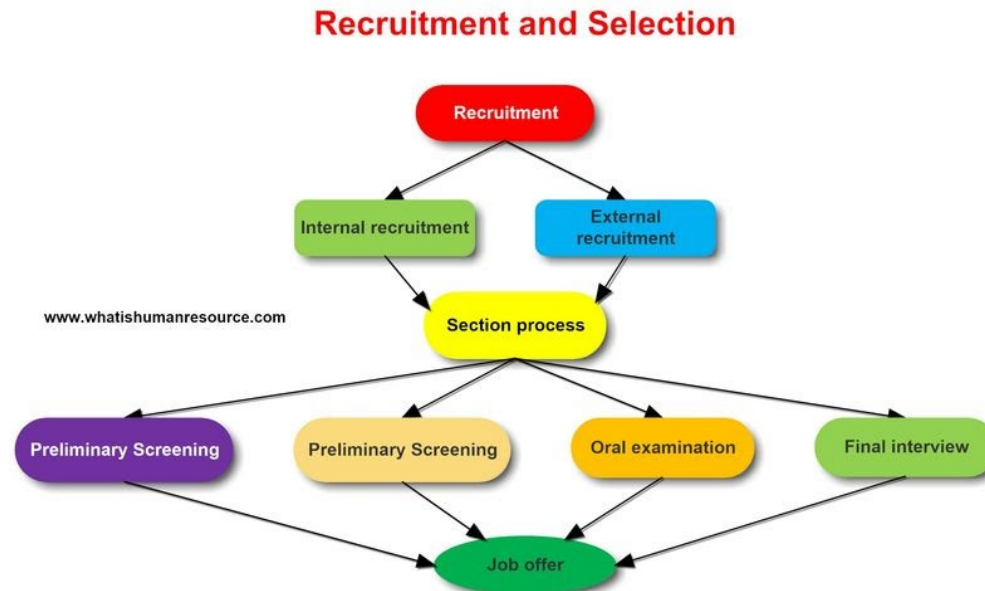
Recruitment and selection

6. Recruitment and selection

Recruitment and selection of the human resources for an organisation is the major and basic function of human resource management. Human resources planning and recruiting precede the actual selection of people for positions in an organisation. Recruiting is the process of inviting qualified job seekers by using different platforms like issuing notification in regular newspapers or employment newspapers which are exclusively meant for employment news and notifications, television media, online and on social networking websites which have become mostly used resources for recruitment and hiring people. There are two major source of recruitment of employees, one is recruitment through internal sources and the other is recruitment through external sources. Internal recruitment is the process of inviting or giving chance to the people relating to concern organisation or to the people relating to the existing employees or directly giving opportunity to the existing employees. External recruitment is the process of inviting job seekers who do not belong to or are not related in anyway with an organisation, which simply means inviting external candidates.

Subsequently, the selection of right person from the pool of candidates is executed by administering various selection tests like preliminarily screening, written tests, oral tests and interviews etc.

Figure 18



Recruitment and selection are interchangeable words used frequently by many being recruitment more commonly used than the word selection. But there is difference between these two terms. Recruitment is an activity to find people who like to join organisation. In other words, it is the process of inviting candidates for applying to job through various modes in which organisation asks for. Selection takes place only after inviting candidates. There is no doubt to say that human resource/Manpower/employees are pillars and key assets for any organisation. Hence recruitment is the only way to raise manpower needed for the organisation.

Recruitment happens before the selection process of candidates. Candidates who are identified as qualified persons will be invited to the selection process which involves different kinds of tests of knowledge, skills and attitude that are required by the job. Simply mean recruitment is a process of calling candidates by ways of giving notification in the newspapers, advertisements, publishing on websites and contacting drop consultancies, et cetera. Ultimately, without the recruitment, there is no scope for selection process. All the candidates who are invited in the recruitment may not be selected because candidates have to go through a selection process to prove their talent.

Meanings of recruitment

Recruitment is the process of discovering competent employee out of available candidates in the market who are suitable to job and according to organisation requirements. Recruitment is the process of attracting prospective employees and stimulating them to apply to a job in an organization.

Recruiting refers to the process of attracting potential job applicants from the available labor force. Every organization must be able to attract a sufficient number of job candidates who have the abilities and aptitudes needed to help the organization achieve its objectives. An effective employee selection procedure is limited by the effectiveness of recruiting process. Outstanding job candidates cannot be selected if they are not included in the applicant pool. The recruitment process also interacts with other personnel functions, especially performance evaluation compensation training and development and employee relations. Recruiting is typically a human resource function.

6.1 RECRUITMENT PROCEDURE

Before starting the recruitment, careful study of positions is needed for which new hire must be recruited. Careful study is nothing but doing Job analysis which is otherwise called as collection of every information about the job so as to explore the candidate profile belonging to the position. e job.

HR manager needs to pay careful attention and should be diligent while going for recruitment of human resource, since it grabs attention of large numbers of prospective employees . However, it is not so easy to find skilled people. Hence, various tests in selection process help to identify potential candidate needed for an organisation. When it comes to the procedure of recruitment, it depends on the nature and size of organisation. But concept of recruitment is one and the same. Recruitment can be categorised basically into internal recruitment and external recruitment, which are elaborately explained in details below. Whatever the mode of recruitment preferred by an organisation, the organisational needs should be clear and easily understand-

able by prospective employees at large to avoid frivolous and unsolicited applications which will consume lot of time by an organisation to identify them. Hence, organisational needs should be clear and thoroughly checked before posting job advertisements.

6.2 BASIC CONTENTS OF RECRUITMENT NOTIFICATION

- It contains brief information about the organisation which is recruiting.
- Contains a number of posts/job vacancies of an organisation.
- Contains number of jobs in reserved category. (especially in government organisation jobs are allotted to reserved category).
- Contains information about gender needed for the jobs. (For example: Male or female)
- Contains information about educational background needed to apply to the job.
- Contains information about work experience needed. (points from 2 to 6 are nothing but called as Job specifications, it is a statement that describes specifications needed by a candidate to apply said job)
- It contains most important information, that is, Job description, which is the statement about duties and responsibilities of the job.
- Contains information about salary particulars, employee benefits and other allowances to be provided.
- Selection tests which must be passed by candidates to qualify for the job.
- Terms and conditions if any.

In planning recruiting activities, an organization needs to know how many applicants must be recruited. Since some applicants may not be satisfactory and others may not accept the job offered, an organization must recruit more applicants than it expects to hire. Now let's see the different sources of recruitment that are available to organizations.

6.3 RECRUITMENT SOURCES

Basically the two main sources of recruitment are available by organisations that are: Internal vs. External Recruiting.

Figure 19

Recruitment sources	
Internal Recruitment	External Recruitment
Promotions	College recruitment
Transfers	Competitors and other firms
Employee Referrals	Employment agencies
Former Employees	Labour unions
Retrenched Employees	Executive search firms
Compassionate appointments	Professional associations
	Internet recruitment
	Media sources

Advantages and disadvantages are associated with promoting from within the organization (internal recruitment) and hiring from outside the organization (external recruitment) to fill openings. Promotion from within generally is thought to be a positive force in rewarding good work, and some organizations use it well indeed. However, if followed exclusively, it has the major disadvantage of perpetuating old ways of operating. In addition, there are equal employment concerns with using internal recruiting if protected-class members are not already represented adequately in the organization.

Figure 20

Recruiting Source	Advantages	Disadvantages
Internal Recruitment	<ul style="list-style-type: none">• Morale of promotee• Better assessment of abilities• Lower cost for some jobs• Motivator for good performance• Causes a succession of promotions• Have to hire only at entry level	<ul style="list-style-type: none">• Inbreeding• Possible morale problems of those not promoted• "Political" infighting for promotions• Need for management-development program
External Recruitment	<ul style="list-style-type: none">• New "blood" brings new perspectives• Cheaper and faster than training professionals• No group of political supporters in organization already• May bring new industry insights	<ul style="list-style-type: none">• May not select someone who will "fit" the job or organization• May cause morale problems for internal candidates not selected• Longer "adjustment" or orientation time

6.4 INTERNAL RECRUITMENT SOURCES

Promotion and Transfer

Many organizations choose to fill vacancies through promotions or transfers from within whenever possible. Although most often successful, promotions from within have some drawbacks as well. The person's performance on one job may not be a good predictor of performance on another, because different skills may be required on the new job. For example, not every good worker has the potential to be a good supervisor. In most supervisory jobs, the ability to accomplish the work through others requires skills in influencing and dealing with people that may not have been a factor in nonsupervisory jobs.

It is clear that people in organizations with less levels may have less frequent chances for promotion. Also, in most organizations, promotions may not be an effective way to speed up the movement of protected-class individuals up through the organization if that is an organizational concern.

Job posting

An organization can also use the policy of job posting as a internal recruitment source. In the job posting system the organization notifies its present employees about job openings through the use of bulletin boards, company publications, or personal letters. The purpose of the job posting is to communicate that the job opening exists. An effective job posting system involves the following guidelines:

Job posting should be prominent. Clear job specification should be communicated so that applicants evaluate themselves either they are eligible to apply or not. Once the decision is made, all applicants should be informed about the decision. Job posting systems generally work quite well.

Contacts and Employee Referrals

Employee referrals are more trustworthy and help hire good quality skills in the system. Experts have claimed that employee referral schemes have helped them enhance the retention levels and mitigate recruitment costs.

Many firms have found that their employees can assist in the recruitment process. Employees may actively solicit applications from their friends and associates. Before going outside to recruit employees, many organizations ask present employees to encourage friends or relatives to apply for the job openings. Contacts and referrals from the present employees are valuable

sources of recruits. Employee referrals are relatively inexpensive and usually produce quick responses. However, some organizations are concerned about problems that result from hiring friends of employees for example, the practice of hiring friends and relatives favoritisms, cliques.

Recruiting Former Employees and Applicants

Former employees and former applicants are also good internal sources for recruitment. In both cases, there is a time-saving advantage, because something is already known about the potential employee.

Former employees are considered an internal source in the sense that they have ties to the company. Some retired employees may be willing to come back to work on a part-time basis or may recommend someone who would be interested in working for the company. Sometimes people who have left the company to raise a family or complete a college education are willing to come back to work after accomplishing those personal goals. Individuals who left for other jobs might be willing to return for a higher rate of pay. Job sharing and flextime programs may be useful in luring back retirees or others who previously worked for the organization. The main advantage in hiring former employees is that their performance is known.

Some managers are not willing to take back a former employee. However, these managers may change their attitudes toward high-performing former employees as the employment market becomes more competitive. In any case, the decision should depend on the reasons for which the employee left in the first place. If there were problems with the supervisor or company, it is unlikely that matters have improved in the employee's absence. Concerns that employers have in rehiring former employees include vindictiveness or fear of morale problems among those who stayed.

Compassionate appointment/Job

Compassionate appointment is an appointment/ Job given to legal heir (dependent) who is wife or son or daughter of an employee who was deceased while in the service or if employee met with an accident which caused permanent disablement while in the service or went missing for seven years or more. These sort of appointments are mainly seen in the government organisations.

6.5 EXTERNAL RECRUITMENT SOURCES

A broad variety of methods are available for external recruiting. An organization should fully assess the kind of positions it wants to fill and select the recruiting methods accordingly.

There are some employee needs that a firm must fill through external recruitment. Among them are: filling entry-level jobs, acquiring skills not possessed by current employees, and obtaining employees with different backgrounds to induce new ideas.

Campus Recruitment

At the college or university level, the recruitment of graduating students is a large-scale operation for many organizations. Most colleges and universities maintain placement offices in which employers and applicants can meet. However, college recruiting presents some interesting and unique problems.

The major determinants affecting an employer's selection of colleges at which to conduct interviews are:

- Current position requirements
- Experiences with placement offices and previous graduates
- Organizational budget constraints
- Cost of available talent (typical salaries)
- Market competition
- College reputation

College recruiting can be expensive; therefore, an organization should determine if the positions it is trying to fill really require persons with college degrees. Many positions do not; yet many employers insist on filling them with college graduates. The result may be employees who must be paid more and who are likely to leave if the jobs are not sufficiently challenging. To reduce some of the costs associated with college recruiting, some employers and college or university placement services are developing programs using video interviews. With these systems, students can be interviewed by interviewers hundreds of miles away. There are advantages for both the companies and students. The firms save travel costs and still get the value of seeing and hearing students. For students, the system provides a means of discussing their credentials and job openings without having to miss classes.

Competitors and other Firms

Competitors and other firms in the industry or geographic area may be the most important source of recruits for positions in which recent experience is highly desired.

Employment Agencies

Every region in any country like every state in the United States has its own state-sponsored employment agency. These agencies operate branch offices in many cities throughout the region and do not charge fees to applicants or employers.

Private employment agencies are also found in most cities. For a fee collected from either the employee or the employer, usually the employer, these agencies do some preliminary screening for an organization and put the organization in touch with applicants. Private employment agencies differ considerably in the level of service, costs, policies, and types of applicants they provide. Employers can reduce the range of possible problems from these sources by giving a precise definition of the position to be filled.

Labor Unions

Labor unions are a source of certain types of workers. In some industries, such as construction, unions have traditionally supplied workers to employers. A labor pool is generally available through a union, and workers can be dispatched to particular jobs to meet the needs of the employers.

In some instances, the union can control or influence recruiting and staffing needs. An organization with a strong union may have less flexibility than a nonunion company in deciding who will be hired and where that person will be placed. Unions also can work to an employer's advantage through cooperative staffing programs, as they do in the building and printing industries.

Executive Search Firms

Executive search (informally headhunting) is the process of recruiting individuals to fill senior executive positions in organizations especially like chief executive officers or managing directors. Executive search may be performed by an organization's board of directors, or by an outside executive search firm hired by the organization.

When corporate entities elect to use an outside Executive Search Firm, it is usually because they lack the internal research resources, networks, or evaluative skills to properly recruit for themselves. Using an outside firm also allows the corporate entity the freedom of recruiting from competitors without doing so directly, and the ability to choose among candidates that would not be available through internal or passive sourcing methods.

An executive search firms representatives often visit the clients offices and interview the company's management. This enables them to gain a clear understanding of the company's goals and the job qualifications required- After obtaining this information, they contact and interview potential candidates, check references, and refer the best-qualified person to the client for the selection decision. Search firms maintain databases of resumes for this process. Other sources used include networking contacts, files from previous searches, specialized directories, personal calls, previous clients, colleagues, and unsolicited resumes. The search firms task is to present candidates that are eminently qualified to do the job and it is the company's decision whom to hire.

Internet Recruiting

Organizations first started using computers as a recruiting tool by advertising jobs on a “bulletin board service” from which prospective applicants would contact the company. Then some companies began to take e-mail applications. Now some employers are not only posting jobs and accepting resumes and cover letters on-line but also are conducting employment interviews on-line.

Advantages for such Internet recruiting by employers include:

- Reaching more applicants
- Having lower costs and faster response time frames
- Tapping an applicant pool conversant with the Net

Employers often begin the Internet searching process by establishing an organization website and listing jobs on it. Alternatively, companies with a web page that specializes in posting job listings (an Internet job service)—much like the electronic bulletin board of days gone by—can be used by job seekers. Finally, online employment agencies can be used to post jobs and find applicants on the Net. Based on the results of the survey, the Figure shows the percentage of applicants who indicated they planned to use various recruiting resources.

Media Sources

Media sources such as newspapers, magazines, television, radio, and billboards are widely used. Almost all newspapers carry “Help Wanted” sections, and so do many magazines. For example, The Wall Street Journal is a major source used to recruit managerial and professional employees nationally or regionally. Whatever medium is used, it should be tied to the relevant labor market and provide sufficient information on the company and the job.

Newspapers are convenient because there is a short lead time for placing an ad, usually two or three days at most. For positions that must be filled quickly, newspapers may be a good source. However, there can be a great deal of “wasted circulation” with newspaper advertising because most newspapers do not aim to reach any specialized employee markets. Some applicants are only marginally suitable, primarily because employers who compose the ads do not describe the jobs and the necessary qualifications very well. Many employers have found that it is not cost-efficient to schedule newspaper ads on days other than Sunday, the only day many job seekers read them.

In addition to newspapers, other media sources include general magazines, television and radio, and billboards. These sources are usually not suitable for frequent use but may be used for one-time campaigns aimed at quickly finding specially skilled workers.

Considerations in using media sources when using recruitment advertisements

- In the media, employers should ask five key questions:
- What do we want to accomplish?
- Who are the people we want to reach?
- What should the advertising message convey?
- How should the message be presented?
- In which medium should it run?

Figure on the next page shows information a good recruiting advertisement should include. Notice that desired qualifications, details on the job and application process, and an overview of the organization are all important.

Unsolicited candidates

Persons who voluntarily come for attending interviews or apply for the jobs, or persons who are uninvited to attending for interviews or applying for the jobs are unsolicited sources of employees. Today this source has become one of the major sources for employers, especially many employers are receiving unsolicited e-mails from the candidates seeking job. Employers are also able to find competent employees and candidates who meet their requirements for the job available. Employers are getting the most of the unsolicited candidates from e-recruitment that is through job websites and e-mails which have become a widely used source of recruitment of employees. Few employers believe that unsolicited candidates have competence compared to the solicited candidates. Some employers feel that unsolicited candidates have the confidence and apply for the job because they themselves believe that they are competent and suit the job.

The digital revolution has transformed recruitment. In the space of a decade, there's been a move away from traditional job websites to an innovative world of new and exciting recruitment tools and techniques. But what are the game-changing recruiting techniques that'll shape your hiring strategy in the future? Here's an expert insight.

Artificial Intelligence [6]

When it comes to recruiting techniques, Artificial intelligence is already playing a huge role in the way businesses find new talent. Streamlining the process is essential. That's one thing AI is exceptionally good at. But what type of tools are going to lead its charge?

Here are few of the most powerful options:

- **Chatbots:** Quickly access candidates, secure suitable candidates, and can direct them to the right role. They're a reactive way of dealing with the mass of excellent talent—already powerful, they have the potential to save recruiters a lot of time.
- **Sentiment analysis:** Can be used to adjust job specs in the event of biased or off-putting language.
- **Talent rediscovery:** With an ATS (Applicant Tracking System), AI can scan your data records and find previous candidates who fit the bill.

Future recruiting techniques will increasingly use AI.

[6] <https://www.digitallhrtech.com/modern-recruiting-techniques/>

Virtual Reality

VR is an exciting prospect. Some industries have VR headsets designed to engage with candidates to a greater extent than ever before.

Utilizing VR shows your business is an innovator at the cutting edge of technology. It sends out positive messages, even if it's timely and expensive to integrate into your recruitment strategy.

This post from *LinkedIn* highlights its innovative nature and potential to change recruitment forever.

Many brands are trying out distinctive experiences to shake up their hiring process—online store Jet, for instance, offers a VR demonstration of its business culture. Candidates can access this remotely from anywhere in the world to see what's in store for them, should they choose to work there.

Expect a lot more of this in the decade to come—how could your business integrate it into your hiring strategy? The beauty of VR is it allows for unique interpretations for whichever industry you happen to be in.

VR is one of the recruiting techniques that could change recruitment forever.

The rise of passive candidates

An untapped source of potential candidates has been discovered! It's the talented workers in roles who aren't considering a career change.

Targeting them with tempting new possibilities—such as a higher wage and more responsibility—may be enough to gain their interest. The popularity of securing “passive” candidates has shot up in recent years, as it can help to target workers who aren't jumping from role to role.

Or you could just outright snag a top talent tempted by what you have to offer, or at least place you on their radar for the years to come.

Video interviews

Whether a candidate lives 200 miles away or in another country entirely, the terribly archaic practice of dragging candidates in for interviews is coming to an end.

It's a waste of time and money when we all have access to Skype, FaceTime, Google Hangouts, and various other forms of instantaneous communication.

It's a time saver for all concerned—you can remove the less suitable candidates after a brief screening call and then bring in your top selection once you have one or two you're really set on.

This is particularly useful if you have potential candidates abroad, who might not be too keen on getting a flight in for a first stage interview.

Social media

This isn't the most revelatory point to make but, yes, social media can be a great place to head to recruit.

Whether it's Facebook, Twitter, Instagram, Tumblr, or professional networks such as LinkedIn, you can find all manner of professionals who are easy to get in touch with.

In terms of recruiting techniques, this one's particularly effective for targeting millennials and generation Z, who tend to use social media more than generation X and above.

Applicant Tracking Systems

On the rise with large and small businesses, the ATS has rapidly emerged as the leader in recruitment software. What are the benefits for businesses?

Well, in summary:

- **Efficiency:** Log all your hiring campaigns and candidate information all in one system.
- **Candidate data:** With talent adding their details to your system, you have ready access to a pool of workers for any similar roles in the future.

- **Candidate experience:** It's easier on candidates as you can cater to new hiring expectations, such as mobile-based application environments.
- **Admin reduction:** Again, do away with filing cabinets and streamline everything through one recruitment hub—no more excess of files lying about in your office!

Open-ended job posts

Your standard job descriptions are also changing. Some recruiters are trying out new tactics, such as leaving off job titles. Others have even left off specific specifications.

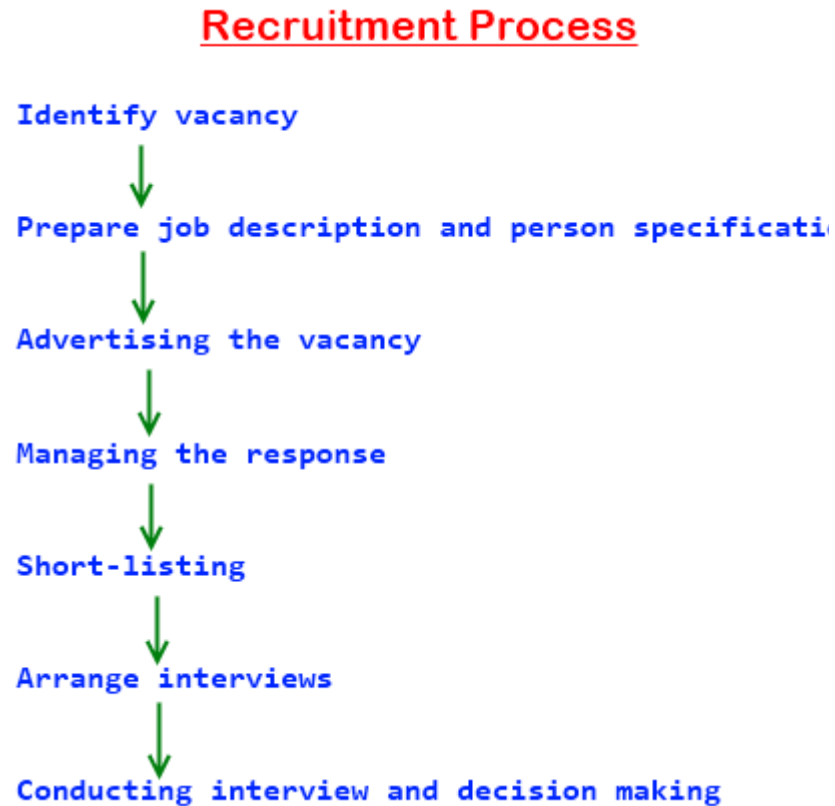
The idea behind it is to encourage all concerned to hire people above skills. In the recent past, it's been common to choose the candidate with the most experience, under the belief this must, surely, be the best option.

Yet experience doesn't account for natural enthusiasm, nor whether an individual will naturally fit into your business culture or your existing team. If they're a great fit for your office, training such an individual up over six months or longer can reap dividends in the long-term.

6.6 RECRUITMENT PROCESS

The recruitment process begins when you know you need someone new in the Department, either because an existing staff member has left, or because there is new work to be done. It doesn't finish until after the appointment has been made.

Figure 21



6.7 EMPLOYEE SELECTION

The first and foremost step before going for employee selection is identifying vacancy and the number of posts that are vacant in what category should be ascertained for issuing notification for jobs.

Employee Selection is the process of interviewing and evaluating the candidates for a specific job and selecting an individual for employment based on certain criteria (qualifications, skills and experience). Employee selection can range from a very simple process to a very complicated process depending on the firm hiring and the position. Certain employment laws such as anti-discrimination laws must be met during employee selection.

Employee Selection is the process of placing the right men on the right job. It is a procedure of matching organizational requirements with the skills and qualifications of people.

Employee Selection is the process of choosing individuals who have relevant qualifications to fill jobs in an organization. Without qualified employees, an organization is in a poorer position to succeed.

Selection is much more than just choosing the best available person. Selecting the appropriate set of **Knowledge, Skills, and Abilities (KSAs)**—which come packed in a human being—is an attempt to get a “fit” between what the applicant can and wants to do, and what the organization needs. The task is made more difficult because it is not always possible to tell exactly what the applicant really can and wants to do. A fit between the applicant and the organization affects both the employer’s willingness to make a job offer and an applicant’s willingness to accept a job. Fitting a person to the right job is called placement.

Good selection and placement decisions are an important part of successful HR management. Some would argue that these decisions are the most important part. Productivity improvement for an employer may come from changes in incentive pay plans, improved training, or better job design; but unless the employer has the necessary people with the appropriate KSAs in place, those changes may not have much impact. The very best training will not enable someone with little aptitude for a certain job to do that job well and enjoy it.

The HR Recruiter screens and interviews potential employees on behalf of the organization. They conduct pre-employment tests and reference checks as well as provide training and guidance to hiring managers on policies, process, and regulatory issues. Additionally, they may place employment advertisements and analyze reports and trends.

6.8 PURPOSE OF SELECTION PROCESS

The purpose of selection process is to pick the most suitable candidate who would meet the requirements of the job in an organization, to find out which job applicant will be successful, if hired. To meet this goal, the company obtains and assesses information about the applicants in terms of age, qualifications, skills, experience, etc. the needs of the job are matched with the profile of candidates. The most suitable person is then picked after eliminating the unsuitable applicants through successive stages of selection process. How well an employee is matched to a job is very important because it directly affects the amount and quality of employee's work. Any mismatch in this regard can cost an organization a great deal of money, time and trouble, especially, in terms of training and operating costs. In course of time, the employee may find the job distasteful and leave in frustration. He may even circulate 'hot news' and juicy bits of negative information about the company, causing incalculable harm to the company in the long run. Effective election, therefore, demands constant monitoring of the 'fit' between people the job.

You would recall that selection process involves rejection of unsuitable or less suitable applicants. This may be done at any of the successive hurdles which an applicant must cross. These hurdles act as screens designed to eliminate an unqualified applicant at any point in the process. This technique is known as the 'successive hurdles technique'. Those who qualify a hurdle go to the next one; those who do not qualify are dropped out. Not all selection processes, however, include these hurdles. The complexity of the process usually increases with the level and responsibility of the position to be filled. Moreover, these hurdles need not necessarily to be placed in the same order. Their arrangement may differ from organisation to organization.

The HR Employment Manager directs the organization's recruitment, screening, interviewing, selection, and placement activities. They manage employment functions and staff members. In addition, they extend job offers and establish starting salaries, arrange advertising or employment agency services, and produce affirmative action or college recruiting programs. The HR Recruiter screens and interviews potential employees on behalf of the organization. They conduct pre-employment tests and reference checks as well as provide training and guidance to hiring managers on policies, process, and regulatory issues. Additionally, they may place employment advertisements and analyze reports and trends.

6.9 PRE-EMPLOYMENT TEST

Initial Screening or Preliminary Interview

This is a sorting process in which prospective applicants are given the necessary information about the nature of the job and also, necessary information is elicited from the candidates about their education, experience, skill, salary expected, etc. If the candidate is found to be suitable, he is selected for further process and, if not, he is eliminated. This is a crude screening and can be done across the counter in the organization's employment offices. This is done by a junior executive in the personnel department. Due care should be taken so that suitable candidates are not turned down in a hurry. Since this provides personal contact for an individual with the company, the interviewer should be courteous, kind, receptive and informal.

When a candidate is found suitable, an application form is given to him to fill in and submit.

Application Scrutiny

You might have seen that sometimes applications are asked on a plain sheet. This is done where no application forms are designed. The applicant is asked to give details about age, marital status, educational qualifications, work experience and references. Different types of application forms may be used by the same organization for different types of employees, e.g., one for managers, the other for supervisors and a third for other employees. Some forms are simple, general and easily answerable, while others may require elaborate, complex and detailed information.

Reference to nationality, race, caste, religion and place of birth has been regarded as evidence of discriminatory attitudes should be avoided. An application form should be designed to serve as a highly effective preliminary screening device, particularly, when applications are received in direct response to an advertisement and without any preliminary interview.

The application can be used in two ways: (i) to find out on the basis of information contained therein as to the chances of success of the candidate in the job for which he is applying, and (ii) to provide a starting point for the interview.

It is often possible to reject candidates on the basis of scrutiny of the applications as they are found to be lacking in educational standards, experience or some other relevant eligibility and traits.

Selection Tests

A test is a sample of an aspect of an individual's behavior, performance or attitude. It can also be a systematic procedure for comparing the behavior of two or more persons.

The basic assumption underlying the use of tests in personnel selection is that individuals are different in their job-related abilities and skills and that these skills can be adequately and accurately measured.

Tests seek to eliminate the possibility of prejudice on the part of the interviewer or supervisor. Potential ability only will govern selection decisions.

The other major advantage is that the tests may uncover qualifications and talents that would not be detected by interviews or by listing of education and job experience.

The various tests used in selection can be put in to four categories:

- Achievement or Intelligence Tests,
- Aptitude or Potential Ability Tests,
- Personality Tests,
- Interest Tests.

These tests and what they measure are described below.

Achievement or Intelligence Tests

These are also called 'proficiency tests'. These measure the skill or knowledge which is acquired as a result of a training program and on the job experience. These measure what the applicant can do. These are of two types:

Test for Measuring job Knowledge: These are known as 'Trade Tests'. These are administered to determine knowledge of typing, shorthand and in operating calculators, adding machines, dictating and transcribing machines or simple mechanical equipment. These are primarily oral tests consisting of a series of questions which are believed to be satisfactorily answered only by those who know and thoroughly understand the trade or occupation. Oral tests may be supplemented by written, picture or performance types.

Work Sample Tests: this measure the proficiency with which equipment can be handled by the candidate. This is done by giving him a piece of work to judge how efficiently he does it. For example, a typing test would provide the material to be typed and note the time taken and mistakes committed.

Aptitude or Potential Ability Tests

These tests measure the latent ability of a candidate to learn a new job or skill. Through these tests you can detect peculiarity or defects in a person's sensory or intellectual capacity. These focus attention on particular types of talent such as learning, reasoning and mechanical or musical aptitude. 'Instruments' used are variously described as tests of 'intelligence', 'mental ability', 'mental alertness', or simply as 'personnel tests'.

Personality Tests

These discover clues to an individual's value system, his emotional reactions, maturity and his characteristic mood. The tests help in assessing a person's motivation, his ability to adjust himself to the stress of everyday life and his capacity for interpersonal relations and for projecting an impressive image of himself. They are expressed in terms of the relative significance of such traits of a person as self-confidence, ambition, tact, emotional control, optimism, decisiveness, sociability, conformity, objectivity, patience, fear, distrust, initiative, judgement, dominance, impulsiveness, sympathy, integrity, and stability. These tests are given to predict potential performance and success for supervisory or managerial jobs.

The personality tests are basically of three types:

- **Objective Tests:** These measure neurotic tendencies, self-sufficiency, dominance, submission and self-confidence.
- **Projective Tests:** In these tests, a candidate is asked to project his own interpretation onto certain standard stimuli. The way in which he responds to these stimuli depends on his own values, motives and personality.
- **Situation Tests:** These measure an applicant's reaction when he is placed in a peculiar situation, his ability to undergo stress and his demonstration of ingenuity under pressure.

These tests usually relate to a leaderless group situation, in which some problems are posed to a group and its members are asked to reach some conclusions without the help of a leader.

Interest Tests

These tests are designed to discover a person's areas of interest and to identify the kind of work that will satisfy him. The interest tests are used for vocational guidance, and are assessed in the form of answers to a well-prepared questionnaire.

6.10 INTERVIEW

Personal interview is the most universally used tool in employee selection process.

Interview Meaning and Purpose:

Interview is the process of interaction between two parties who are interviewer/interviewers and interviewee. Interviewer is a person/employer who conducts the interview with candidates seeking jobs. Interviewee is a person who gets interviewed by the interviewer/interviewers. The very purpose of calling the candidates for interview is to see candidates face-to-face and to know his or her attitude, behavior, communication skills, personal/family details, work experience, interests and hobbies, subject knowledge. Sometimes interview might be platform to negotiate salary and other benefits offered to candidate if got selected. In stage of an interview, candidate may not be stressed on questions related to various related subjects because the candidate has been already passed through those tests and proved, hence called for interview.

The most common interview mistake that job candidates make is talking too much during the interview, according to a recent survey conducted by executive search firm Korn/Ferry International. Other common mistakes cited by recruiters include lack of knowledge about the company or position, over-inflated ego and appearing overly confident.

Types of Interview

Informal Interview

This may take place anywhere. The employer or a manager in the personal department, may ask a few questions, like name, place of birth, previous experience, etc. It is not planned and is used widely when the labor market is tight and you need workers very badly. A friend or a relative of the employer may take a candidate to the house of the employer or manager where this type of interview may be conducted.

Formal Interview

This held in a more formal atmosphere in the employment office by the employment officer with the help of well-structured questions. The time and place of the interview are stipulated by the employment office.

Planned Interview

This is a formal interview carefully planned. The interviewer has a plan of action worked out in relation to time to be devoted to each candidate, type of information to be sought, information to be given, the modality of interview and so on. He may use the plan with some amount of flexibility.

Patterned Interview

This is also a planned interview but planned to a higher degree of accuracy, precision and exactitude. A list of questions and areas are carefully prepared. The interviewer goes down the list of questions, asking them one after another.

Non-directive Interview

This is designed to let the interviewee speak his mind freely. The interviewer is a careful and patient listener, prodding whenever the candidate is silent. The idea is to give the candidate complete freedom to 'sell' himself without encumbrances of the interviewer's questions.

Depth Interview

This is designed to intensively examine the candidate's background and thinking and to go into considerable detail on a particular subject of special interest to the candidate. The theory behind it is that if the candidate is found good in his area of special interest, the chances are high that if given a job he would take serious interest in it.

Stress Interview

This is designed to test the candidate and his conduct and behavior by putting him under conditions of stress and strain. This is very useful to test the behavior of individuals under disagreeable and trying situations.

Group Interview

This is designed to see how the candidates react to and against each other. All the candidates may be brought together in the office and they may be interviewed. The candidates may, alternatively, be given a topic for discussion and be observed as to who will lead the discussion, how they will participate in the discussion, how each will make his presentation and how they will react to each other's views and presentation.

Panel Interview

This is done by members of the interview board or a selection committee. This is done usually for supervisory and managerial positions. It pools the collective judgement and wisdom of members of the panel. The candidate may be asked to meet the panel individually for a fairly long interview.

Structured job interview

Structured job interview techniques rely on pre-established questions and answers based on job descriptions and requirements. Job candidate responses to questions are rated against the pre-established answers, producing comparable interviews across all candidates. Structured job interviewing also keeps job interviews on track in terms of time and subject matter.

6.11 ASSESSMENT CENTERS [7]

An Assessment Center consists of a standardized evaluation of behavior based on multiple evaluations including: job-related simulations, interviews, and/or psychological tests. Job Simulations are used to evaluate candidates on behaviors relevant to the most critical aspects (or competencies) of the job.

Several trained observers and techniques are used. Judgments about behavior are made and recorded. These judgments are pooled in a meeting among the assessors or by an averaging process. In discussion among assessors, comprehensive accounts of behavior, often including ratings, are pooled. The discussion results in evaluations of the performance of the assessees on the dimensions or other variables.

Leaderless Group Discussion:

The leaderless group discussion is a type of assessment center exercise where groups of applicants meet as a group to discuss an actual job-related problem. As the meeting proceeds, the behavior of the candidates is observed to see how they interact and what leadership and communications skills each person displays (Schultz & Schultz, 1994).

Problems with this technique:

1. This type of exercise was not feasible for selecting candidates from a potential applicant pool of 8000 individuals because of the time and cost involved with training the individuals rating the applicants.
2. Since every group would be different, individuals could argue that the process is biased or unfair.
3. The process is not standardized.

Role Playing

- A. Role playing is a type of assessment center exercise where the candidate assumes the role of the incumbent of the position and must deal with another person in a job- related situation. A trained role player is used and responds “in character” to the actions of the candidate. Performance is assessed by observing raters.

[7] <https://www.hr-guide.com/data/G318.htm>

B. Problems with this technique:

1. Since this technique is not conducive to group administration, test security would be an issue.
2. Job content areas identified in the job analysis were not as amenable to this type of exercise as they were to the selection techniques utilized in the final test

Assessment Center Exercises

An Assessment Center can be defined as “a variety of testing techniques designed to allow candidates to demonstrate, under standardized conditions, the skills and abilities that are most essential for success in a given job” (Coleman, 1987). The term “assessment center” is really a catch-all term that can consist of some or all of a variety of exercises. Assessment centers usually have some sort of in-basket exercise which contains contents similar to those which are found in the in-basket for the job which is being tested. Other possibilities include oral exercises, counseling simulations, problem analysis exercises, interview simulations, role play exercises, written report/analysis exercises, and leaderless group exercises (Coleman, 1987; Filer, 1979; Joiner, 1984). Assessment centers allow candidates to demonstrate more of their skills through a number of job relevant situations (Joiner, 1984).

While assessment centers vary in the number and type of exercises included, two of the most common exercises are the in-basket and the oral exercise. In a traditional in-basket exercise, candidates are given time to review the material and initiate in writing whatever actions they believe to be most appropriate in relation to each in-basket item. When time is called for the exercise, the in-basket materials and any notes, letters, memos, or other correspondence written by the candidate are collected for review by one or more assessors. Often the candidates are then interviewed to ensure that the assessor(s) understand actions taken by the candidate and the rationale for the actions. If an interview is not possible, it is also quite common to have the candidate complete a summary sheet (i.e., a questionnaire).

Thus, a more recent trend over the past ten (10) years has been the development of selection procedures which are based upon the assessment center model, but which can be turned into low-fidelity simulations (Motowidlo, et al., 1990). Some low-fidelity simulations involve having an applicant read about a work situation. The applicant then responds to the situation by choosing one of five alternative answers. Some procedures have the applicant choose the response he/she would most likely make in a situation and the response that he/she would least likely make. These samples of hypothetical work behavior have been found to be valid predictors of job performance (Motowidlo, et al., 1990).

Recently, the in-basket has become a focus of interest because of its usefulness in selection across a wide variety of jobs (Schippmann, Prien, & Katz, 1990). A variety of techniques have been used to develop in-baskets. Quite often information on an in-basket's development is not available for review because the reports do not contain the critical information. It is not uncommon for armchair methods to be used, or for in-baskets to be taken off the shelf. A recent review indicated that nearly 50% of the studies do not describe how the in-basket was constructed (Schippmann, et al., 1990). There is also a great deal of variation among the ways in which the in-basket is scored. There is a range of objectivity in scoring with some scoring systems utilize almost entirely human judgment, while others utilize a purely objective approach. The in-basket exercise may be thought of as an approach which assesses a candidate's “practical thinking” ability (Scribner, 1986; 1984), by having a candidate engage in implicit problem solving for a job-relevant task.

It is now well recognized that a content valid approach to constructing an in-basket is one which is professionally accepted as a technique which has passed legal scrutiny. However, despite the acceptance by the courts and practitioners, the reporting basis for content validity is often deficient. Schippmann et al. (1990) point out that all the studies they reviewed failed to establish a link between the task portion, and the knowledge, skill, and ability portion of the job analysis in order to provide a firm foundation for the construction of the in-basket. Often there has been no procedure for translating the job analysis information into development or choice of the test.

Like all assessment center exercises, oral exercises can take many forms depending on the work behaviors or factors of the job being simulated. Common forms of oral exercises include press conference exercises, formal presentations, and informal presentations (briefing exercise). In oral presentation exercises, candidates are given a brief period of time in which to plan/organize their thoughts, make notes, etc., for the presentation/briefing. Traditionally, the audience is played by the assessor(s) who observes the presentation and makes ratings. Candidates may also be asked a series of questions following their briefing/presentation. The questions may or may not relate directly to the topic of the presentation.

Today, the assessment center method is utilized in a variety of settings including industry and business, government, armed forces, educational institutions, and safety forces to select individuals for supervisory, technical, sales, or management positions. These assessment centers vary in length, time, and selection of exercises. The current trend is in the development of assessment centers amenable to mass testing. The traditional assessment center exercises require the use of live raters, and generally are not able to assess more than a few candidates per day. This then becomes an extremely costly form of selection for organizations. Today, the use of audio taping, and the use of objectively scored in-basket exercises permits the assessment of a much larger number of candidates per day, because the rating of the exercise takes place at a later date. This allows a more widespread use of the assessment center technique, because it is becoming a more time and cost effective method.

CHAPTER 7.

Training and development

7. Training and development [8]

*“Tell me and I forget, teach
me and I remember, involve me and I learn”*
(Benjamin Franklin)

Training and Development is a structured program with different methods designed by professionals in particular job. It has become most common and continuous task in any organisation for updating skills and knowledge of employees in accordance with changing environment. Optimisation of cost with available resources has become pressing need for every organisation which will be possible only by way of improving efficiency and productivity of employees, possible only by way of providing proper employee training and development conditioned to that it should be provided by professionals.

7.1 WHAT IS THE DIFFERENCE BETWEEN TRAINING AND DEVELOPMENT?

Training is the process of improving and polishing the required Skills to an employee in order to make him/her skilled and perfectionist in the job which he / she does. Training is purely job focused but development is psychology and soft skills oriented.

Previously many authors have defined the difference between training and development, but still there is little confusion in understanding the difference. In fact, many organisations are using term “training and development” as one and same. Mostly we hear the term “training” for the purpose of inducing skills and knowledge among employees. Both training and development are continuous and core tasks of the organisation, but employee training will be for the particular job to develop skills in concern particular job for a particular period and will be given periodically whenever updating of skills needed for performing particular job and moreover training is meant for the purpose of development of technicality among employees. Training is mainly provided to make employee aware of how to handle particular job, technology or equipment for doing particular task or function in the organisation. Ultimately training of employees will be by way of teaching by the professional in particular job which involves technicality to develop skill. In many and large organisations even in governmental organisations financial budgeting provides a separate budget for the purpose of employee training as a key overhead which has been not ignored ever. Because employee training is very expensive, especially if we take information technology companies spend large amounts for providing training to their employees and frequency of training is high because change of technology is not constant and updated continuously. Therefore to make aware of new technology and update their skills in accordance with new technology, training of employees is more frequent as that of other industries.

[8] Source: Whatishu-
manresource.com

Coming to employee development we don't hear or see as that of employee training program in the organisation. Employee development is psychology oriented mainly provided for people who deal with managerial tasks. As compared to technical staff, managerial staff will be very low in number because manager who is having more efficiency can manage more number of people which is a real manager capability, but coming to technical jobs cannot be done by one or with minimum available skilled labour if there is need for high or large production. Ultimately, development of employees is by way of learning by way of observations to develop knowledge. In fact training is also provided for management level personnel to understand technicalities involved and nature of work done by the staff working under them, ultimately to manage them.

7.2 TRADITIONAL AND MODERN APPROACH TO TRAINING AND DEVELOPMENT

Traditional Approach – Most of the organizations before never used to believe in training. They were holding the traditional view that managers are born and not made. There were also some views that training is a very costly affair and not worth. Organizations used to believe more in executive pinching. But now the scenario seems to be changing.

Modern approach to training and development is that organizations have realized the importance of corporate training. Training is now considered as more of a retention tool than a cost. The training system has been changed to create a smarter workforce and yield the best results.

The HR Training and Development Manager is responsible for the organization's staff training requirements, programs, and career development needs. They supervise training staff, plan and administer training seminars, and manage conflict resolution, team building, and employee skill evaluations.

The HR Training and Development Specialist plans, deliver and administers staff and management training programs. They conduct programs to develop employee skills in accordance with organizational practices and policies. Additionally, they research and evaluate training resources, as well as suggest new topics and methods.

The Chief Learning Officer is a relatively new executive level position. The CLO is in charge of employee training, education, and learning structures across the enterprise, as well as providing the expertise to ensure everyone has access to the intellectual tools, information and data they need. The primary success factor of the CLO is to translate learning into a strategic business asset.

“The way to activate the seeds of your creation is by making choices about the results you want to create. When you make a choice, you activate vast human energies and resources, which otherwise go untapped.” (Robert Fritz)

7.3 TRAINING AND DEVELOPMENT OBJECTIVES

The principal objective of a training and development division is to ensure the availability of a skilled and willing workforce to the organization. In addition to that, there are four other objectives: Individual, Organizational, Functional, and Societal.

- **Individual Objectives** – help employees in achieving their personal goals, which in turn, enhances the individual contribution to an organization.
- **Organizational Objectives** – assist the organization with its primary objective by bringing individual effectiveness.
- **Functional Objectives** – maintain the department's contribution at a level suitable to the organization's needs.
- **Societal Objectives** – ensure that an organization is ethically and socially responsible for the needs and challenges of the society.

In the field of human resource management, **training and development** is the field concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational settings. It has been known by several names, including **employee development, human resource development, and learning and development.**

Training and development encompasses three main activities: training, education, and development. Garavan, Costine, and Heraty, of the Irish Institute of Training and Development, note that these ideas are often considered to be synonymous. However, to practitioners, they encompass three separate, although interrelated, activities:

Training

This activity is both focused upon, and evaluated against, the job that an individual currently holds.

Education

This activity focuses upon the jobs that an individual may potentially hold in the future, and is evaluated against those jobs.

Development

This activity focuses upon the activities that the organization employing the individual encompass, or that the individual is part of, may take part in the future, and is almost impossible to evaluate.

The “stakeholders” in training and development are categorized into several classes. The sponsors of training and development are senior managers. The clients of training and development are business planners. Line managers are responsible for coaching, resources, and performance. The participants are those who actually undergo the processes. The facilitators are Human Resource Management staff. And the providers are specialists in the field. Each of these groups has its own agenda and motivations, which sometimes conflict with the agendas and motivations of the others.

7.4 EMPLOYEE TRAINING INTRODUCTION

Training is the process for providing required skills to the employee for doing the job effectively, skillfully and of high quality. Training of employees is not continuous, but it is periodical and given in specified time. Generally training will be given by an expert or professional in related field or job.

Training is required at every stage of work and for every person at work. To keep oneself updated with the fast changing technologies, concepts, values and environment, training plays a vital role. Training programmes are also necessary in any organisation for improving the quality of work of the employees at all levels. It is also required when a person is moved from one role to another of a different nature. Taking into account this context, this unit aims at providing insight into the concept, need and methods of training, also areas of evaluation of training, retraining and dimensions of organisational learning.

Training is a process of learning a sequence of programmed behavior. It is the application of knowledge and gives people awareness of rules & procedures to guide their behavior. It helps in bringing about positive change in the knowledge, skills & attitudes of employees. Training is investment in getting more and better quality work from your talent.

Thus, training is a process that tries to improve skills or add to the existing level of knowledge so that the employee is better equipped to do his present job or to mould him to be fit for a higher job involving higher responsibilities. It bridges the gap between the knowledge and skills the employee has and those that are demanded by the job.

Since training involves time, effort & money by an organization, an organization should be very careful while designing a training program. The objectives & need for training should be clearly identified and the method or type of training should be chosen according to the needs & objectives established. Once this is done accurately, an organization should take a feedback on the training program from the trainees in the form of a structured questionnaire so as to know whether the amount & time invested on training has turned into an investment or it was a total expenditure for an organization.

Recurrent training is training that is scheduled at periodic intervals in order to keep employee skill abilities at a maximum level. Recurrent training often occurs in certain industries, like health care and aviation where human safety is involved. Recurrent training can be outsourced, provided by a visiting instructor, or performed by instructors from a corporate training department.

7.5 DEFINITION OF TRAINING

Training is that process by which the efficiency of the employees increases and develops. Training is a specialised knowledge which is required to perform a specific job.

Training has been defined by different scholars of management. Some important definitions of training are as under:

In the words of **Dale S. Beach**, “Training is the organised procedure by which people learn knowledge and Improve skill for a definite purpose.”

In the words of **Michael J. Jucius**, “Training is a process by which the aptitudes, skills and abilities of employees to perform specific jobs are increased.”

According to **Edwin B. Flipppo**, “Training is the act of increasing the knowledge and skill of an employee for doing a particular job.”

In the words of **Dale Yoder**, “Training is the process by which manpower is filled for the particular job it has to perform.”

In simple words, to provide ability to the employee to perform a specific job is called training. Thus, the art. Knowledge and skill to accomplish a specific job in a specific way is called training.

At all levels of organisation training and development programmes are needed in order to make qualitative improvement in the work of the employees.

Employee Training is bifurcated into **on-the-job training and off-the-job** training methods having different sub-methods of training given for different purposes to different types of employees holding or going to hold different jobs.

The key to building effective employee training isn't jamming as much relevant data as you can into a binder and calling it a training program. The key to building effective employee training is teaching only what is necessary to do the job and teaching it on the right gradient--that is to say, reducing the learning curve by teaching the fundamental aspects first and building upon those until you are teaching more advanced material.

One of the biggest problems most employee training programs have is that they were built on false philosophy.

Too many training programs resemble half-baked college courses. They throw the employee headlong into technical details, case studies, articles and reports and utterly fail to answer simple questions about how to actually perform the job.

The most common defects that training programs have are:

- they don't teach the job as it's actually done--employees are promptly told to “forget whatever they said in training,”
- they're too complex,
- they are full of irrelevant data--data that isn't entirely necessary to just perform the job,
- they have no practical to balance an overwhelming amount of theory,
- they try to use testing to compensate for the other problems.

7.6 ON THE JOB TRAININGS (OJT)

When an employee learns the job in actual working site in real life situation, and not in classroom or in a simulated environment, it is called On-the-job training and also called as Work-place training. Employees learn while working. Take the instance of roadside mechanics. Newbies working there as assistants learn while helping the head mechanic. They do not learn the defect analysis and engine repairing skills in any classroom on engine models.

This type of training, also known as job instruction training, is the most commonly used method. Under this method, the individual is placed on a regular job and taught the skills necessary to perform that job. The trainee learns under the supervision and guidance of a qualified worker or instructor. On-the-job training has the advantage of giving firsthand knowledge and experience under actual working conditions. While the trainee learns how to perform a job, he is also a regular worker rendering the services for which he is paid. The risk of low transfer of training is also minimised as the person learns on-the-job. The emphasis is put on rendering services in the most effective manner rather than learning how to perform the job. On-the-job training methods include job rotation, coaching, job instruction or training through step-by-step and committee assignments.

On-The-Job Training Methods

Job Rotation: This type of training involves the movement of the trainee from one job to another.

The trainee receives job knowledge from his supervisor or trainer and gains experience on his own in each of the different job assignments. Though this method of training is common when training managers for general management positions, interns can also benefit from job rotation. This method gives an opportunity for the intern to understand the problems of employees on other jobs and develop appreciation towards their work.

Job rotation method has been used in the Indian banking sector mainly by State bank group for the probationary officers for the period of approximately 2 years to finally post them as assistant bank managers. Under this method of training candidates are placed in each and every job starting from clerical job, assistant, cashier to managerial position for the purpose of gaining an overview of the importance in nature of every job before handling Asst bank manager position.

Advantages of job rotation are eliminating boredom of an employee, encouraging development, giving employees a break from strenuous job duties, helping HR manager identify where employees work best and giving HR manager a backup plan if an employee leaves.

On the other hand, job rotation could be costly and time-consuming for organisation, could end up with disgruntled employees, it won't fix all your problems in the business, or job rotation of an employee might not be feasible for some industries and finally your business could suffer.

Coaching: The trainee is placed under a particular supervisor who functions as a coach in training the individual. The supervisor provides the trainee with feedback on his performance and offers him some suggestions for improvement. Often the trainee shares some of the duties and responsibilities of the coach and relieves him of his burden. A limitation of this method of training is that the trainee may not have the freedom or opportunity to express his own ideas.

Job Instruction: This method is also known as training through step by step. Under this method, trainer explains the trainee the way of doing the job, teaches job knowledge and skills and allows him to do the job. The trainer appraises the performance of the trainee, provides feedback information and corrects the trainee.

Committee Assignments: Under the committee assignment, group of trainees are given and asked to solve an actual organisational problem. The trainees solve the problem together. It develops team work.

Apprenticeship: Apprenticeship is a formalized method of training curriculum program that combines classroom education with on-the-job work under close supervision. The training curriculum is planned in advance and conducted in careful steps from day to day. Most trade apprenticeship programs have a duration of three to four years before an apprentice is considered completely accomplished in that trade or profession. This method is appropriate for training in crafts, trades and technical areas, especially when proficiency in a job is the result of a relatively long training or apprenticeship period, e.g., job of a craftsman, a machinist, a printer, a tool maker, a pattern designer, a mechanic, etc.

Internship is one of the on-the-job training methods. Individuals entering industry in skilled trades like machinist, electrician and laboratory technician are provided with thorough instruction through theoretical and practical aspects. For example, TISCO, TELCO and BHEL select the candidates from polytechnics, engineering colleges and management institutions and provide apprenticeship training. Apprenticeship training programmes are jointly sponsored by colleges, universities and industrial organisations to provide the opportunity for the students to gain real-life experience as well as employment. Exhibit presents the benefits of apprenticeship training.

Advantages of On-the-Job Training:

- It is directly in the context of job
- It is often informal
- It is most effective because it is learning by experience
- It is the least expensive
- Trainees are highly motivated
- It is free from artificial classroom situations

Disadvantages of On-the-Job Training:

- Trainer may not be experienced enough to train or he may not be so inclined.
- It is not systematically organized
- Poorly conducted programs may create safety hazards.

7.7 OFF-THE-JOB TRAINING

Off-the-job training is conducted in a location specifically designated for training. It may be near the workplace or away from work, at a special training center or a resort. Conducting the training away from the workplace minimizes distractions and allows trainees to devote their full attention to the material being taught. However, off-the-job training programs may not provide as much transfer of training to the actual job as do on-the-job programs.

Many people equate off-the-job training with the lecture method, but in fact a very wide variety of methods can be used.

Definitions:

Employee training at a site away from the actual work environment. It often utilizes lectures, case studies, role playing, simulation, etc. See also on the job training. (www.businessdictionary.com)

Off the Job Training Methods

Classroom Lectures: under the off the job methods of training, classroom method or lecture method is well-known to train white collar or managerial level employees in the organisation. Under this method employees are called to the room like that of classroom to give training by trainer in the form of lectures. This method is effectively used for the purpose of teaching administrative aspects or on management subject to make trainees aware of procedures and to give instructions on particular topic.

Advantage – It can be used for large groups. Cost per trainee is low.

Disadvantages – Low interest of employees. It is not learning by practice. It is one-way communication. No authentic feedback mechanism. Likely to lead to boredom of employees.

Audio-Visual: Providing training by way of using Films, Televisions, Video, and Presentations etc. This method of training has been used successfully in education institutions to train their students in subjects to understand and assimilate easily and help them to remember forever. New companies have come up for providing audio visual material for students in their concern subjects. In the corporate sector, mainly in customer service centres employers are giving training to their employees by using audio visuals material to teach how to receive, talk and behaviour with the customer.

Advantages – Wide range of realistic examples, quality control possible.

Disadvantages – One-way communication, No feedback mechanism. No flexibility for different audience.

Simulation: the simulation method of training is most famous and core among all off the job training methods. In the simulation training method, trainee will be trained on the especially designed equipment or machine which shares high fidelity with equipments used in the field or job. This method of planning is mostly used where very expensive machinery or equipment are used for performing job or to handle that job.

Vestibule Training: Mostly this method of training will be used to train technical staff, office staff and employees who deal with tools and machines. Employees learn their jobs on the equipment they will be using, but the training is conducted away from the actual work floor by bringing equipments or tools to certain place where training is provided. Vestibule training allows employees to get a full feel for doing task without real world pressures. Additionally, it minimizes the problem of transferring learning to the job.

Vestibule training is provided to employees when new or advanced equipment or tools are introduced in the organisation to do a particular job by using them. For this purpose such equipment is brought to a separate place to give demonstration and train how to use and handle it by employees safely.

Case Studies: It is a written description of an actual situation in the past in same organisation or from somewhere else and trainees are supposed to analyze and give their conclusions in writing. This is another excellent method to ensure full and whole hearted participation of employees and generates high interest among them. The case is later discussed by the instructor with all the pros and cons of each option. It is an ideal method to promote decision-making abilities within the constraints of limited data.

Role Playing: During a role play, the trainees act roles and simulate situations connected to the learning concepts. It is good for customer service and training. This method is also called 'role-reversal', 'socio-drama' or 'psycho-drama'. Here trainees act out a given role as they would in a stage play. Two or more trainees are assigned roles in a given situation, which is explained to the group. There are no written lines to be said and, naturally, no rehearsals. The role players have to quickly respond to the situation that is ever changing and to react to it as they would in the real one. It is a method of human interaction which involves realistic behaviour in an imaginary or hypothetical situation. Role playing primarily involves employee-employer relationships, hiring, firing, discussing a grievance problem, conducting a post appraisal interview, disciplining a subordinate, or a salesman making presentation to a customer.

Programmed Instructions: This involves two essential elements: (a) a step-by-step series of bits of knowledge, each building upon the previous element, and (b) a mechanism for presenting the series and checking on the trainee's knowledge. Questions are asked in proper order and indication is given promptly whether the answers are correct.

Management Games: With computerized management games, trainees are divided into five- or six-person groups which compete against each other in a simulated marketplace.

Each group typically must decide for example:

- how much to spend on advertising,
- how much to produce,
- how much inventory to maintain, and
- how many of which product to produce.

Usually, the game itself compresses a two- or three-year period into days, weeks, or months. As in the real world, each company team usually can't see what decisions (such as to boost advertising) the other firms have made, although these decisions do affect their own sales.

Management games can be effective. People learn best by being involved, and the games can gain such involvement. They help trainees develop their problem-solving skills, as well as to focus attention on planning rather than just putting out fires. The groups also usually elect their own officers and organize themselves. This can develop leadership skills and foster cooperation and teamwork.

Advantages of Off-the-Job Training:

- Trainers are usually experienced enough to train
- It is systematically organized
- Efficiently created programs may add lot of value

Disadvantages of Off-the-Job Training:

- It is not directly in the context of job
- It is often formal
- It may not be based on experience
- It is expensive
- Trainees may not be much motivated
- It is artificial in nature.

CHAPTER 8.

Performance Appraisal

8. Performance Appraisal [9]

The performance appraisal is the process of assessing employee performance by way of comparing present performance with already established standards which have been already communicated to employees, subsequently providing feedback to employees about their performance level for the purpose of improving their performance as needed by the organization.

As said above, the very purpose of performance uprisng is to know performance of employee, subsequently to decide whether training is needed to particular employee or to give promotion with additional pay hike. Performance appraisal is the tool for determining whether employee is to be promoted, demoted or sacked (remove) in case of very poor performance and no room for improvement.

Most organizations in the corporate sector use performance appraisal as a tool for knowing about the employee and take decisions about the particular employee. There are different methods under the category of traditional methods and modern methods which are discussed in following chapters.

8.1 WHAT IS PERFORMANCE?

What does the term performance actually mean? Employees are performing well when they are productive. Productivity implies both concern for effectiveness and efficiency. Effectiveness refers to goal accomplishment. However, it does not speak of the costs incurred in reaching the goal. That is where efficiency comes in. Efficiency evaluates the ratio of inputs consumed to outputs achieved. The greater the output for a given input, the greater the efficiency. It is not desirable to have objective measures of productivity such as hard data on effectiveness, number of units produced, or percent of crimes solved etc. and hard data on efficiency (average cost per unit or ratio of sales volume to number of calls made etc.).

In addition to productivity as measured in terms of effectiveness and efficiency, performance also includes personnel data such as measures of accidents, turnover, absences, and tardiness. That is a good employee is one who not only performs well in terms of productivity but also minimizes problems for the organization by working on time, not missing days, and minimizing the number of work-related accidents.

[9] Source: Whatishumanresource.com

8.2 WHAT IS APPRAISAL?

Appraisals are judgments of the characteristics, traits and performance of others. On the basis of these judgments we assess the worth or value of others and identify what is good or bad. In industry, performance appraisal is a systematic evaluation of employees by supervisors. Employees also wish to know their position in the organization. Appraisals are essential for making many administrative decisions: selection, training, promotion, transfer, wage and salary administration etc. Besides they aid in personnel research.

Performance Appraisal thus is a systematic and objective way of judging the relative worth of ability of an employee in performing his task. Performance appraisal helps to identify those who are performing their assigned tasks well and those who are not and the reasons for such performance.

8.3 DEFINITIONS

Performance appraisal has been defined by different scholars in various ways. Some of the important definitions are as follows:

Dale S. Beach, “Performance appraisal is systematic evaluation of the individual with respect to his or her performance on the job and his or her potential for development”.

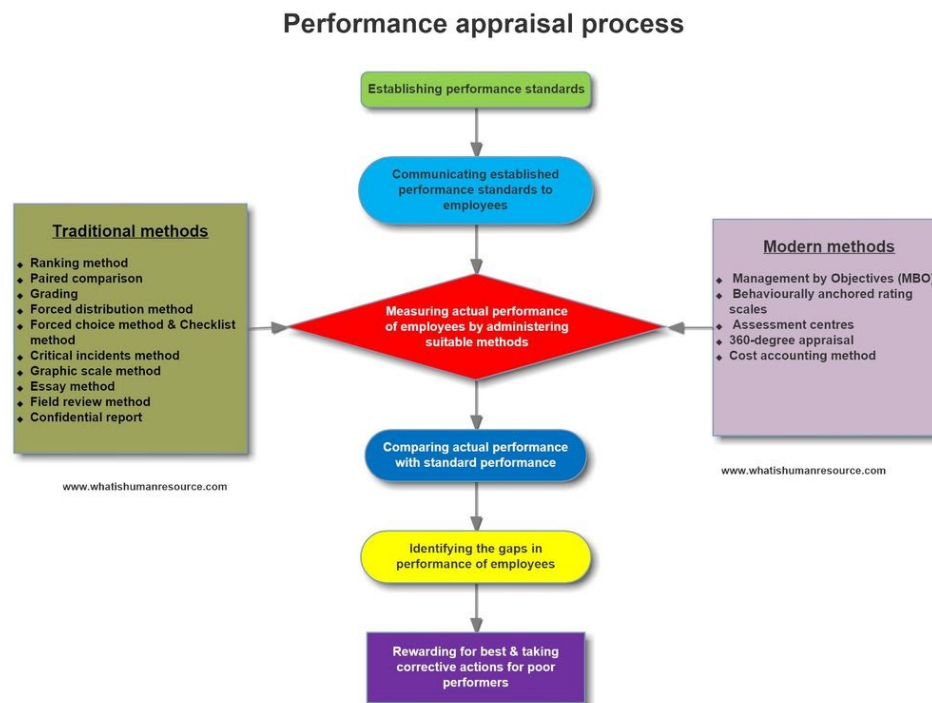
Randall S. Schuler, “Performance appraisal is a formal, structured system of measuring and evaluating an employee’s job, related behavior and outcomes to discover how and why the employee is presently performing on the job and how the employee can perform more effectively in the future so that the employee, organization, and society all benefit.”

Heyel, “It is the process of evaluating the performance and qualifications of the employees in terms of the requirements of the job for which he is employed, for purposes of administration including placement, selection for promotions, providing financial rewards and other actions which require differential treatment among the members of a group as distinguished from actions affecting all members equally.”

Dale Yoder, “Performance appraisal includes all formal procedures used to evaluate personalities and contributions and potentials of group members in a working organization. It is a continuous process to secure information necessary for making correct and objective decisions on employees.”

Performance appraisal from employee point of view - “A performance appraisal is meant to help employees realize their strengths and shortcomings and receive compensation accordingly.”

Figure 22

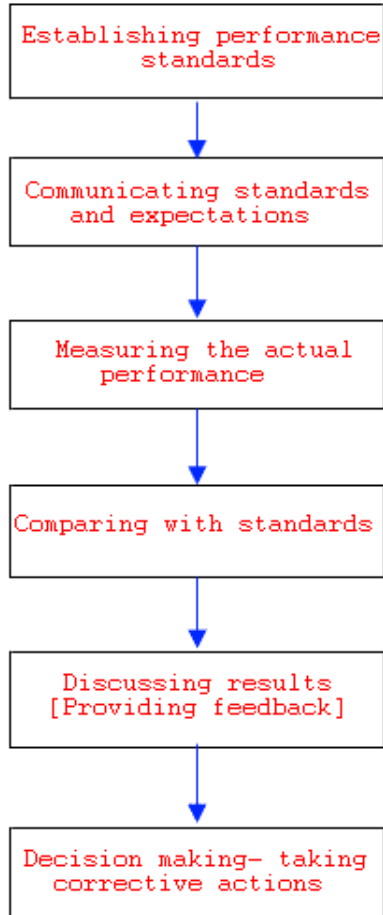


8.4 HOW OFTEN SHOULD APPRAISALS TAKE PLACE?

Performance appraisal in any organization will be done at a specific period, like annually or half yearly or quarterly or maybe regularly. It all depends upon the nature or size of the organization, and sometimes necessity of the managers decide the period of performance appraisal of their employees. Most of organizations are insisting employee appraisal should be a continuous process and should not be limited to a formal review once a year. The frequency of formal appraisals will depend on the nature of the organization and on the objectives of the system. For example, in a high technology organization objectives may be changing quickly so that formal appraisals may need to be carried out more than once a year. In an environment, which is less subject to change, annual appraisals may be sufficient. Most employees receive a formal appraisal annually, although more frequent appraisals are often needed by new employees, for longer serving staff who have moved to new posts or for those who are below acceptable performance standards.

Adobe Systems, U.S based software company has abolished annual performance appraisal system of its employees. Instead, the company management has introduced regular feedback method for reviewing regular performance of its employees rather than waiting till year ending for performance review. Company managers feel regular feedback will improve the performance of employees as they come to know their regular performance, further, managers are considering these regular feedback in the matter of salary hikes and promotions.

8.5 PERFORMANCE APPRAISAL PROCESS



www.whatishumanresource.com

1. Establishing performance standards

The first step in the process of performance appraisal is the setting up of standards which will be used as the base to which the actual performance of the employees will be compared. This step requires setting the criteria to judge the performance of the employees as successful or unsuccessful and the degrees of their contribution to the organizational goals and objectives. The set of standards should be clear, easily understandable and in measurable terms. In case the performance of the employee cannot be measured, great care should be taken to describe the standards.

2. Communicating the standards

Once set, it is the responsibility of the management to communicate the standards to all the employees of the organization. The employees should be informed and the standards should be clearly explained to the employees. This will help them to understand their roles and to know what exactly is expected from them. The standards should also be communicated to the appraisers or the evaluators and if required, the standards can also be modified at this stage itself according to the relevant feedback from the employees or the evaluators.

3. Measuring the actual performance

The most difficult part of the Performance appraisal process is measuring the actual performance of the employees that is the work done by the employees during the specified period of time. It is a continuous process which involves monitoring the performance throughout the year. This stage requires the careful selection of the appropriate techniques of measurement, taking care that personal bias does not affect the outcome of the process and providing assistance rather than interfering in an employees work.

4. Comparing actual performance with desired performance

The actual performance is compared with the desired or the standard performance. The comparison tells the deviations in the performance of the employees from the standards set. The result can show the actual performance being higher than the desired performance or, the actual performance being lower than the desired performance depicting a negative deviation in the organizational performance. It includes recalling, evaluating and analysis of data related to the employees' performance.

5. Discussing results [Feedback]

The result of the appraisal is communicated and discussed with the employees on one-on-one basis. The focus of this discussion is on communication and listening. The results, the problems and the possible solutions are discussed with the aim of problem solving and reaching consensus. The feedback should be given with a positive attitude as this can have an effect on the employees' future performance. Performance appraisal feedback by managers should be in such a way which is helpful to correct mistakes done by the employees and helps them be motivated for better performance but not to demotivate. Performance feedback as a task should be handled very carefully as it may lead to emotional outburst if it is not conducted properly. Sometimes employees should be prepared before giving them feedback as it may be received positively or negatively depending upon the nature and attitude of employees.

8.6 FIVE WAYS TO GIVE NEGATIVE FEEDBACK TO EMPLOYEES

Feedback at work is important for an individual's development. However, some people are over-sensitive to negative feedback, which makes it crucial for managers and leaders to understand how to convey it.

Combine negative & positive

The ideal way of giving feedback to someone who's extremely emotional is to go for the sandwich method. Sandwich the negative feedback between two layers of positive feedback.

This helps soften the impact of the negative feedback. By starting and ending in positive words, you ensure that the negative feedback has the right impact.

Be objective

It is important that you ensure that the person receiving the feedback knows that the feedback is not personal vendetta. Such kind of fundamental attribution error the employee may have, linking the negative feedback to the person giving it. So, if you ask someone reporting to you the reason for being late, she/he might interpret that you are a control freak. Sadly, nearly all the time, the attribution strains the relationship between the two parties.

Don't use harsh words

Rather than telling someone outright that they are bad at something, it is better when you word it in a less harsh manner, and also provide suggestions and solutions to help them get better at what they are currently bad at. Sometimes, the most hurtful sentences are perceived in a way which makes it seem threatening and derogatory. The key is to make the employee feel safe. Only when s/he feels safe, they will be in a state of mind to understand and appreciate what you are saying.

Importance of feedback

One should begin by highlighting the importance of feedback — both positive as well as negative — in a professional's life. You could then continue with an example of how constructive feedback has helped you or someone you know a better professional. While doing this, always make sure that your tone is calm and soft and like that of a mentor, rather than a rude, condescending or angry one.

Give feedback in private for sensitive people

With emotional people, it is also important that you always give feedback in private. Emotions are a result of a person's sensitivity, and negative or constructive feedback is usually a very sensitive topic with highly emotional people. Giving feedback to such people in front of a room full of people can have an adverse impact.

The purpose of conducting employee performance appraisal is for making decisions about employees without any bias by the HR manager. Decision-making by HR managers about employees rewarding, promotions, demotions, transfers and sometimes suspensions/dismissal of employees are depended upon the employee performance appraisal. The decision taken by HR manager should match exactly with performance appraisal results of employees to avoid grievance or disturbances in between them, as they affects overall performance of the organisation.

8.7 TRADITIONAL METHODS OF PERFORMANCE APPRAISAL

Rating Scales Method

Rating Scales Method is a well-known traditional method which is commonly used for performance appraisal of employees. Many corporations and companies, such as telecommunication companies in India or US IT companies like Dell Corporation are using this method for evaluating the employees and subsequently take decisions on concerned employee.

Depending on the job of employee under this method of appraisal traits like attitude, performance, regularity, accountability and sincerity etc. are rated with scale from 1 to 10. 1 indicates negative feedback and 10 indicates positive feedback as shown below.

Attitude of employee towards his superiors, colleagues and customers:

1	2	3	4	5	6	7	8	9	10
Extremely poor					Excellent				

Regularity in the job:

1	2	3	4	5	6	7	8	9	10
Extremely poor					Outstanding				

Under this method of performance appraisal, employee may be assessed by his superiors, colleagues, subordinates or sometimes by his customers which all depend on nature of the company or job. An appraiser is a person who appraises employee and gives rating for every trait given by marking or choosing number based on his observation and satisfaction. Ultimately all numbers chosen or marked will be added to determine the highest score gained by the employees. The employee who scored more points will be treated as top performer, descending scored employees will be treated as low performer and the least scored employee will be treated as non-performer.

Essay appraisal method

This traditional form of appraisal, also known as “Free Form method” involves a description of the performance of an employee by his superior. The description is an evaluation of the performance of any individual based on the facts and often includes examples and evidences to support the information. A major drawback of the method is the inseparability of the bias of the evaluator.

Under this method, the rater is asked to express the strong as well as weak points of the employee's behavior. This technique is normally used with a combination of the graphic rating scale because the rater can elaborately present the scale by substantiating an explanation for his rating.

While preparing the essay on the employee, the rater considers the following factors:

- Job knowledge and potential of the employee;
- Employee's understanding of the company's programmes, policies, objectives, etc.;
- The employee's relations with co-workers and superiors;
- The employee's general planning, organizing and controlling ability;
- The attitudes and perceptions of the employee, in general.

Essay evaluation is a non-quantitative technique. This method is advantageous in at least one aspect, i.e., the essay provides a good deal of information about the employee and also reveals more about the evaluator. The essay evaluation method however, suffers from the following limitations:

It is highly subjective; the supervisor may write a biased essay. The employees who are sycophants will be evaluated more favorably than other employees.

Some evaluators may be poor in writing essays on employee performance. Others may be superficial in explanation and use flowery language which may not reflect the actual performance of the employee. It is very difficult to find effective writers nowadays.

The appraiser is required to find time to develop the essay. A busy appraiser may write a sloppy essay without properly assessing the actual performance of the worker. This way it also becomes uneconomical from the view point of the firm, because the time of the evaluator (supervisor) is costly.

Ranking method

How do we use the ranking method? Under the ranking method, the manager compares an employee with other similar employees, rather than to a standard measurement. An offshoot of ranking is the forced distribution method, which is similar to grading on a curve. Predetermined percentages of employees are placed in various performance categories, for example, excellent, above average, average, below average, and poor. The employees ranked in the top group usually get rewards (raise, bonus, promotion), those not at the top tend to have the reward withheld, and those at the bottom sometimes get punished. In Self-Assessment and Skill Builder 8-1, you are asked to rank the performance of your peers.

Why and when do we use the ranking method? Managers have to make evaluative decisions, such as who is the employee of the month, who gets a raise or promotion, and who gets laid off. So when we have to make evaluative decisions, we generally have to use ranking. However, our ranking can, and when possible should, be based on other methods and forms. Ranking can also be used for developmental purposes by letting employees know where they stand in comparison to their peers—they can be motivated to improve performance. For example, when one of the authors passes back exams, he places the grade distribution on the board. It does not in any way affect the current grades—but it lets students know where they stand, and he does it to motivate improvement.

8.8 MODERN METHODS OF PERFORMANCE APPRAISAL - MANAGEMENT BY OBJECTIVES

“Management by objectives is a process whereby the superior and subordinate managers of an organisation jointly identify its common goals, define each individual’s major areas of responsibility in terms of the results expected from him, and use these measures as guides for operating the unit and assessing the contribution of each of its members.”

Much of the initial impetus for MBO was provided by Peter Drucker (1954) and by Douglas McGregor (1960). Drucker first described management by objectives in 1954 in the Practice of Management. Drucker pointed the importance of managers having clear objectives that support the purposes of those in higher positions in the organisation. McGregor argues that by establishing performance goals for employees after reaching agreement with superiors, the problems of appraisal of performance are minimised. MBO in essence involves the setting of clearly defined goals of an employee in agreement with his superior. Carroll and Tosi (1973), in an extensive account of MBO, note its following characteristics:

1. The establishment of organisational goals.
2. The setting of individual objectives in relation to organisational goals.
3. A periodic review of performance as it relates to organisational goals. Effective goal-setting and planning by top management.
4. Organisational commitment.
5. Mutual goal-setting.
6. Frequent individual performance reviews.
7. Some freedom in developing means of achieving objectives.

MBO is, thus, a method of mutual goal-setting, measuring progress towards the goals, taking action to assure goal attainment, feedback, and participation. It is a result-oriented philosophy, enabling an employee to measure progress toward a goal which the employee often has helped to define. In the goal-setting phase of MBO, a superior and subordinate discuss job performance problems and a goal is agreed upon. Along with mutual goal-setting, a major component of MBO is the performance review session between the superior and subordinate, which takes place regularly to evaluate progress towards specified goals.

The key features of management by objectives are as follows:

1. Superior and subordinate get together and jointly agree upon the list of the principal duties and areas of responsibility of the individual's job.
2. The subordinate sets his own short-term performance goals or targets in cooperation with his superior.
3. They agree upon criteria for measuring and evaluating performance.
4. From time to time, as decided upon, the superior and subordinate get together to evaluate progress towards the agreed-upon goals. At those meetings, new or modified goals are set for the ensuing period.
5. The superior plays a supportive role. He tries, on a day-to-day basis, to help the subordinate achieve the agreed upon goals. He counsels and coaches.
6. In the appraisal process, the superior plays less of the role of a judge and more of the role of one who helps the subordinate attain the organisational goals or targets.

The MBO process

Figure 24



MBO as a mutual goal setting exercise is most appropriate for technical, professional, supervisory, and executive personnel. In these positions, there is generally enough latitude and room for discretion to make it possible for the person to participate in setting his work goals, tackle new projects, and discover new ways to solve problems. This method is generally not applied for lower categories of workers because their jobs are usually too restricted in scope. There is little discretionary opportunity for them to shape their jobs.

MBO may be viewed as a system of management rather than an appraisal method. A successful installation of MBO requires written mission statements that are prepared at the highest levels of top management. Mission statements provide the coherence in which top-down and bottom-up goal setting appear sensible and compatible. MBO can be applied successfully to an organisation that has sufficient autonomy, personnel, budget allocation, and policy integrity. Managers are expected to perform so that goals are attained by the organisation. Too often MBO is installed top-down in a dictatorial manner with a little or no accompanying training. If properly implemented, it serves as a powerful and useful tool for the success of managerial performance.

MBO is a tool that is inextricably connected with team building so that the work commitment of team members can be increased and their desire to excel in performance can be inspired. It is important to have effective team work among a group of managers or a group of subordinates. The group of employees or subordinates must be looked upon as a team that needs to be brought together. Goals should be set by manager-subordinate pairs, and also by teams. The basic superior subordinate relationship in an organisation is in no way undermined in this concept of team goal setting. Lines of responsibility, authority, and accountability remain clear.

CHAPTER 9.

Motivation and Compensation

9. Motivation and Compensation

According to Webster's New Collegiate Dictionary, a motive is "something (a need or desire) that causes a person to act." Motivate, in turn, means "to provide with a motive," and motivation is defined as "the act or process of motivating." Thus, motivation is the act or process of providing a motive that causes a person to take some action. In most cases motivation comes from some need that leads to behavior that results in some type of reward when the need is fulfilled. This definition raises a couple of basic questions.

The performance that employers look for in individuals rests on ability, motivation, and the support individuals receive; however, motivation is often the missing variable. Motivation is the desire within a person causing that person to act. People usually act for one reason: to reach a goal. Thus, motivation is a goal directed drive, and it seldom occurs in a void. The words need, want, desire, and drive are all similar to motive, from which the word motivation is derived. Understanding motivation is important because performance, reaction to compensation, and other HR concerns are related to motivation.

9.1 MOTIVATION DEFINED

Internal and external factors that stimulate desire and energy in people to be continually interested in and committed to a job, role, or subject, and to exert persistent effort in attaining a goal.

Motivation results from the interactions among conscious and unconscious factors such as the

- intensity of desire or need,
- incentive or reward value of the goal, and
- expectations of the individual and of his or her significant others.

Many contemporary authors have also defined the concept of motivation. Motivation has been defined as: the psychological process that gives behavior purpose and direction (Kreitner, 1995); a predisposition to behave in a purposive manner to achieve specific, unmet needs (Buford, Bedeian, & Lindner, 1995); an internal drive to satisfy an unsatisfied need (Higgins, 1994); and the will to achieve (Bedeian, 1993). For this paper, motivation is operationally defined as the inner force that drives individuals to accomplish personal and organizational goals.

“Psychological forces that determine the direction of a person’s behavior in an organization, a person’s level of effort and a person’s level of persistence.” G. Jones and J. George from the book “Contemporary Management.”

Features of employee motivation:

- Motivation is an act of managers
- Motivation is a continuous process
- Motivation can be positive or negative
- Motivation is goal oriented
- Motivation is complex in nature
- Motivation is an art
- Motivation is system-oriented
- Motivation is different from job satisfaction

Why is motivation important?

People are a core business lever any successful business enjoys today. The soft aspects of the workplace, its employee engagement, culture, values, policies, etc. contribute significantly to attracting and retaining the best talent. And this study clearly points to the tremendous upside, which companies that effectively appreciate their employees can enjoy – a higher return on investments, equity and assets.

You can have a lovely shiny car, but it’s worthless if it doesn’t have the power of a great engine behind it. Your employees are the engines of your organization and like any finely tuned engine your workforce to operate smoothly and effectively. The fact is employee motivation is directly linked to business profits, and the more self-motivated your employees are, the more differentiated and successful you will be as a business.

- Motivated employees look for better ways to do a job.
- Motivated employees care about their customers
- Motivated employees take pride in their work.
- Motivated workers are more productive.

9.2 MOTIVATING FACTORS

Motivating factors are drivers of the human behavior related to the intrinsic nature of the work, but not necessarily to the surrounding circumstances or environment. Motivating factors include achievement, advancement, autonomy, personal growth, recognition, responsibility, and the work itself.

The “Hawthorne effect” refers to improvements in worker productivity or quality that results from the mere fact that workers are being studied or observed. This observation came from studies carried out at Western Electric’s Hawthorne plant during the late 1920s. The experiments validated the idea that people are motivated by additional factors rather than by purely economic factors.

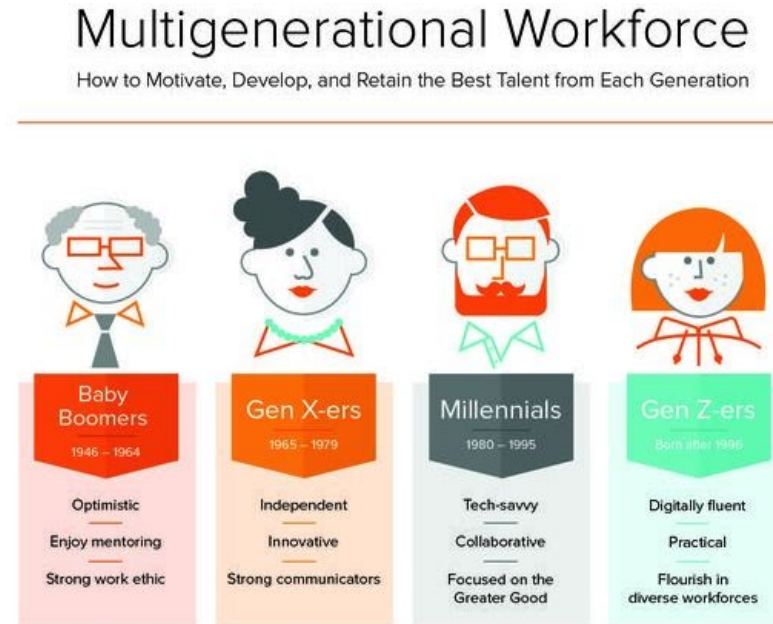
Figure 25

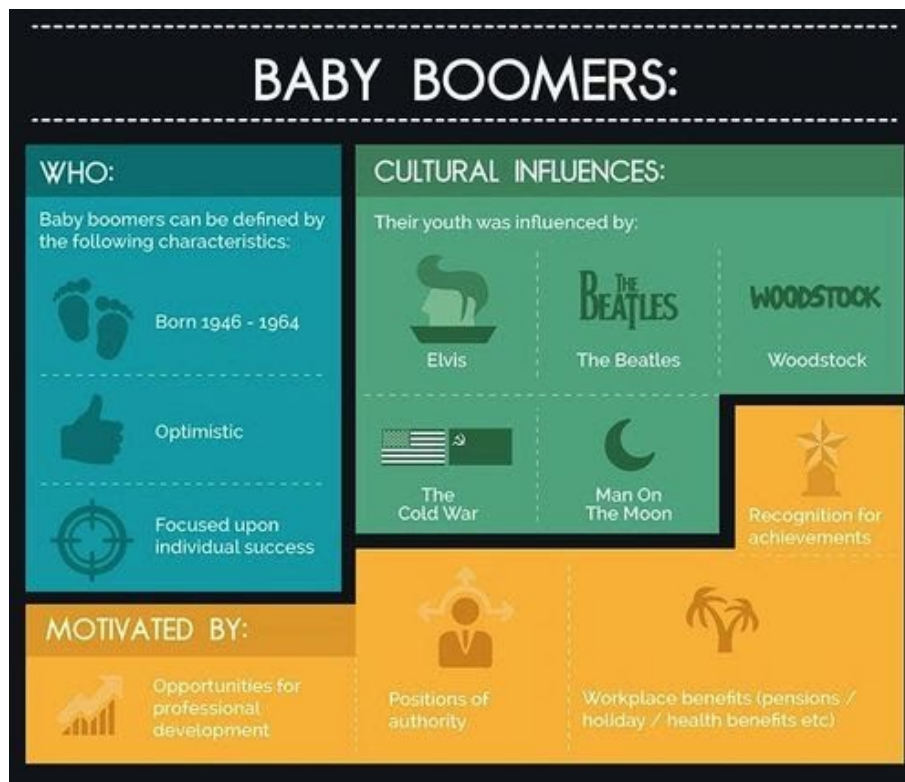


Peter Drucker argued that people with highly developed skills or expertise can give their best only through self-motivation, not guidance from above. He forecast that with the rise of ‘knowledge workers’, firms would tend to become flatter. He was proved right.

9.3 MULTI-GENERATIONAL EMPLOYEE MOTIVATION

Figure 26



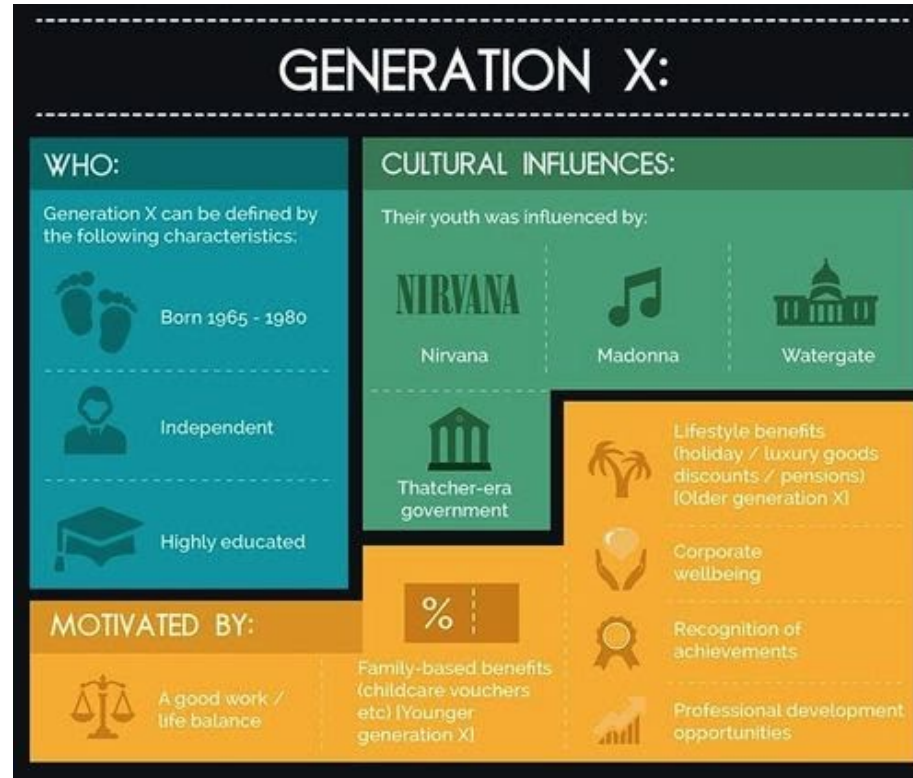
Baby Boomers*Figure 27*

(Baby boomer is a term referring to a person who was born between 1946 and 1964.)

Economists predicted that this period would be partly defined by baby boomers retiring en masse. However, as a result of the recession, many have either elected or been forced to extend their careers. Their concerns about their financial future and desire to retire, therefore, should not be taken lightly.

Although they are loyal, if you want to keep hold of them make them feel valued. Their experience is invaluable, especially when you have a workforce full of enthusiastic, but often erratic millennials.

While they're still around, take advantage of their strong management skills and work ethic to help train your younger employees. Facilitate the passing of knowledge between generations, but remember that baby boomers tend to be independent, so let them do so as they feel comfortable. You shouldn't worry about giving them too much freedom – baby boomers tend to be overachievers.

Generation X*Figure 28*

Gen X employees are technologically and internet-savvy, having seen modern technology introduced during their youth.

Many of this generation grew up without heavy parent supervision so as a result, also tend to be unafraid of working independently and taking risks. They're also entrepreneurial so trust them to find inventive solutions to business problems and this will help your business's agility in this ever-changing world.

However, GenX is the generation of instant gratification and they believe in a good work-life balance, so make sure they have the freedom to strike that balance or they will seek it elsewhere.

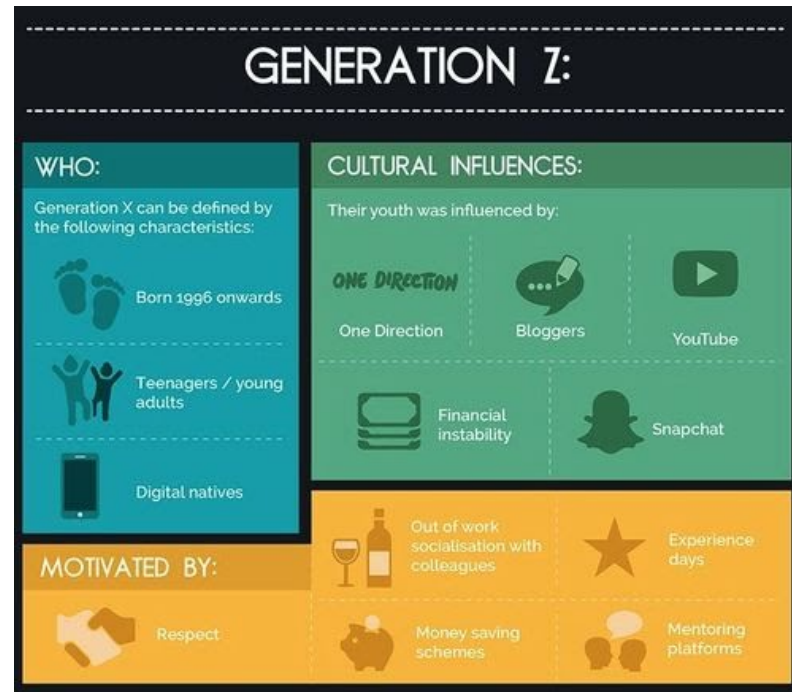
Generation Y*Figure 29*

They are pragmatic and hard-working, but they are jaded by the recent economic downturn and its effect on their job-search. They aren't as loyal as previous generations and are open to new challenges. Provide ample opportunities in-house to progress or to further their education to avoid losing staff to your competitors.

In addition to personality differences, managers may have issues with the generational spread because they feel that this generation simply does not have the same set of skills as previous generations. 66% of businesses are still owned by Baby boomers, but most of their staff are statistically millennials and this clash of ideas and skills may cause conflict. Remember, a business's expectations should be managed based on the makeup of its workforce as much as the whim of its owners.

Generation Z

Figure 30



9.4 COMPENSATION

Before reading the compensation management topic, one should know the impact of compensation system on the organization and its gravity if it is not managed effectively. First and last word on compensation management is that, it is core and direct influencing factor on employee motivation and other factors succeed.

“The most important thing is to note that compensation plays a major role in attracting talent from the market and compensation system of the organization is Key factor for creating employer brand, which is most important factor for attracting talent people. Having talent people for the organization is a major asset for the organization development”

Importance of employee's compensation or reward system:

- Compensation or reward system of the organization is most influencing factor for employee motivation, must remember.
- If we observe history of causes of industrial disputes, employee compensation a reward system issues were the main reason in most cases.
- Good compensation system of rewards system in the organization will minimize industrial disputes and helps in maintaining peace and harmony within the organization.
- Compensation system plays a key role in employee attrition.
- Compensation system mostly influences retention of employee in the organization.
- Most of employee satisfaction depends upon compensation a reward system of organization.
- Effective compensation system builds employer brand, which plays a key role in attracting talent.
- Effective compensation system makes employee to put his full efforts for achievement of organization's goals and objectives.
- Effective compensation system builds initiative towards work, which in turn enhances the productivity of organization.
- Effective compensation makes employees feel belongingness towards the organization.

The HR Compensation Analyst assists with producing the organization's compensation program. Their primary responsibility is the research and study to determine appropriate employee compensation. In addition, they evaluate predicted market trends, recommend revisions to company compensation plans, review job descriptions, and assist the Compensation Manager.

The HR Compensation Manager directs the organization's compensation program. Their responsibilities include developing job descriptions, analyzing jobs, conducting salary surveys and job evaluations, and establishing a salary structure. They suggest revisions to the compensation plan and procedures, administer bonus and incentive programs, and manage the performance appraisal system.

9.5 COMPENSATION OVERVIEW

Compensation management is one of the most challenging human resource areas because it contains many elements and has a far-reaching effect on the organization's goals. The purpose of providing compensation is to attract, retain and motivate employees.

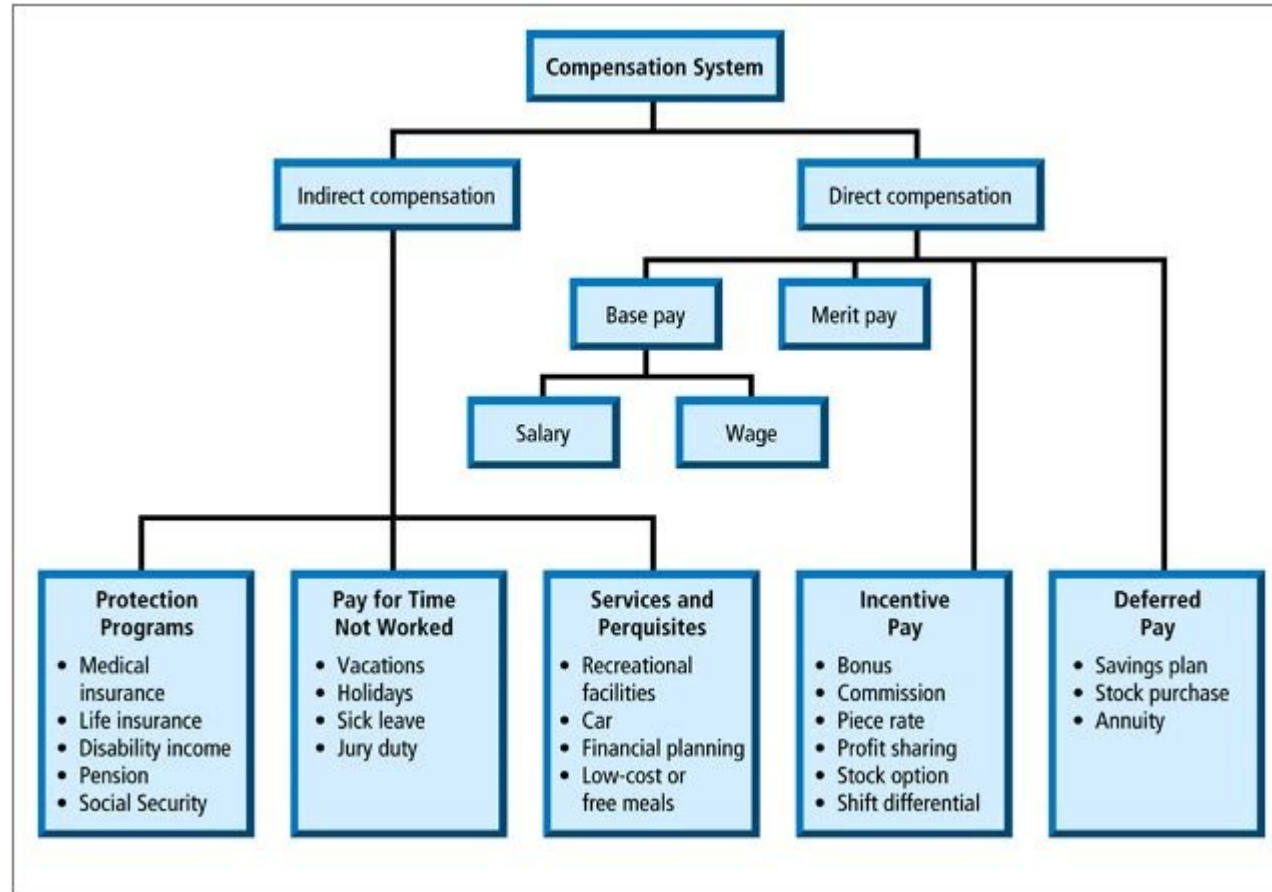
There are two main types of financial compensation.

- **Direct financial compensation** – the pay that a worker receives as wages, salaries, commissions and bonuses, and
- *Indirect financial compensation* – all financial rewards that are not included in direct compensation (i.e. benefits).

An example of **direct financial compensation** is the money the worker receives as wages at the end of the week, or as a salary paid at the end of the month. Many companies pay salaries straight into the employee's bank account

An example of **indirect financial compensation** is when the company contributes to an employee's housing subsidy or a pension plan. Not all compensation is financial. A worker can get great satisfaction from his work and enjoy the environment in which he works. This is called non-financial compensation and cannot be counted in terms of money.

Figure 31



The objective of the compensation function is to create a system of rewards that is equitable to the employer and employee alike. The desired outcome is an employee who is attracted to the work and motivated to do a good job for the employer. Patton suggests that in compensation policy there are seven criteria for effectiveness.

Compensation should be:

1. **Adequate** Minimal governmental, union, and managerial levels should be met.
2. **Equitable** Each person should be paid fairly, in line with his or her effort, abilities, and training.
3. **Balanced Pay** Pay, benefits, and other rewards should provide a reasonable total reward package.
4. **Cost-effective** Pay should not be excessive, considering what the organization can afford to pay.
5. **Secure Pay** Payment should be enough to help an employee feel secure and aid him or her in satisfying basic needs.
6. **Incentive-providing Pay** Payment should motivate effective and productive work.
7. **Acceptable to the employee** Employees should understand the pay system and feel it is a reasonable system for the enterprise and him or herself.

CHAPTER 10.

Human Resource Accounting and BSC

10. Human Resource Accounting ^[10] and BSC

Human Resource Accounting is the process of assigning, budgeting, and reporting the cost of human resources incurred in an organization, including wages and salaries and training expenses.

Human Resource Accounting is the activity of knowing the cost invested for employees towards their recruitment, training them, payment of salaries & other benefits paid and in return knowing their contribution to organisation towards its profitability.

The American Accounting Association's Committee on Human Resource Accounting (1973) has defined Human Resource Accounting as "the process of identifying and measuring data about human resources and communicating this information to interested parties". HRA, thus, not only involves measurement of all the costs/ investments associated with the recruitment, placement, training and development of employees, but also the quantification of the economic value of the people in an organisation.

Flamholtz (1971) too has offered a similar definition for HRA. They define HRA as "the measurement and reporting of the cost and value of people in organizational resources".

10.1 CONCEPT OF HUMAN RESOURCE ACCOUNTING

Human Resource Accounting (HRA) is a new branch of accounting. It is based on the traditional concept that all expenditure of human capital formation is treated as a charge against the revenue of the period as it does not create any physical asset. But now a day this concept has changed and the cost incurred on any asset (as human resources) should be capitalised as it yields benefits measurable in monetary terms.

Human Resource Accounting means accounting for people as the organisational resources. It is the measurement of the cost and value of people to organisations. It involves measuring costs incurred by private firms and public sectors to recruit, select, hire, train and develop employees and judge their economic value to the organisation.

[10] <http://www.whatishumanresource.com/Human-Resource-accounting>

According to Likert (1971), HRA serves the following purposes in an organisation:

- It furnishes cost/value information for making management decisions about acquiring, allocating, developing, and maintaining human resources in order to attain cost-effectiveness;
- It allows management personnel to monitor effectively the use of human resources;
- It provides a sound and effective basis of human asset control, that is, whether the asset is appreciated, depleted or conserved;
- It helps in the development of management principles by classifying the financial consequences of various practices.

10.2 MEANING

Human resource accounting is an attempt to identify and report investments made in the human resources of an organisation that are not presently accounted for under conventional accounting practice.

Basically, it is an information system that tells the management what changes overtime are occurring to the human resources of the business, and of the cost and value of the human factor to the organisation. The system may serve both the internal and external users, providing management (internal users) with relevant data on which to base recruiting, training and other development decisions and supplying investors, lenders and other external users of financial statement with information concerning the investment in and utilisation of human resources in the organisation.

Accounting is a man-made art and its principles and procedures have been evolved over a long period to aid business in reporting for the management and public. Of the four factors of production, viz., man, money, material and land, the last three of them are amenable to conventional accounting, but the first one, i.e., the human resource has not been subject to such accounting. Over the last two decades the idea of accounting for human resources is gaining active consideration.

Much of the work on accounting for human resources focused primarily on development or validation of HRA concepts. The traditional practice of treating all expenditure on human capital formation as an immediate charge against income is not consistent with the treatment accorded to comparable outlays in physical capital. The American Accounting Association strongly criticised the practice of assigning a Zero value to an asset and stated that „Costs should be capitalised when they are incurred in order to yield future benefits and when such benefits can be measured.”

Management of any concern continuously strives hard for obtaining maximum efficiency. In order to measure the effectiveness of any firm the normal method is to examine financial statements. These statements include balance sheets in which physical assets such as cash accounts receivables, inventory and plant are recorded. These statements normally do not mention the productive capacity of the workers or goodwill of the company.

HRA is the art of valuing, recording and presenting systematically the work of human resources in the books of accounts of an organisation. Thus, it is primarily an information system, which informs the management about the changes that are taking place in the human resource of an organisation.

10.3 DEFINITIONS

“Human Resource Accounting is the process of identifying and measuring data about human resources and communicating this information to interested parties.” (American Accounting Society Committee on HRA)

“Human Resource Accounting is an attempt to identify and report investments made in human resources of an organisation that are presently not accounted for in conventional accounting practice. Basically it is an information system that tells the management what changes over time are occurring to the human resource in the business.” (Woodruff)

“A term used to describe a variety of proposals that seek to report and emphasize the importance of human resources – knowledgeable, trained and loyal employees in a company earning process and total assets.” (Davidson and Roman L. Weel)

“Human resource accounting is the measurement of the cost and value of the people for the organisation.” (Eric Flamholtz, University of California)

10.4 OBJECTIVES OF HR ACCOUNTING

The objective of HRA is not merely the recognition of the value of all resources used by the organisation, but it also includes the management of human resource which will ultimately enhance the quantity and quality of goods and services.

The main objectives of HR Accounting system are as follows:

- To furnish cost value information for making proper and effective management decisions about acquiring, allocating, developing and maintaining human resources in order to achieve cost effective organisational objectives.
- To monitor effectively the use of human resources by the management.
- To have an analysis of the human assets i.e. whether such assets are conserved, depleted or appreciated.
- To aid in the development of management principles. and proper decision making for the future by classifying financial consequences of various practices.
- In all, it facilitates valuation of human resources recording the valuation in the books of account and disclosure of the information in the financial statement.
- It helps the organisation in decision making in the following areas:
 - Direct Recruitment vs. promotion, transfer vs. retention, retrenchment vs. retention, impact on budgetary controls of human relations and organisational behaviour, decision on reallocation of plants closing down existing units and developing overseas subsidiaries.

10.5 ADVANTAGES OF HR ACCOUNTING

Human Resource Planning anticipates not only the required kind and number of employees but also determines the action plan.

The major benefits of HR accounting are:

- It checks the corporate plan of the organisation. The corporate plan aiming for expansion, diversification, changes in technological growth etc. has to be worked out with the availability of human resources for such placements or key positions. If such manpower is not likely to be available, HR accounting suggests modification of the entire corporate plan.
- It offsets uncertainty and change, as it enables the organisation to have the right person for the right job at the right time and place.
- It provides scope for advancement and development of employees by effective training and development.
- It helps individual employee to aspire for promotion and better benefits.
- It aims to see that the human involvement in the organisation is not wasted and brings high returns to the organisation.
- It helps to take steps to improve employee contribution in the form of increased productivity.
- It provides different methods of testing to be used, interview techniques to be adopted in the selection process based on the level of skill, qualifications and experience of future human resources.
- It can foresee the change in value, aptitude and attitude of human resources and accordingly change the techniques of interpersonal management

10.6 BALANCE SCORECARD FOR HUMAN RESOURCES [11]

Every business organization aims to enhance its performance levels and shift the focus to the information era of competition and provide greater value to its stakeholders. The concept of Balanced Scorecard (BSC) emerged from such requirements, a performance management instrument that can be integrated into the working of the business processes and used effectually for executing and monitoring of tasks by the workforce.

Since time immemorial, management experts have performed various studies and researches in this field and an independent management consultant Mr. Art Schneiderman led the rest of the specialists in deriving the very first Balanced Scorecard in the year of 1987, followed strategically by the celebrated duo, Robert S. Kaplan and David P. Norton who identified and defined the major perspectives representing an organization's aspects, that were:

- Financial perspective
- Customer perspective
- Internal Business perspective
- Innovation and Learning perspective

The Human Resources is one of the most critical components of an organization taking the onus of accelerating the productivity and effective usage of human capital in the organizational procedures. Human resource practices have a direct correlation with the organization's performance and require successful integration with the organizational goals to prudently apply the theoretical concepts with practical connotations. HR elements can have some major areas of significance involving employee accountability, scalable administration, recruitment and retention aspects and many more.

The widely used HR metrics are inclusive of job satisfaction and related periodical feedback sessions with the immediate supervisor and HR coordinator; furthermore, employee turnover is another major facet that entails the cost to company, the cost of new hiring to fill in along with new recruitments, followed by valuable training and development methodologies to augment working and on the job learning modules. Overall, the Human Resource assessment of such metrics infers transferring of these intangible inputs into tactical values holding value and scope for betterment, which in turn leads to efficacious reference of data and information and further link the Human Resource policies with the management vision.

[11] AKS-Labs, <https://bscdesigner.com/bsc-for-hr.pdf>

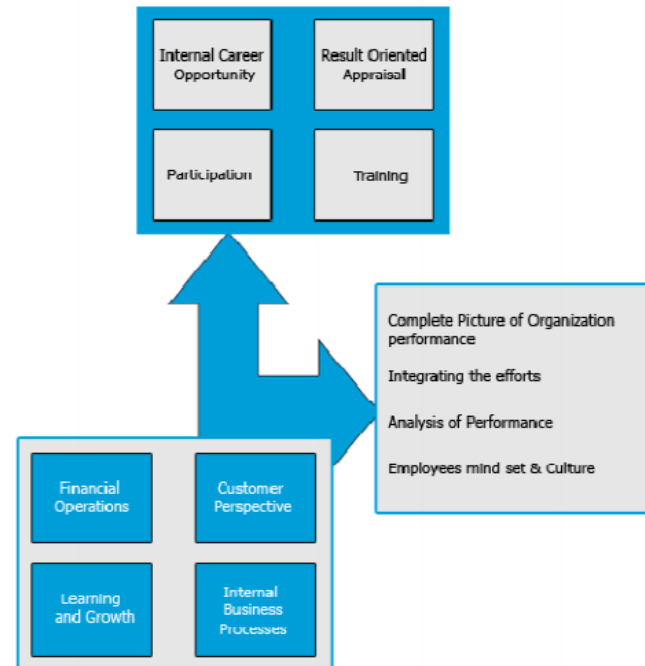
The Balanced Scorecard has been successfully integrated with the chief Human Resource functionalities comprising the recruitment process which is the most critical of all as the future of the business performance is dependent on effective recruitment of the right people for the right positions to deliver the right performance at the right time.

Moreover, amplifying the execution of the goal sheet objectives and transforming them into measurable results ensures the prosperity of any business in the volatile market scenario.

Likewise, the training possibilities must be explored to the fullest to extract the best out of the workforce and offer growth opportunities keeping in mind the business goals. Honing employee skills certainly broadens the compass of working simultaneously keeping up the motivational levels and morale to the optimum intensity.

The performance stimulus can include monetary as well as non-monetary benefits to the limit of extending growth prospects to the deserving employees, correspondingly checking the internal factors like the incoming challenges and control prospects. The leadership aspect encompasses the alliance between the process managers and the vital success factors that contribute to the business ambitions under the direction of the management superiors.

Figure 32 A Balance Scorecard acts as a link between management perspective and HR activities to achieve long term vision of top management.



Source: AKS-Labs, <https://bscdesigner.com/bsc-for-hr.pdf>

10.7 REPRESENTING THE HR STRATEGY IN A FORM OF BALANCED SCORECARD

A Human Resource Strategy is extracted out of an organization's business strategy comprising of the long term plans and objectives. The task of goal setting and job defining is directly linked to the view of a company's overall strategy and ambitions that requires an integrated approach by the process managers to proceed towards building the mainstream plans. Any organization frames and drafts its strategic objectives through an in-depth analysis of market forces and competition levels which comprise the demand and supply relationship in accordance with new trends and keeping in close check the substitute industries, new entrants and degree of volatility of the competitive levels.

Any company wanting to have a competitive edge and advantage in the market over its rivals carefully needs to identify and define the elementary factors of market like prices, quality and supply etc. Moreover, a cautious analysis of these factors is imperative to build them in accordance with the company long term plans and market demands and follow it up with avidly defending them basis the customer demand and organization competence. An HR strategy is required to work correspondingly to the management visions and broad strategies and facilitate team work on the same lines.

10.8 HR STRATEGY ELEMENTS

An HR Balanced Scorecard aims to integrate itself in the company business strategy and workforce performance to extract the most apt results to quantitatively measure the overall success. Kaplan and Norton identified and described four major perspectives representing the major elements of an organization as already discussed above keeping in close check the balanced view of any organization and its core areas of expertise and production. Management and workforce must devise ways to adapt to the Scorecard approach and its success largely depends upon the measures agreed upon and how they are executed in the business process.

Primarily, the Human Resource team must aim at hiring of effectual and goal oriented staff that represent self-reliance and are self-starters in all aspects, willing to work hard and self-motivated. However, it is imperative to note that keeping only the financial facet in focus might lead to over investment in hiring of workforce and neglecting the long term value creation goals that facilitate future growth. Applying the BSC in Human Resource management gives a holistic approach as it centers on the most functional and essential components that garner maximum results.

Incentive based plans and apposite remuneration provides a platform to the workforce to give in their best foot forward and contribute to organizational growth and excellence, besides precisely counting on the vital financial components and keeping recessionary symptoms in check. Many a times it is seen that process managers and finance heads consider the employee benefits and compensation as a major chunk of operational expenditure and the same is presented in corporate meetings and discussions as well, cautiously hinting at cutting down expenses and developing stricter norms for incentive plans of the employees, which is undesirable as competent and loyal employees are an asset for any organization that require to be carefully fostered and cared for owing to their contribution to business success and growth.

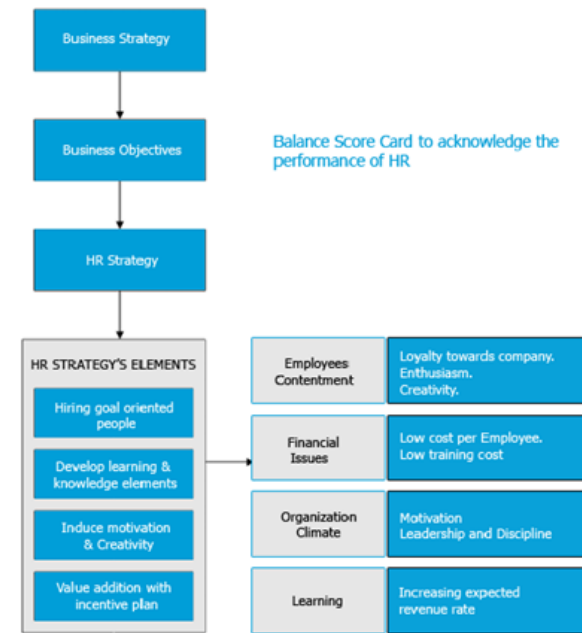
Furthermore, the HR management must strive to develop and generate learning elements and knowledge sharing and effectively cascade the business objectives to the employees and provide a concrete framework to plan and organize the deliverables of the workforce to help them envision the business goals and strategies and their influence on the Key Performance Indicators. Inducing training modules and interactive information sharing sessions will help in employee orientation and help them focus. These training gatherings help the HR management to identify and work upon the desired metrics and improvise upon process efficiency and moreover, perform accurate recognition and blending of efficiency and effectiveness of the performance measures to provide a well balanced view of the process and functioning of human capital.

Another important consideration to ponder upon is encouraging the workforce to boost their motivation and ignite the sparks of creativity to enhance their performance and work towards greater job satisfaction. A balanced scorecard aims to effectually link the HR strategy, workforce performance and business objectives together and suitably evaluate them to an extent to see which combination works best and adds value to the business process. The employee skills, aptitude, knowledge base and demeanor needs to be carefully assessed and duly appraised in terms of productivity and quality of the output and further develop process measures to encourage and acknowledge the workforce efforts and strive to consistently develop them so that they continue to add value to the business and organizational competitiveness as a whole.

Value addition and increasing revenue investment per employee can prove immensely instrumental in enhancing the work performance and boosting employee morale in extracting superlative work and contributing substantial value to the organization and improvise the quality of their strategy execution and develop the right perspective towards the workforce and its causative to the business success and use the workforce metrics to drive the success process consistently for long term growth. The decision makers can measure the individual performances in terms of value added to the organization and majorly focus on those upon which the organization depends for revenue.

The Balanced Scorecard is an approach to reckon with taking considering the long term beneficial value and closely follow the Pareto Principle which states that for numerous events; eighty percent of the effects and consequences come from twenty percent of the causes, which are mainly the Key Performance Indicators. The BSC links all the organizational business units into a more coherent and cohesive entity while consistently following the individual and departmental performances which are closely integrated and the Balanced Scorecard aims to synergize and synchronize the working of all components whether tangible or intangible for organization benefit. The application of a BSC garners measureable results that can be linked with the HR strategies and Business goals and induce procedural working aiming towards maximum success and greater integration of modules that are involved in linking the two.

Figure 33



Source: AKS-Labs, <https://bscdesigner.com/bsc-for-hr.pdf>

CHAPTER 11.

Managing HR Roles: David Ulrich's Model

11. Managing HR Roles: David Ulrich's Model ^[12]

“Human Resource Champion”, published by Dave Ulrich talks about the importance of Human Resource Management as a business arm that any enterprise can't function without. The concept of Dave Ulrich or the “Ulrich Model” serves as a benchmark for many HR professionals today in their attempt to dissect and mobilize their multifaceted roles in the administrative, HR, and business partnership.

The goal of utilizing the Ulrich model is to be able to make good and effective shifts from that of strategic management, to administrative, and Human Resources. Although there are people who might question the efficiency and relevance of the Ulrich Model today considering that it may be well past its prime, there still are a lot of businesses that find it a tangible part of business management.

David Olson Ulrich



Born 1953
Ely, Nevada, United States

Alma mater Brigham Young University
UCLA

Occupation Professor,^{[1][2]} management consultant, author, speaker

[12] Tonmoy Shingal

11.1 WHAT IS THE ULRICH MODEL?

The Ulrich Model is meant specifically to organize human resources functions. This was developed by David Ulrich who suggested that in giant organizations or large-scale businesses, HR functions should be compartmentalized into four segments.

Figure 34

Dave Ulrich Model of HR Roles



11.2 DAVID ULRICH MODEL OF HR ROLES

More so, he stressed that shared service activities should be operated in call centers which has a supporting technology or internet that can provide the basic support and administrative functions to the rest of the business.

Business partners then pertain to small teams or individuals who all work collaboratively with managers of the organizations to carry out strategic management and key initiatives. Now, the center of expertise acts as repositories of technical know-how in line with employment relations, resourcing, and reward; to name some. This aims to be able to promulgate and develop policies while also providing the support needed by different business units as well as shared services.

Dave Ulrich was no ordinary author as he was in fact looked upon as the great “Father of Human Resources; according to HR Magazine. This is a well-deserved recognition considering the contributions he has accorded the Human Resources industry. The dilemma today is that many people would claim that Ulrich Model could be impractical and insignificant in the 21st century or even beyond. Although, yes, many businesses still thrive in such practices, people were put in the dark ages in term of strategic maneuvers which could work well back in 1995 but is regarded obsolete and irrelevant today.

HR practitioners would suggest that it is better to revamp the HR roles and integrate technology to transform everything all together and make it more modern. The full suite could then work for the HR millennials today. But, this may look and sound easy but that is actually complicated to execute.

11.3 CONFUSION AND DEBATE WITH THE EFFICIENCY OF THE ULRICH MODEL

HR experts would contest that there is in fact nothing wrong with the Ulrich Model; whether you decide to use it in any generation. The difference or mistake would then lie with HR professionals who would use the Ulrich Model without completely understanding how it functions as a whole. Some would just do cherry picking and attempt to simplify it; picking the best part and disregarding some along the way. These neglected parts are said to be those that are too difficult to understand and implement altogether.

According to HR Magazine, “people too often see the structure part of his theories as a ‘solution’ – something which, once implemented, will automatically deliver brilliant HR. As with anything, the reality is of course much more nuanced. As with anything, it’s often not what you do, but how – or rather how intelligently – you do it,” said Ulrich.

For one, the Ulrich Model is in actuality, a blueprint meant to keep HR functions seamless; this then does not translate into certain jobs. This is an all too common misconception of the Ulrich Model which created a lot of confusion. This then resulted in many companies launching business partners without placing outsourcing or shared service centers. This leaves many organizations dismantled in how they would balance transactions with customer expectations. Many HR practitioners fail to understand that Dave Ulrich pointed out that transforming HR does not rely mainly on HR functions but that senior management and CEO also have important roles to play to make everything work.

Up until now, many companies still lack an HR integrated system to keep records organized and so as for payroll, recruitment, talent or skills management, education, and training. These gaps create inefficiency in the administrative and management branches; which are key areas of the Ulrich Model. Sadly, many HR practitioners did not get firsthand information regarding the Ulrich Model. They seem to have known about this through second-hand sources like magazine articles, news, consultancy firms, and other professional networks (online and offline).

More so, very few HR professionals would actually read Dave Ulrich’s original work and would be in the loop of new developments or modifications. The workplace makeup and structure evolve over time and more likely than not, the Ulrich Model should also be able to change with the tide. This is where the confusion lies. Dave Ulrich claimed that if any HR consultant or practitioner would be following through his 1997 model and would not keep track of the constant updates and revisions that he has been doing with the Ulrich Model would really be obsolete in that sense. He is by essence, a pragmatic, and is pretty flexible with his theories. His most recent work which is in 2012 showcases the most recent development in the model.

11.4 BASIC PRINCIPLES IN THE ULRICH MODEL

Despite the lingering confusion on its implementation, the principles surrounding the Ulrich Model remains and these are the following: to create a unified structure that delivers value, define a clear distinction or role for the Human Resources, create a competitive edge for the company, and be able to measure how a company has performed according to metrics. It's not a perfect system like any other but it provides a solid benchmark for an organization.

The most current study by Dave Ulrich – “Ulrich Comes Of Age” marks the 18th founding anniversary of the “Human Resource Champions” which was published in 1996. David Ulrich's book's timing was perfect as it was written at those times wherein many companies struggled with the fundamentals of HR operations. There have been many achievements and productive effects manifested and evident in recent HR operations specifically with commercial focus as evident with the practices of Mettl; which shows that the Ulrich Model and his theories have predicted progress in the HR arena.

In the quest for HR efficiency, many organizations have invested heavily on HR infrastructure but lack in talent or skills management. Now, this aspect is very critical to the business. There is no one-size-fits-all metrics that would mesh with any organization as each company has its own unique needs. Organizations should look into Ulrich Model as the standard but should try to innovate or be creative with the design that can be applicable to their own organizational structure and changing needs.

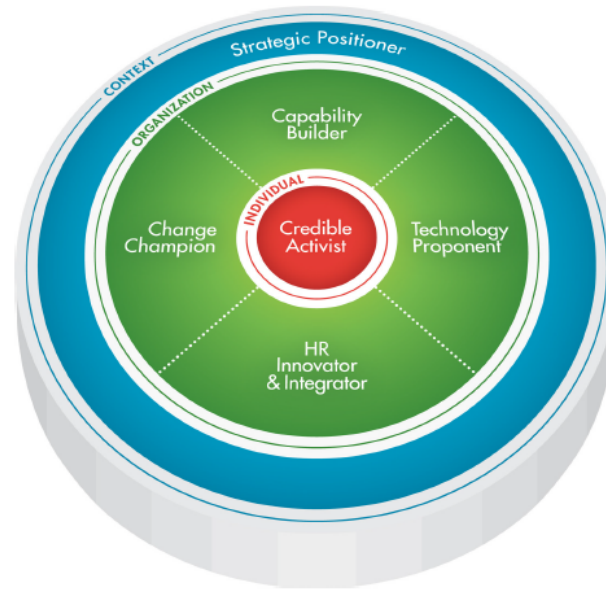
11.5 THE SIX COMPETENCIES TO INSPIRE HR PROFESSIONALS [13]

Any good HR professional wants to be better. This begins with a desire to improve, followed by a clear understanding of what it requires to improve.

As the number of global HR professionals climbs close to one million, so it becomes important for this relatively new profession to define what it means to be effective. HR effectiveness matters more than ever, because leaders of businesses and not-for-profit organisations increasingly recognise the importance of individual abilities (talent), organisation capabilities (culture) and leadership as key to their success. HR professionals should become insightful advisers and architects on these matters. In a constantly changing world, there has never been a greater need to identify what HR professionals must be, know, do and deliver to contribute more fully to their organisations.

Figure 35

HR competencies for the future



[13] Dave Ulrich and colleagues, 2012

Dave Ulrich identified six domains of competencies HR professionals must demonstrate to be personally effective and to have an impact on business performance. These competencies respond to a number of themes facing global business today:

outside/in: HR must turn outside business trends and stakeholder expectations into internal actions

business/people: HR should focus on both business results and human capital improvement

individual/organisational: HR should target both individual ability and organisation capabilities

event/sustainability: HR is not about an isolated activity (a training, communication, staffing, or compensation programme) but sustainable and integrated solutions

past/future: respect HR's heritage, but shape a future

administrative/strategic: HR must attend to both day-to-day administrative processes and long-term strategic practices.

Strategic positioner. High-performing HR professionals think and act from the outside/in. They are deeply knowledgeable about external business trends and able to translate them into internal decisions and actions. They understand the general business conditions (eg social, technological, economic, political, environmental and demographic trends) that affect their industry and geography. They target and serve key customers of their organisation by identifying customer segments, knowing customer expectations and aligning organisation actions to meet customer needs. They also co-create their organisations' strategic responses to business conditions and customer expectations by helping frame and make strategic and organisation choices.

Credible activist. Effective HR professionals are 'credible activists' because they build their personal trust through business acumen. Credibility comes when HR professionals do what they promise, build personal relationships of trust and can be relied on. It helps HR professionals have positive personal relationships. It means to communicate clear and consistent messages with integrity.

As an activist, HR professionals have a point of view, not only about HR activities, but about business demands. As activists, HR professionals learn how to influence others in a positive way through clear, consistent and high-impact communications. Some have called this 'HR with an attitude'. HR professionals who are credible but not activists are admired, but do not have much impact. Those who are activists but not credible may have good ideas, but not much attention will be given to them. To be credible activists, HR professionals need to be self-aware and committed to building their profession.

Capability builder. An effective HR professional melds individual abilities into an effective and strong organisation by helping to define and build its organisation capabilities. Organisation is not structure or process: it is a distinct set of capabilities. Capability represents what the organisation is good at and known for. HR professionals should be able to audit and invest in the creation of organisational capabilities. These capabilities outlast the behaviour or performance of any individual manager or system. Capabilities have been referred to as a company's culture, process, or identity.

HR professionals should facilitate capability audits to determine the identity of their organisations. Capabilities include: customer service, speed, quality, efficiency, innovation and collaboration. One such capability is to create an organisation where employees find meaning and purpose at work. HR professionals can help line managers create meaning, so that the capability of the organisation reflects the deeper values of the employees.

Change champion. As change champions, HR professionals make sure that isolated and independent organisational actions are integrated and sustained through disciplined change processes. HR professionals make an organisation's internal capacity for change match or lead the external pace of change. As change champions, HR professionals help change happen at institutional (changing patterns), initiative (making things happen) and individual (enabling personal change) levels. To make change happen at these three levels, HR professionals play two critical roles in the change process. First, they initiate change, which means they build a case for why change matters, overcome resistance to change, engage key stakeholders in the process of change and articulate the decisions to start change.

Second, they sustain change by institutionalising change through organisational resources, organisation structure, communication and continual learning. As change champions, HR professionals partner to create organisations that are agile, flexible, responsive and able to make transformation happen in ways that create sustainable value.

Human resource innovator and integrator. Effective HR professionals know the historical research on HR, so they can be innovative and integrate HR practices into unified solutions to solve future business problems. They must know the latest insights on key HR practice areas related to human capital (talent sourcing, talent development), to performance accountability (appraisal, rewards), organisation design (teamwork, organisation development) and communication. They must also be able to turn these unique HR practice areas into integrated solutions, generally around an organisation's leadership brand. These innovative and integrated HR practices then result in a high impact on business results by ensuring that HR practices maintain their focus over the long run and do not become seduced by HR 'flavour of the month' or by another firm's 'best practices'.

Technology proponent. In recent years, technology has changed the ways in which HR people think and do their administrative and strategic work. At a basic level, HR professionals need to use technology more efficiently to deliver HR administrative systems such as benefits, payroll processing, healthcare costs and other administrative services. HR professionals also need to use technology to help people stay connected with each other. Technology plays an increasingly important role in improving communications, organising administrative work more efficiently and connecting inside employees to outside customers. An emerging technology trend is using technology as a relationship-building tool through social media. Leveraging social media enables the business to position itself for future growth. Those who understand technology will create improved organisational identity outside the company and improve social relationships inside the company. As technology exponents, HR professionals have to access, advocate, analyse and align technology for information, efficiency and relationships.

HR professionals need to be credible activists who build relationships of trust and have a strong business and HR point of view. They also have to have a mix of competencies in positioning the firm to its external environment (strategic positioner), doing organisation capability and culture audits (capability builder), making change happen (change champion), aligning and innovating HR practices (HR integrator) and understanding and using technology (technology proponent).

CHAPTER 12.

Employer Branding

12. Employer Branding ^[14]

In this era of good corporate governance, the emerging role of human resource is delivering effective governance and social responsibility. In order to achieve this, **Simon Barrow** (1996), a Consultant, coined a concept called 'Employer Branding'.

Employer branding is about making sure that employees feel good about the place they work. Employees can then be ambassadors for the organization and that "feel good factor" can permeate out to others, notably customers and clients.

Employment branding is a strategic and marketing effort designed to make an organization appealing as a place to work. The targeted marketing effort attempts to shape the perceptions of potential employees, current employees and the public. Successful employment branding should reduce hiring costs and ease the hiring process.

The word 'Employer Branding' may be split up as;

Employer Branding = 'Employer' + 'Branding'

'Employer' means a person or an institution that hires people. **'Branding'** means a strategy that allows an organization to differentiate itself from competition and in the process, to bond with their customers to create loyalty. Thus, a position is created in the marketplace that is much more difficult from the competition to poach. A satisfied customer may leave, but a loyal customer is much less likely to leave.

Just like any other brand, an Employer Brand has value and positioning. Employer branding is critical to build an image in the minds of potential employees and market the company as a 'great place to work'.

The objective of Employer Branding is quite simple. It is a strategy employed by an organisation to create an **Employer Value Proposition** (EVP) that conveys to desired current and prospective employees why the organisation is unique, appealing and a fantastic place to work in.

Employer Branding gains tremendous importance in times when the talent pool is shrinking and is becoming increasingly difficult to attract and retain talent. It then becomes critical to position the organisation in the minds of the target audience to give it every possible advantage in attracting employees with superior skills and knowledge - a primary source of competitive advantage for any organisation.

[14] <http://www.wha-tishumanresource.com/employer-brand>

12.1 DEFINITIONS

“Employer Branding can be defined as the package of functional, economic and psychological benefits provided by employment, and identified with the employing Company. (Simon Barrow: 1996)

“Employer Branding may be defined as an organic set of convictions an audience holds about a product, candidate idea or organization.” (HP: 2002)

“Employer Branding establishes the identity of the firm as an employer. It encompasses the firm’s values, systems, policies and behaviours toward the objectives of attracting, motivating, and retaining the firm’s current and potential employees.” (The Conference Board: 2001)

12.2 KEY FACTORS INFLUENCING ON EMPLOYER BRAND NAME

- Salary of the employee paid by the employer.
- Employee benefits given by employer.
- Job security.
- Pleasant working atmosphere.
- Work-life balance. (Definite or fixed working hours in the job , but not irregular working hours)
- Career progression opportunities. (Simply means growth in the job by way of promotion linked with increase in remuneration)

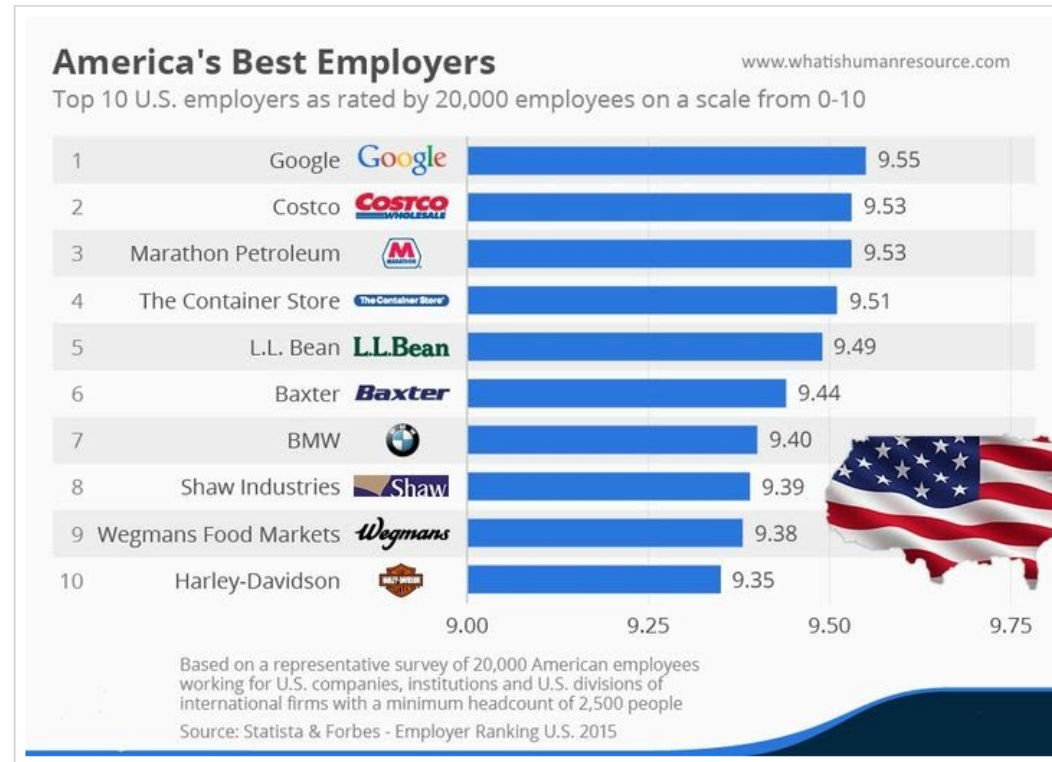
Any organisation for achieving employer brand name, should focus on above said factors. Employee salary plays a key role in gaining employer brand name by an organisation. Having strong employer brand name helps in not only attracting talented employees , but also helps in retaining talented employees in an organisation. Organisation need not struggle much for re-cruiting talented employees, if it has employer brand name in the market. Hence employer brand name definitely saves cost for searching talent and also its valuable time which is equal to cost.

“The basis of employer branding is the application of the same marketing and branding practices to a company’s human resource activities (specifically, recruitment and retention) as it uses for consumer-targeted marketing and branding efforts. In other words, the business markets its brand image to its staff. And just as customers will cease buying a company’s products or services when a promise is unfulfilled, its employees will also leave if the company fails to live up to its employer brand promises.” (Alan Price: Human Resource Management, 2011.)

Some businesses use separate, dedicated employer branding efforts aimed at aligning employees with their organizations’ vision and values whereas others pursue this goal as one element of broader corporate branding strategies.

“BMW, Apple and Google have all created brands that make it easier for these companies to recruit talented workers and to motivate their employees”.

Figure 36



Google emerges world's most attractive employer. Google continues to be a hot favourite for career seekers as the company has emerged as the world's most attractive employer, for the fourth consecutive year, says a survey. According to global employer branding firm Universum's global talent attraction index "The World's Most Attractive Employers 2012", Google has retained the top position in both categories -- business and engineering -- for the fourth year in a row.

"The Google fever is still hot! Students are attracted by Google's relaxed and creative work environment, international atmosphere and innovative products. Google offers great benefits and opportunities that are hard for other companies to match," in the business category, Google has blocked the top rank, followed by KPMG in the second place and Procter & Gamble in the third position.

The 2011 Nielsen survey also showed that the top five dimensions students considered when it comes to seeking employment were high degree **of independence at work, salary package, learning on the job, growth prospects and standing of the company in the market** [Employer brand] respectively.

From an analytical study of the above definitions, we may conclude that:

- Employer branding requires alignment of management and HR practices that ensure an employee experience that matches the image portrayed.
- Employer branding necessitates allowing the work environment and experiences to sell corporate image to human resources.
- Employer branding is about effective and coherent talent management system - recruitment, orientation, training and development and performance management.

Thus, employer branding is a solid process based approach to discover and articulate the organization's unique identity, which is connected in compelling ways to the individual identities and aspirations of human resources, both current and potential.

According to human resource consultants Hewitt Associates, there are five steps to develop a strong employer brand:

- 1) Understand your organisation
- 2) Create a 'compelling brand promise' for employees that mirrors the brand promise for customers
- 3) Develop standards to measure the fulfillment of the brand promise
- 4) 'Ruthlessly align' all people practices to support and reinforce the brand promise
- 5) Execute and measure

12.3 EMPLOYER BRANDING STRATEGY [15]

Employer Branding is a **key component** of every successful Talent Acquisition strategy. Having clearly defined Employer Brand can help you find the right job candidates, attract, engage and hire them.

In this world of “War for Talent”, well-planned Employer Branding strategy can be a **huge competitive advantage** that sets you apart from their competitors.

Top companies use advanced employer branding and recruitment marketing tactics to differentiate their employer brand.

Employer Brand is what your employees, current and potential future job candidates think about you as an employer. It is their perception of how you treat your employees and candidates as well as your Employee Value Proposition.

[15] www.talentlyft.com

12.4 FIVE STEPS FOR IMPLEMENTING A SUCCESSFUL EMPLOYER BRANDING STRATEGY

Successful recruiters know how to develop and implement a productive Employer Branding strategy, and they are full of interesting Employer Branding ideas.

Step 1: Define your Employer Branding goals

Think about what do you want to achieve with your Employer Branding strategy.

Some of the common Employer Branding goals include:











- Get more job applicants
- Get more high-quality candidates
- Increase online engagement
- Increase candidate engagement
- Increase Employer Brand awareness
- Build trust with current candidates
- Get more career site visitors
- Get more applicant from social media
- Increase referral rates
- Increase offer-acceptance rate

Step 2: Identify your Candidate Persona

Defining your candidate persona is a crucial step here. Without knowing who your perfect candidate is, you won't be able to send targeted messages to the candidates that you want to attract.

Figure 37

Cheat sheet for defining a candidate persona

<div>BIO</div> <div></div> <div>Who is your candidate persona?</div> <div><ul style="list-style-type: none">• Age• Position• Title• Salary• Location• Education• Experience• Social background</div>	<div>GOALS</div> <div></div> <div>Reasons to change jobs?</div> <div><ul style="list-style-type: none">• Life goals• Career inspirations</div> <div>FRUSTRATIONS</div> <div></div> <div>What frustrates them?</div> <div><ul style="list-style-type: none">• Why do they want to change jobs?• Barriers to change current jobs</div>	<div>JOB SEARCH BEHAVIOR</div> <div></div> <div>How do they look for jobs?</div> <div><ul style="list-style-type: none">• Active or passive• Mobile, desktop, friends and family...</div> <div>CHANNELS</div> <div></div> <div>Where do they look for jobs?</div> <div><ul style="list-style-type: none">• Social Media, referrals, job boards, career sites...</div>	<div>PERSONALITY</div> <div></div> <div>What are their main personality traits?</div> <div><ul style="list-style-type: none">• What would their psychometric analysis show?</div> <div>SKILLS</div> <div></div> <div>Their primary skills & attributes?</div> <div><ul style="list-style-type: none">• Area in which they have most knowledge and experience</div>	<div>MOTIVATION</div> <div></div> <div>What motivates them?</div> <div><ul style="list-style-type: none">• Firm's reputation• Mission & vision• Values and norms• Organizational culture• Pay & benefits• Projects & innovations• Work environment• Learning & education• Colleagues and managers</div>
<div>INFLUENCERS</div> <div></div> <div>Who influences their decision?</div> <div><ul style="list-style-type: none">• Family & friends• Partners• Current employer and colleagues• HR managers, recruiters, CEOs• Future employee and future colleagues</div>		<div>CONTENT & RESOURCES</div> <div></div> <div>Which and who's information will they trust?</div> <div><ul style="list-style-type: none">• Job ads on job boards• Social Media jobs and posts• Corporate sites and career sites• Current employees and leaders• Talent networking events</div>		

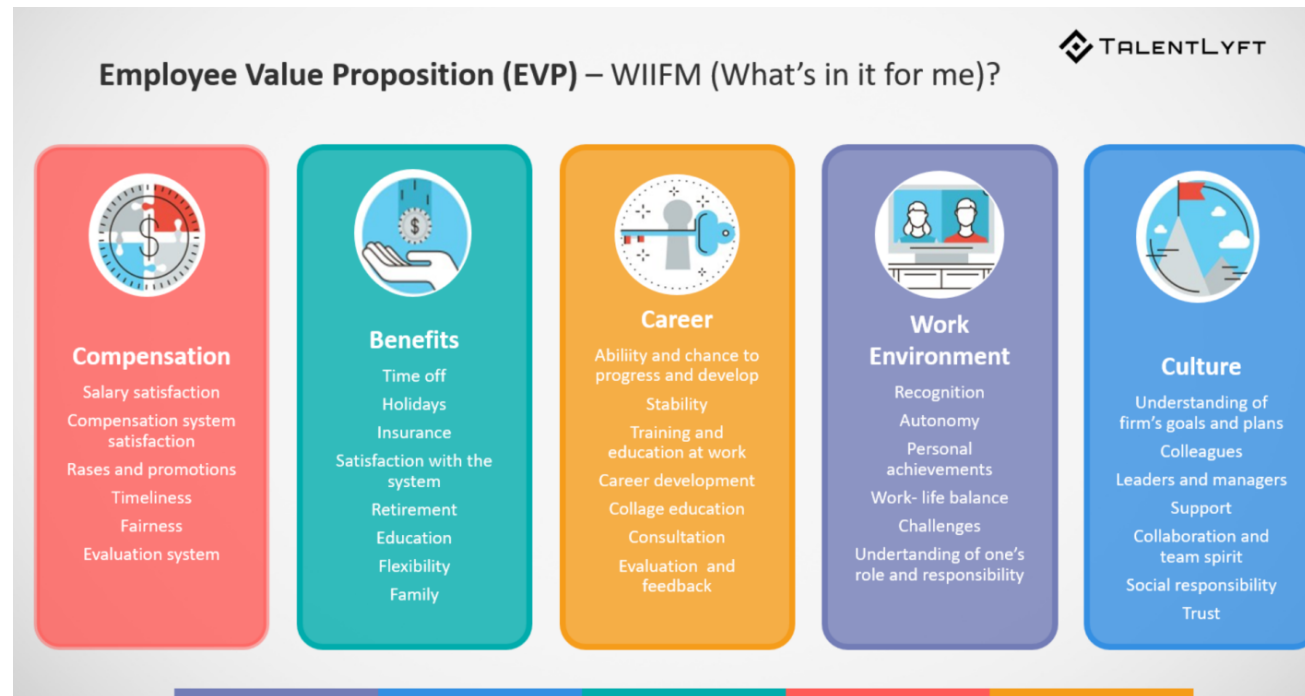
Step 3: Define your Employee Value Proposition

Do you know why your current have chosen you? Do you know why do they stay? Do you know what do they like most about you as an employer?

These are all the **questions you need to answer** in order to set up a successful Employer Branding strategy. Answers to these questions best explain your Employee Value Proposition. Your EVP is the **message** you will target your candidate persona with.

The main 5 blocks of every employee value proposition

Figure 38

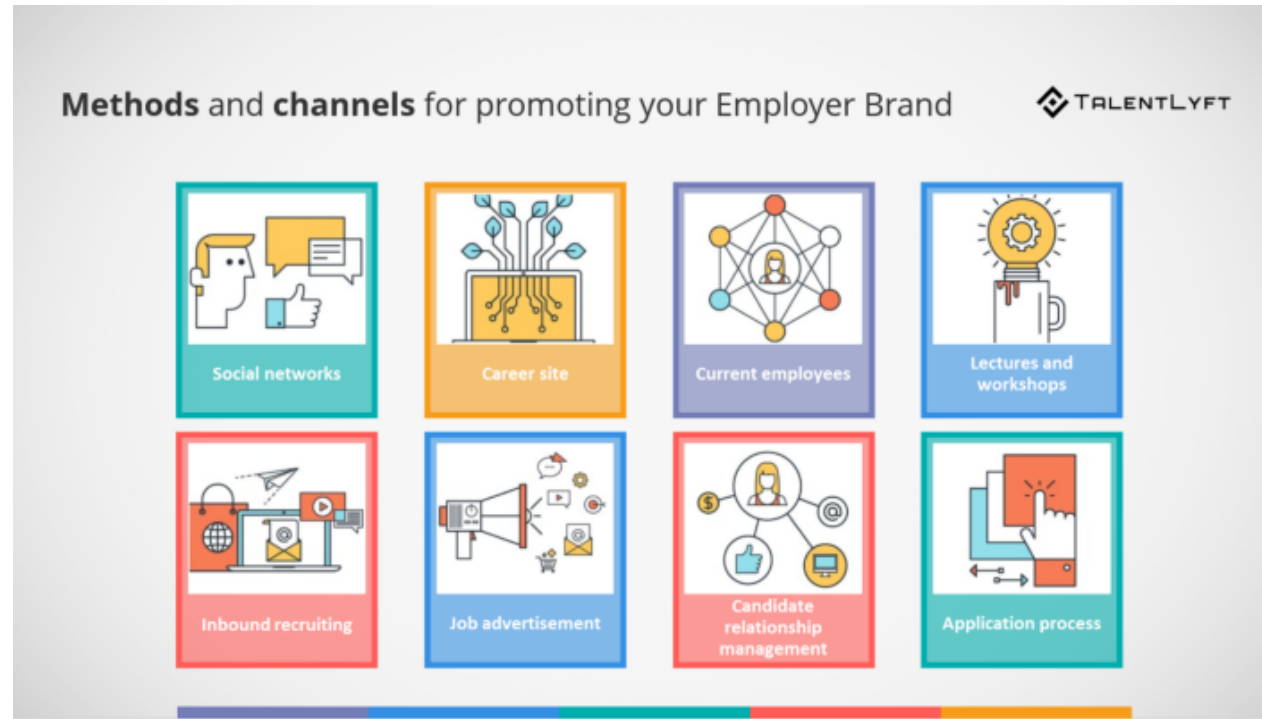


Step 4: Define the channels to promote your Employer Brand

There are around 10 touchpoints with candidates before they get hires. They are points of, thus called, candidate journey. Many of these touchpoints are also channels for promoting your Employer Brand

Some of the channels where we can promote our Employer Brand

Figure 39



Step 5: Measure your Employer Branding success

HR Analytics and measuring the most important hiring metrics has become one of the main 2018 goals for HR professionals. Based on the goals that you set up in the first step, you should measure the success of your Employer Branding strategy.

Data-driven recruiting, however, is impossible without the right recruiting tools! Today, there are many HR tech solutions that help HR professionals excel at their Employer Branding strategies.

CHAPTER 13.

Work-Life Balance

13. Work-Life Balance

For a lot of people, the pursuit of a healthy work/life balance seems like an impossible goal.

With so many of us torn between juggling heavy workloads, managing relationships and family responsibilities, and squeezing in outside interests, it's no surprise that more than one in four Americans describe themselves as "super stressed." And that's not balanced—or healthy.

In our rush to "get it all done" at the office and at home, it's easy to forget that as our stress levels spike, our productivity plummets. Stress can zap our concentration, make us irritable or depressed, and harm our personal and professional relationships.

Over time, stress also weakens our immune systems, and makes us susceptible to a variety of ailments from colds to backaches to heart disease. The newest research shows that chronic stress can actually double our risk of having a heart attack. That statistic alone is enough to raise your blood pressure!

While we all need a certain amount of stress to spur us on and help us perform at our best, the key to managing stress lies in that one magic word: balance. Not only is achieving a healthy work/life balance an attainable goal but workers and businesses alike see the rewards. When workers are balanced and happy, they are more productive, take fewer sick days, and are more likely to stay in their jobs.

13.1 THE FACTORS THAT INFLUENCE AND DECIDE THE QUALITY OF WORK LIFE ARE

- Attitude
- Environment
- Opportunities
- Nature of Job
- People
- Stress Level
- Career Prospects
- Challenges
- Growth and Development
- Risk Involved and Reward

Attitude: The person who is entrusted with a particular job needs to have sufficient knowledge, required skill and expertise, enough experience, enthusiasm, energy level, willingness to learn new things, dynamism, sense of belongingness in the organization, involvement in the job, inter personnel relations, adaptability to changes in the situation, openness for innovative ideas, competitiveness, zeal, ability to work under pressure, leadership qualities and team-spirit.

Environment: The job may involve dealing with customers who have varied tolerance level, preferences, behavioral pattern, level of understanding; or it may involve working with dangerous machines like drilling pipes, cranes, lathe machines, welding and soldering machines, or even with animals where maximum safety precautions have to be observed which needs lot of concentration, alertness, presence of mind, quick with involuntary actions, synchronization of eyes, hands and body, sometimes high level of patience, tactfulness, empathy and compassion and control over emotions.

Opportunities: Some jobs offer opportunities for learning, research, discovery, self-development, enhancement of skills, room for innovation, public recognition, exploration, celebrity-status and loads and loads of fame. Others are monotonous, repetitive, dull, routine, no room for improvement and in every sense boring. Naturally the former ones are interesting and very much rewarding also.

Nature of Job: For example, a driller in the oil drilling unit, a diver, a fire-fighter, traffic policeman, tram engine driver, construction laborers, welder, miner, lathe mechanic have to do dangerous jobs and have to be more alert in order to avoid any loss of limb, or loss of life which is irreparable; whereas a pilot, doctor, judge, journalist have to be more prudent and tactful in handling the situation; a CEO, a professor, a teacher have more responsibility and accountability but safe working environment; a cashier or a security guard cannot afford to be careless in his job as it involves loss of money, property and wealth; a politician or a public figure cannot afford to be careless, for his reputation and goodwill is at stake. Some jobs need soft skills, leadership qualities, intelligence, decision making abilities, abilities to train and extract work from others; other jobs need forethought, vision and yet other jobs need motor skills, perfection and extreme carefulness.

People: Almost everyone has to deal with three set of people in the work place. Those are namely boss, co-workers in the same level and subordinates. Apart from this, some professions need interaction with people like patients, media persons, public, customers, thieves, robbers, physically disabled people, mentally challenged, children, foreign delegates, gangsters, politicians, public figures and celebrities. These situations demand high level of prudence, cool temper, tactfulness, humor, kindness, diplomacy and sensitiveness.

Stress Level: All these above mentioned factors are inter-related and inter-dependant. Stress level need not be directly proportional to the compensation. Stress is of different types - mental stress/physical stress and psychological or emotional stress. A Managing Director of a company will have mental stress, a laborer will have physical stress, a psychiatrist will have emotional stress. Mental stress and Emotional stress cause more damage than physical stress.

Career Prospects: Every job should offer career development. That is an important factor which decides the quality of work life. Status improvement, more recognition from the Management, appreciations are the motivating factors for anyone to take keen interest in his job. The work atmosphere should be conducive to achieve organizational goal as well as individual development. It is a win-win situation for both the parties; an employee should be rewarded appropriately for his good work, extra efforts, sincerity and at the same time a lethargic and careless employee should be penalized suitably; this will motivate the former to work with more zeal and deter the latter from being so, and strive for better performance.

Challenges: The job should offer some challenges at least to make it interesting; That enables an employee to upgrade his knowledge and skill and capabilities; whereas the monotony of the job makes a person dull, non-enthusiastic, dissatisfied, frustrating, complacent, initiative - less and uninteresting. Challenge is the fire that keeps the innovation and thrill alive. A well-accomplished challenging job yields greater satisfaction than a monetary perk; it boosts the self-confidence also.

Growth and Development: If an organization does not give chance for growth and personal development it is very difficult to retain the talented personnel and also to find new talent with experience and skill.

Risk Involved and Reward: Generally reward or compensation is directly proportional to the quantum of work, man-hours, nature and extent of responsibility, accountability, delegated powers, authority of position in the organizational chart, risk involved, level of expected commitment, deadlines and targets, industry, country, demand and supply of skilled manpower and even political stability and economic policies of a nation. Although risk is involved in every job its nature and degree varies in them; All said and done, reward is a key criteria to lure a prospective worker to accept the offer.

A happy and healthy employee will give better turnover, make good decisions and positively contribute to the organizational goal. An assured good quality of work life will not only attract young and new talent but also retain the existing experienced talent.

13.2 IMPROVEMENT OF THE QUALITY OF WORK LIFE

The earlier approach to human resource development emphasized individual development through training and proper supervision. However, with the increasing complexity of organizations and society, it was soon realized that training individuals plays only a limited role in the development of organizations. The need for improving the quality of work life through making the job more satisfying and productive has been greatly felt. Factors such as the nature of the job or the role and involvement of employees in work decisions are important for improving the quality of work life. The methods used to do so are job enrichment, job design, and role interventions (Pareek, 1993). An understanding of these methods and their application in extension organizations are essential for extension managers to improve the performance of extension agents. Studies have shown that the work environment of extension organizations is poor and needs improvement (Jhamtani & Singh, 1989, 1992).

Job Enrichment and Job Design

Job enrichment refers to detailed analysis of the work to know the factors which make it a satisfying experience. Job enrichment uses the job as the medium of developing employees and changing organizational practices. Some of the factors which increase job satisfaction are a sense of achievement in the job, recognition for the job, the nature of the work itself, and opportunities to learn new things and grow.

The principles of job enrichment, according to Herzberg (1966), are removing controls while retaining accountability, introducing new tasks, giving a complete unit of work, granting job freedom, and helping employees to become expert in their tasks. These principles can be practised by extension managers to increase the quality of work and job satisfaction among extension personnel.

Job enrichment programmes were successful in improving the quality of work and job satisfaction. However, it was found that job enrichment had a limited view of the job, and the need for greater emphasis on human values was realized. This led to the concept of job design, which refers to structuring a job to satisfy the technical, organizational, social, and human requirements of the person performing the work (Davis & Taylor, 1979). Based on the humanization of work, job design aims at increasing the quality of work life through treating the employees as human beings and emphasizing their development and involvement in work decisions. It emphasizes the use of extrinsic and intrinsic job factors, employee participation in management, autonomy, adaptability, and variety. The concept of job design can be used by extension managers to increase participation of extension personnel in the planning and management of extension programmes, which will improve the quality of their work life.

Role Interventions

The study of roles, which are the positions employees hold in an organization, as defined by the expectations of significant persons and the individuals occupying the positions, is a comparatively neglected aspect of organizations. Roles are an important dimension in increasing organizational effectiveness. Through their roles, people are linked with the organization. This linkage increases organizational effectiveness by integrating the individuals with the organization. Such integration increases mental well-being and personal effectiveness (Pareek, 1993). The purpose of role-based intervention is to increase the mutuality of roles in organizations. Role-based interventions are done through learning situations such as process laboratory, group discussion, and use of questionnaires and schedules. Role-based interventions in extension organizations will result in increased work commitment, motivation, creativity, and team spirit.

13.3 TEN TIPS FOR BETTER WORK-LIFE BALANCE

According to Maslow's hierarchy, your needs should be satisfied sequentially. First come the survival needs of food, water and shelter, followed by emotional needs of safety, love, belonging to a group and self-esteem. Going to work earns you money for basic needs and surrounds you with people, thus partially providing for emotional needs.

The next category constitutes mental and creative needs for knowledge, beauty and achieving one's full potential. Only a well-planned lifestyle with adequate personal time can fulfil these. Working round the clock causes stress, poor health and burnout. Instead, try to achieve a better work-life balance. Here's how.

Choose three

Randi Zuckerberg – the sibling of Facebook's founder – says that one can pick only three things out of work, sleep, family, friends and fitness. It is important to know what really matters to you and to prioritise it. Define the parameters of success in each area you choose and consciously distribute time among multiple goals. Learn to say 'no' to people and activities that distract you from your priorities.

Draw your clock

Use a diary to track how you spend the hours of your workday as well as on a holiday. Put those hours in different buckets – work, family, chores, fun – and categorise each task into urgent/not urgent and important/not important. Draw a circle with different segments representing each bucket. This is your current life. Now draw new circles to represent your ideal workday and holiday and mark out your desired segments. Work on moving from your current to your ideal clock. Focus on eliminating unimportant tasks and completing important tasks on time.

Look for change

Do not assume that your lifestyle has no scope for improvement. Ask yourself what changes to your routine would improve your balance. Can you schedule client meetings in off-peak hours, so you spend less time in traffic? Can you order groceries online instead of spending an hour in the market? Create habits that ensure good nutrition, sleep and exercise. Build support systems within your family and team that help you out when you need it and enable better time utilisation.

Small steps

Do not make more than two small changes a week and give yourself time to settle into new routines. Sudden major changes die out quickly. Start with baby steps. Keep at it consistently for three weeks and you have formed a new habit.

Mind and body

If you are constantly stressed, your worklife balance needs fixing. The best way to de-stress is to focus on your body and mind. Daily physical exercise triggers the release of endorphins, which relieve stress. Similarly, meditation, music, a hobby or enjoyable companionship can enable your mind to disengage from stressful thoughts, at least temporarily.

Unplug

Designate a certain amount of time to 'unplug' yourself from your mobile phone and the Internet. These two either keep you hooked to work or to useless activities that prevent you from important activities like getting enough rest, spending quality time with people you connect with, and engaging in things that make you happy and help you relax.

Take 5

To maximise productivity, add both short and long breaks to your routine. Take five-minute breaks every couple of hours at work or while switching from one task to another. This helps you shift focus and increases your output. Every few months, take a vacation of at least five working days, clubbed with weekends, to rejuvenate yourself.

Understand face-time

Face-time at work means the time you spend in direct interactions with or in sight of your manager. As a junior person, schedule daily or weekly interactions with your manager. Use this to give an update on your work and receive instructions. This allows you greater freedom for the rest of the week. If you are the boss, minimise the requirement of face-time for your team members to improve their work-life balance and productivity.

Don't multi-task

Say 'no' to multi-tasking. This can dramatically reduce stress and improve outcomes at work and in your personal life. Draw a rigid boundary around anything that you are currently doing. If you are having dinner with your family switch off all distractions and be there for them. If you are in a team meeting do not look at your cell phone to read e-mails. If your mind is constantly wandering, maybe you should not be on the current task.

One hour a day

Finally, respect yourself. Set aside an hour every day for yourself and respect that time as much as you would respect your manager's time. Use that hour to build a habit of your choice. This is your daily down time which is sacrosanct, except during emergencies. This time will help you recharge and restore balance.

13.4 FIVE CAUSES OF IMBALANCE

Societal expectations

Society sets unrealistic targets for us, which causes unnecessary stress. As a result, you might experience distress on getting average marks in an exam, not earning enough or failing to fulfill family obligations. To avoid this, learn to distinguish between social conditioning and your priorities.

Extreme ambition

Single-minded ambition regarding work comes from internal triggers or from a need for social recognition and success. However, it inevitably leads to hiding failures, avoiding people and ultimately becoming cynical and unhappy. Substitute it with moderated ambition aimed at achieving multiple parallel work and life goals.

Desperate for perfection

Social media platforms like Instagram and Facebook show us a false image of the glamorous lives that other people lead. Their lives seem full of impeccable fashion, family, friends, food and fun. If you are seeking total perfection in any area of life, know that it takes time away from other things, leading to greater imbalance and unhappiness.

Denied depression

Depression and burnout are socially unacceptable weaknesses. As a result of this taboo, these issues are ignored and rarely shared with others. This leads to rapid deterioration without any attempt to address the causes. Recognise them as mental ailments in both yourself and loved ones, and seek therapy or make lifestyle changes as needed.

One size fits all

In a crowded and competitive world, uniform rules are applied to everyone for the sake of 'fairness'. In schools everyone studies all subjects at the same pace. Fixed policies at work leave little room for you to control your life. Try to choose a career and employer that fit your life, not someone else's.

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Human Resource Glossary of Terms [1]

This comprehensive glossary of human resource (HR) terms defines words and phrases frequently used by HR professionals.

- A -

Ability: A competence to perform an observable behavior or a behavior that results in an observable product.

Action item: Specific activity initiated to achieve an objective.

Adaptive device: Any tool that facilitates greater efficiency by an individual with a disability in the performance of duties.

Adverse impact: Adverse impact exists where a substantially different rate of selection in hiring, promotions, or other employment decisions works to the disadvantage of members of a protected group. An inference of adverse impact may occur in the absence of such data and is determined by calculating the extent of a group's representation or utilization in a given occupation based on the availability of its members in the relevant labor market.

Affected group (or class): Any group in the population shown to suffer the effects of past or present discrimination.

Affirmative action file: A file maintained by an agency to document affirmative action efforts.

Affirmative action officer: An individual in an agency who has primary responsibility for the development and maintenance of the agency's affirmative action plan.

American Indian/Alaskan Native: All persons having origins in any of the original peoples of North America who maintain cultural identification through tribal affiliation or community recognition.

Americans with Disabilities Act (ADA): Prohibits discrimination against persons with disabilities in employment, government programs, public accommodation, telecommunications, and transportation.

[1] <https://www.hr360.com/Resource-Center/HR-Terms.aspx>

Applicant flow log: A chronological compilation of applicants for employment or promotion, showing the persons categorized by race, sex, and ethnic group, who applied for each job title (or group of job titles requiring similar qualifications) during a specific period.

Architectural barrier: Any nonjob-related consideration that excludes from employment individuals otherwise capable of doing the work at issue.

Availability standard: A percentage figure depicting the availability in the relevant labor market of a group who are qualified under valid, job-related criteria.

- B -

Back pay: Compensation for past economic losses (such as lost wages, fringe benefits, etc.), caused by discriminatory employment practices.

Barrier: Any obstacle to the realization of a person's full potential.

Black (Not of Hispanic Origins): All persons having origins in any of the black racial groups of Africa.

Bona fide occupational qualification (BFOQ): Any prerequisite that has been demonstrated to be valid as a qualification for employment.

Burden of proof: In discrimination cases, the plaintiff must show that an action, practice, or policy used by the employer has an adverse impact. Once adverse effect is shown, the burden of proof shifts to the employer, who must show that the action, practice, or policy is job related.

Business necessity: Under the Uniform Guidelines on Employee Selection Procedures, necessary to the safe and efficient operation of the business, that it effectively carries out the purpose it is supposed to serve, and that there are no alternative policies or practices which would better or equally well serve the same purpose with less discriminatory impact.

- C -

Career path: A career path identifies optimum alternative paths of employee progression to positions requiring successively higher levels of skill and the consequent promotional opportunities.

Chilling effect: Maintenance by an employer of a work environment or system of employment practices, the effect of which is to discourage minorities, women, or persons with disabilities from seeking employment or advancement.

Civil rights: Rights protected by the U. S. Constitution and various statutes that prohibit discrimination in employment, education, housing, voting, public accommodations, and other matters.

Civilian labor force: Persons 16 years of age or over, excluding those in the armed forces, who are employed or seeking employment.

Community outreach: Activities designed to contact appropriate community groups and persons for the purpose of recruitment.

Compliance: Adherence to laws, court decisions, regulations, executive orders, and other legal mandates governing affirmative action and equal employment opportunity.

Concentration: A higher representation of a group of persons in a job category than would reasonably be expected by their presence in the civilian labor force.

Conditions of employment: Includes, but is not limited to, salaries, wages, hours of work, vacation allowances, sick and injury leave, number of holidays, retirement benefits, insurance benefits, prepaid legal service benefits, wearing apparel, premium pay for overtime, shift differential pay, jury duty, and grievance procedures.

Congenital disability: Describes a disability that has existed since birth but is not necessarily hereditary.

Constructive discharge: An employee's involuntary resignation resulting from the employer making working conditions for the employee so intolerable that a reasonable person would have felt compelled to resign. An enforcement agency will assert that an employee was constructively discharged where it finds that 1) a reasonable person in the employee's position would have found the working conditions intolerable, 2) the employer's conduct that constituted the violation against the employee created the intolerable working conditions, and 3) the employee's involuntary resignation resulted from the intolerable working conditions.

- D -

Developmental disability: Any mental or physical disability that has an onset before age 22 and may continue indefinitely.

Direct threat: A significant risk; a high probability of substantial harm to the health or safety of the employee or others.

Disadvantaged: A descriptive term referring to those individuals whose access to the benefits of society is severely restricted.

Disparate effect: The tendency for a test, selection of job qualifications, or other employment practice to screen out or otherwise limit the employment opportunities of a certain group at a greater rate than others. Also called “adverse effect” or adverse impact.”

Disparate treatment: Unequal treatment in employment opportunities because of one’s race, color, religion, sex, age, ancestry, national origin, disability, or veteran’s status. Also called “differential treatment.”

- E -

EEO-1 Report: An annual compliance survey mandated by federal statute and regulations for certain employers subject to Executive Order 11246 or Title VII of the Civil Rights Act of 1964. The survey details the sex and race/ethnic composition of an employer’s workforce by job category.

EEO-2 Report: The Equal Employment Opportunity Apprenticeship Information Report: A chronological list of names of all persons who have applied to an apprenticeship program. The information needed to fill out the report must be kept by the apprenticeship sponsor; however, the EEOC no longer requires the filing of EEO-2 reports.

EEO-3 Report: The Equal Employment Opportunity Labor Union Report: A report filed by labor unions, containing information on the sex and race/ethnic composition of union membership and referrals for employment.

EEO-4 Category: Any of the categories designated by EEOC Form 164: A - Officials/Administrators; B - Professionals; C - Technicians; D - Protective Services, Sworn; E - Protective Services, Non-Sworn; F - Administrative Support (including Clerical and Sales); G - Skilled Craft; H - Service/Maintenance.

EEO-4 Report: The Equal Employment Information Report (EEO-4): A report filed by state and local governments setting forth the sex and race/ethnic composition of the workforce by job category and annual salary. Frequency of reporting for political jurisdictions varies with their number of full-time employees.

EEO-5 Report: The Equal Employment Opportunity Elementary-Secondary Staff Information Report (EEO-5): A report detailing the sex and race/ethnic composition, by job category, of elementary and secondary school staffs. Frequency of reporting for school districts varies with their number of pupils.

EEO-6 Report: The Equal Employment Opportunity Higher Education Staff Information Report (EEO-6): A report filed by colleges and universities. It details by job category and salary the sex and race/ethnic composition of their faculty and staffs.

Employed: Under criteria established by the Bureau of the Census and the U. S. Department of Commerce, all civilians 16 years old and who were either : (a) “at work,” meaning those who did any work at all during the reference week as paid employees or in their own business or profession, or on their farm, or who worked 15 hours or more as unpaid workers on a family farm or in a family business; or (b) “with a job but not at work,” meaning those who did not work during the reference week but had jobs or businesses from which they were temporarily absent due to illness, bad weather, industrial dispute, vacation, or other personal reasons. Generally excluded from the category of employed are persons whose only activity consisted of unpaid work around the house or volunteer work for religious, charitable, and similar organizations, or person on layoff.

Employment at will: The traditional common law doctrine that, absent prior agreement to the contrary, an employer may discharge an employee any time for any reason not barred by the law. An employer’s exercise of this power may be restricted by collective bargaining or other agreement, or by specific statutes, including those prohibiting discrimination on the basis of race, sex, or other factors. In some states, courts have imposed additional limits on employment at will by allowing claims for “wrongful discharge” in certain circumstances.

Equal employment opportunity: The right of all persons to work and to advance on the basis of merit and ability without regard to race, color, religion, sex, national origin, age, disability, veteran’s status or other factors which cannot lawfully be the basis for employment actions.

Equal Employment Opportunity Commission (EEOC): The federal agency that enforces Title VII of the Civil Rights Act of 1964, as amended, and other federal civil rights laws.

Essential functions: A position’s fundamental job duties that must be performed with or without an accommodation.

- F -

Facially neutral selection standard/criteria: A criterion or process is facially neutral if it does not make any reference to a prohibited factor and is equally applicable to everyone regardless of race, gender, or ethnicity, i.e., is not discriminatory on its face.

Formal training: A structured program to develop or increase job-related skills and abilities. Typically, classroom training as well as on-the-job training fall into this category.

Fringe benefits: Employment compensation other than wages or salary, including, for example, annual and sick leave, medical insurance, life insurance, retirement benefits, profit sharing, and bonus points.

Front pay: Compensation for estimated future economic loss; generally calculated based on the difference between the victim’s current pay (or for a rejected applicant, the pay he or she should have received) and the pay associated with the victim’s rightful place. Front pay runs from the time of the settlement, hearing, or administrative or court order to a certain time in the future set by the settlement, hearing, or administrative or court order (usually when the victim attains his or her rightful place).

FTE (full-time equivalency): For affirmative action plan purposes, only positions occupied by an employee designated as “A” (active) in the SHARP system are used to calculate FTE. The percent of time worked is based on a standard of 100% or 1.0. For example, an employee who is working 60% and employee who is working 40% of the time would equal 100% or an FTE of 1.0.

Full-time position: Any employment position which requires 40 or more hours of work per week.

- G -

GED (General Education Development): A certificate recognized by a state's department of education as equivalent to a high school diploma.

Glass ceiling: An artificial barrier to the advancement of women and minorities to decision-making positions.

Goals: Goals are objectives for hiring and promoting protected group members in EEO categories to correct the lingering effects of past discrimination. Goals are flexible targets used to guide affirmative action efforts during the current plan cycle. Goals are not quotas and cannot be used to discriminate or exclude persons from employment opportunities through reverse discrimination.

- H -

Handicap: A condition or barrier imposed by society, the environment, or by oneself.

Harassment: Any repeated behavior, or combination of behaviors, by one or more employees toward another employee or group of employees based on race, color, national origin, religion, sex, disability, veterans status, or age, and which the affected employee considers to be annoying, insulting, or intimidating, which causes discomfort or which has a detrimental effect on the employee's work performance.

Hearing disability: Hearing loss that prevents understanding of sound through the ear.

Hispanic: All persons of Mexican, Puerto Rican, Cuban, Central or South American or other Spanish culture or origin, regardless of race.

- I -

Immediate labor area: The geographic area from which employees reasonably may commute to the employer's establishment. It may include one or more contiguous cities, counties, Metropolitan Statistical Areas, or parts thereof.

Injunctive relief: A court order requiring a person to perform, or to refrain from performing, a designated act. For example, injunctive relief might require an employer to cease asking discriminatory questions on its job application.

- J -

Job area: Any subunit of a workforce sector, such as a department, job group, job title, etc.

Job description: A written statement detailing the duties of a particular job title.

Job group: Job or group of jobs having similar content, wage rates, and opportunities.

- L -

Labor area: Geographic area used in calculating availability. The area may vary from local to nationwide.

Labor force: As defined by the U.S. Bureau of Census: "All persons classified in the civilian labor force plus members of the Armed Forces."

Learning disability: A permanent condition that affects the way individuals perceive, retain, and express information.

- M -

Major life activities: Activities that an average person can perform with little or no difficulty. Examples are walking, speaking, breathing, performing manual tasks, seeing, hearing, learning, caring for oneself, working, sitting or standing.

Make whole relief: Remedies for discrimination that restore the victim of discrimination to his or her rightful place, i.e. the position, both economically and in terms of employment status, that the victim would have occupied had the discrimination never taken place. Common elements of make whole relief include an award of the position the individual was wrongfully denied, back pay with interest, and retroactive seniority.

Mandatory affirmative action: Action taken by an employer on the basis of a self-analysis to investigate and correct its employment practices in order to receive or qualify for a federal contract or grant. Also see: “Remedial and Voluntary Affirmation Action.”

Mental disability: Any mental or psychological disorder, such as mental retardation, organic brain syndrome, emotional or mental illness, and specific learning disabilities.

Merit principles: The basic tenets of public personnel administration, including such concepts as open competition for entry; selection on the basis of relative knowledge, skills, and abilities; advancement based on relative performance and ability; and fair treatment of applicants and employees in all aspects of personnel administration without regard to race, color, religion, national origin, sex, ancestry, age, disability, or political affiliation.

Minority: For EEO official reporting purposes, the term “minority” includes people who are Black, Hispanic, Asian or Pacific Islander and American Indian or Alaskan Native.

- N -

Native Hawaiian or Other Pacific Islander: Persons having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands. Does not include individuals who are native to the State of Hawaii by virtue of being born there. This group would also include the following Pacific Islander groups: Fijian; Kosraean; Melanesian; Micronesian; Northern Mariana Islander; Palauan; Papua, New Guinean; Ponapean; Polynesian; Solomon Islander; Tahitian; Tarawa Islander; Tokelauan; Tongan; Trukese; and Yapese.

Null hypothesis (N/H): Based on the underlying assumption that employers are hiring or have selected persons from the population of available qualified persons on a random basis, such that each person is equally likely to be selected regardless of race, sex, or ethnic identification. Operating from this assumption of random selection, it is appropriate to hypothesize that for a specific race, sex, or ethnic group within a given occupation that the proportion of workers in an agency is equal to the proportion of workers in the relevant labor market for that occupation, such that any deviation may be attributed solely to chance. In the State Affirmative Action Plan Guide for Equal Employment Opportunity, a .05 (20%) level of significance has been adopted. (Adverse impact is defined as occurring when the selection rate for a racial, sex, or ethnic group is less than four-fifths (80%) of the rate for the group with the highest selection ratio.) Thus, the null hypothesis is rejected if the probability of obtaining the observed difference, by chance, is more than 5% and an inference of underutilization is made.

- O -

Objective: A statement of a program goal which is to be accomplished through related action items.

Officials/Administrators: An EEO-4 category that encompasses occupations in which employees set broad policies, exercise overall responsibility for execution of those policies or direct individual departments of special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis.

- P -

Pattern or practice discrimination: Employer actions constituting a pattern of conduct resulting in discriminatory treatment toward the members of a class. Pattern or practice discrimination generally is demonstrated in large measure through statistical evidence, and can be proven under either the disparate treatment or disparate impact model.

Physical disability: Any physiological disorder or condition, cosmetic disfigurement, or anatomical loss affecting one or more of the following body systems: neurological, musculoskeletal, special sense organs, respiratory (including speech organs), cardiovascular, reproductive, digestive, genitor-urinary, hemic and lymphatic, skin and endocrine.

Position: A group of duties and responsibilities, assigned or delegated by an appointing authority, requiring the services of an employee on a full-time basis or, in some cases, on a less than full-time basis.

Position description: A narrative explanation of the duties and responsibilities of a position, and the education, experience, knowledge, skills, and abilities necessary to perform the duties and responsibilities of the position in a satisfactory manner.

Prima facie case: Refers to the initial burden of the complainant to show actions taken by the employer are more likely than not to be discriminatory, if such actions remain unexplained.

Probable cause: A determination made by an enforcement agency, after an investigation of a charge of employment discrimination, that there is a basis "to believe that the charge is true." Also known as "reasonable cause."

Professionals: An EEO-4 category that encompasses occupations which require specialized and theoretical knowledge usually acquired through college training or work experience and other training that provides comparable knowledge.

Protected group: Any legally recognized group that is specifically protected by statute from discrimination.

Protective service: An EEO-4 category that encompasses those occupations in which workers are entrusted with public safety, security, and protection from destructive forces.

- Q -

Qualified individual with a disability: A person with a disability who satisfies the requisite skill, experience, education, and other job-related requirements of the employment position such individual holds or desires and who, with or without a reasonable accommodation, can perform the essential functions of the position.

Quota: In employment law, court-ordered hiring and/or promoting of specific numbers or ratios of minorities or women in positions from which a court has found they have been excluded because of unlawful discrimination.

- R -

Race code: A descriptive term used for reference when identifying a specific ethnic group: White, Black, Hispanic, Asian/Pacific Islander, American Indian/Alaskan Native.

Reasonable accommodation: Includes making existing facilities used by employees readily accessible to and usable by individuals with disabilities; job restructuring; part-time or modified work schedules; reassignment to a vacant position; acquisition or modification of equipment or devices; appropriate adjustment or modifications of examinations, training materials, or policies; provision of qualified readers or interpreters; and other similar accommodations for individuals with disabilities.

Recruitment (or relevant) area: The geographic location(s) from which an agency or organization unit draws applicants for employment.

Regular position: Any position other than a temporary position.

Relevant labor market: Qualified persons in the recruitment area who are available for employment.

Remedial (ordered) affirmative action: Corrective action(s) deemed necessary by a court or enforcement agency to correct or overcome the effects of past discrimination. What the corrective actions consist of depends largely on the circumstances of the employer, or the discretion of the court or enforcement agency. See also "Mandatory and Voluntary Affirmative Action."

Resignation: The voluntary termination of employment by an employee.

- S -

Selection procedure: Any measure, combination of measures, or procedure used as a basis for any employment decision. Selection procedures include the full range of assessment techniques--from traditional paper and pencil tests, performance tests, physical, education, and work experience requirements through structured or unstructured interviews and un-scored application forms.

Selection rate: The proportion of applicants or candidates who are hired, promoted, or otherwise selected for a particular position.

Separation: Severance of an employment relationship. The action to separate from employment may be taken by the employee, the employer, or both.

Service/Maintenance: An EEO-4 category that encompasses those occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene, or safety of the general public or which contribute to the upkeep and care of buildings, facilities, or groups of public property. Workers in this group may operate machinery.

Skill: A present, observable competence to perform a learned act.

Standard deviation: A statistical measure used to describe the probability that differences between similarly situated groups (such as in selection rates, wages, etc.) occurred by chance.

Standard Occupational Classification (SOC) system: Federal statistical standard used by federal agencies to classify workers into occupational categories for the purpose of collecting, calculating, or disseminating data. All workers are classified into one of 867 detailed occupations according to their occupational definition.

Subjective Criteria/Procedures: Employment qualifications, selection standards or processes that require judgment in their application, such that different persons applying such criteria/procedures would not necessarily reach the same conclusion. A criterion is subjective if it is not fixed or measurable.

Substantially limits: Unable to perform, or be significantly limited in the ability to perform, an activity compared to an average person in the general population.

Sub-Unit (As in the State Affirmative Action Plan): A group of organizational elements that together constitute an agency.

Supervisor: An employee who (a) performs some work that is different from that of the employee's subordinates; and (b) has the responsibility to authorize or recommend in the interest of the employer a majority of the following actions: 1) Hire, transfer, suspend, promote, demote, dismiss, and discipline other employees; 2) address employee grievances; and 3) assign, direct, and conduct performance reviews of the work. The exercise of this authority and responsibility shall not be of a merely routine or clerical nature but shall require the use of independent judgment.

Systemic Discrimination: Employment policies or practices that serve to differentiate or to perpetuate a differentiation in terms or conditions of employment of applicants or employees because of their status as members of a particular group. Such policies or practices may or may not be facially neutral, and intent to discriminate may or may not be involved. Systemic discrimination, sometimes called class discrimination or a pattern or practice of discrimination, concerns a recurring practice or continuing policy rather than an isolated act of discrimination.

- T -

Targeted recruiting: Any recruitment activity directed toward any person or group of persons based on race, color, religion, gender, national origin, or age that is not also equally and coincidentally directed toward all other persons.

Technicians: An EEO-4 category encompassing occupations that require a combination of basic scientific or technical knowledge and manual skill obtained through specialized post-secondary school education or equivalent on-the-job training.

Temporary disabilities: Non-chronic disabilities of short duration that usually have little or no long-term impact. For example, broken limbs, sprains, concussions, appendicitis, common colds, or influenza.

Temporary position: A position limited to a certain stated time period.

Test: Any performance measure used as a basis for any employment decision.

Title VII: Normally refers to Title VII of the Civil Rights Act of 1964, as amended. Title VII generally prohibits discrimination in employment on the basis of race, color, religion, sex or national origin.

Transfer: A change by an employee from one position to another position with a close similarity of duties, essentially the same basic qualifications, and the same pay grade.

- U -

Underrepresentation (underutilization): A lower representation of a group of persons in an occupational category's workforce than would reasonably be expected by their presence in the relevant labor market.

Unemployed: Under the criteria established by the Bureau of the Census of the U. S. Department of Commerce, civilians 16 years old or over are considered unemployed if they were: (a) neither “at work” nor “with a job” during the reference week; (b) looking for work during the last 4 weeks; and (c) available to accept a job. Also included as unemployed are persons who did not work at all during the reference week and were waiting to be called back to a job from which they had been laid off.

Uniform Guidelines on Employee Selection Procedures: Principles designed to assist employers, labor organizations, employment agencies, and licensing and certification boards comply with federal laws prohibiting employment practices that discriminate on the grounds of race, color, religion, sex, and national origin. They are designed to provide a framework for determining the proper use of tests and other selection procedures.

Uniformly applied: Applying employment criteria and processes in the same manner to members of a particular race, color, religion, sex, or national origin group and others.

Upward mobility: A system for training, educating, or otherwise preparing employees for more responsible, higher- paying positions of employment.

Utilization analysis: An analysis conducted by an employer to determine whether minorities, women, and persons with disabilities are employed in each major job category at a rate comparable to the availability of qualified minorities, women, or persons with disabilities in the relevant labor market for the positions covered by each job category.

- V -

Validity: Correctness of a measure, i.e., that it does in fact measure what it purports to measure.

Veteran of the Vietnam Era: A person who (a) served on active duty for more than 180 days, any part of which occurred between August 5, 1964, and May 7, 1975, and was discharged or released therefrom with other than a dishonorable discharge; or (b) was discharged or released from active duty for a service-connected disability if any part of the active duty was performed between August 5, 1964, and May 7, 1975.

Visual disability: A condition in which a person has loss of vision for ordinary life purposes.

Voluntary affirmative action: Actions taken by an employer on the basis of a self-analysis to investigate and correct its employment practices or practices that appear to have had a disparate impact on the employment of protected group members.

- W -

White (not of Hispanic origin): All persons having origins in any of the original peoples of Europe, North Africa, or the Middle East.

Work behavior: Any activity performed to achieve the objectives of the job. Work behaviors involve observable (physical) components and unobservable (mental) components. A work behavior consists of the performance of one or more tasks. Knowledge, skills, and abilities are not behaviors, although they may be applied to work behaviors.

Workforce analysis: An analysis that reveals the composition of employees in a workforce by protected group status and occupational category.

Gallery of the prominent persons in human resource management [1]

George Elton Mayo

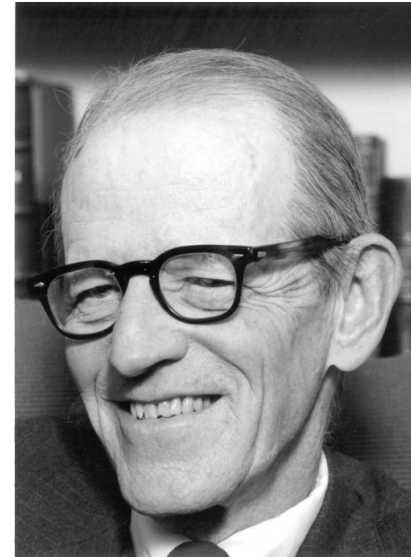
George Elton Mayo (26 December 1880 – 7 September 1949) was an Australian born psychologist, industrial researcher, and organizational theorist. Mayo was formally trained at the University of Adelaide, acquiring a Bachelor of Arts Degree graduating with First Class Honors, majoring in philosophy and psychology, and was later awarded an honorary Master of Arts Degree from the University of Queensland (UQ).

While in Queensland, Mayo served on the University's war committee and pioneered research into the psychoanalytic treatment of shellshock. As a psychologist Mayo often helped soldiers returning from World War I recover from the stresses of war and with a Brisbane physician, pioneered the psychoanalytic treatment of shell-shock and conducted psycho-pathological tests. He was a lecturer in psychology and mental philosophy at the UQ between 1911 and 1922, when he sailed to the United States. In 1926 he was appointed to the Harvard Business School (HBS) as a professor of industrial research.

In Philadelphia he conducted research at a textile plant in order to develop a method to reduce the very high rate of turnover in the plant. Mayo's association with the Hawthorne studies as well as his research and work in Australia led to his enjoying a public acclaim granted to few social scientists of his day.

Mayo has been credited with making significant contributions to a number of disciplines, including business management, industrial sociology, philosophy, and social psychology. His field research in industry had a significant impact on industrial and organizational psychology.[8] According to Trahair, Mayo "is known for having established the scientific study of what today is called organizational behavior when he gave close attention to the human, social, and political problems of industrial civilization."

Mayo's work helped to lay the foundation for the human relations movement. He emphasized that alongside the formal organization of an industrial workplace there exists an informal organizational structure as well. Mayo recognized the "inadequacies of existing scientific management approaches" to industrial organizations and underlined the importance of relationships among people who work for such organizations. His ideas on group relations were advanced in his 1933 book *The Human Problems of an Industrialized Civilization*, which was based partly on his Hawthorne research.



[1] Wikipedia

Mayo was the eldest son of George Gibbes Mayo, a draftsman and later a civil engineer, and his wife Henrietta Mary, née Donaldson. His grandfather George Mayo (1807–1894) was a well-known South Australian medical practitioner. Elton attended several schools in Australia (Queen's School, St Peter's College, and the University of Adelaide) and after 1901 attended medical school in Edinburgh and London, neither of which he completed. In 1903 he went to West Africa, and upon returning to London, began writing articles for magazines and teaching English at the Working Men's College. He returned to Adelaide in 1905 to a partnership in the printing firm of J. H. Sherring & Co., but in 1907 he went back to the university to study philosophy and psychology under Sir William Mitchell. He won the Roby Fletcher prize in psychology and graduated with honors (B.A., 1910; M.A., 1926[10]) and was named the David Murray research scholar in scientific studies. In 1911 he became foundation lecturer in mental and moral philosophy at the new University of Queensland and in 1919–23 held the first chair of philosophy there. He moved on to the University of Pennsylvania but spent the second half of his career at Harvard Business School (1926–1947), where he was professor of industrial research.

Two influences on his career from his time at the University of Queensland were Mayo's friendship with the social anthropologist Bronislaw Malinowski and his work with shell-shock cases returning from the First World War. Malinowski first met Mayo on his way to and from the Trobriand Islands; they became close friends and were regularly in touch until Malinowski's death in 1942. The work with shell-shock soldiers provided a focus for Mayo's interests in clinical psychology and developed his skills in psychotherapy. In this he was strongly influenced by the work on hysteria and obsession of the French psychiatrist, Pierre Janet, who became a critic of Sigmund Freud. For the rest of his working life, Mayo was an active psychotherapist and this practical experience was an important influence on his theoretical and methodological work in America.

One of Mayo's (1924) earliest research efforts involved workers at a Philadelphia textile mill. The mill had been experiencing a high rate of turnover. Mayo believed that the repetitive work in the spinning department gave rise to mental abnormalities in the workers. He found that the introduction of rest periods helped reduce turnover. The research helped make Mayo more widely known in the U.S.

Mayo helped to lay the foundation for the human relations movement and was known for his industrial research including the Hawthorne Studies and his book *The Human Problems of an Industrialized Civilization* (1933). The research he conducted under the rubric of the Hawthorne Studies in the late 1920s and early 1930s, underlining the importance of groups in affecting the behavior of individuals at work.

Elton Mayo laid the ground rules for interviewing, the principles of which have been subsequently repeated in numerous 'how to' books on leadership, coaching and mentoring over the last half century.

Robert Owen

Robert Owen (14 May 1771 – 17 November 1858), a Welsh textile manufacturer, philanthropist, and social reformer, was one founder of utopian socialism and the cooperative movement. He is known for efforts to improve factory working conditions for his workers and promote experimental socialistic communities. In the early 1800s, he became wealthy as an investor and eventual manager of a large textile mill at New Lanark, Scotland. He had initially trained as a draper in Stamford, Lincolnshire, and worked in London before relocating aged 18 to Manchester and becoming a textile manufacturer. In 1824, Owen travelled to America and invested most of his fortune in an experimental socialistic community at New Harmony, Indiana, a preliminary model for Owen's Utopian society. It lasted about two years; other Owenite Utopian communities met similar fates. In 1828, Owen returned to settle in London, where he continued to champion the working class, led the development of cooperatives and the trade union movement, and supported the passage of child labor laws and free co-educational schools.

Robert Owen was born in Newtown, a small market town in Montgomeryshire, Wales, on 14 May 1771, to Anne (Williams) and Robert Owen. His father was a saddler, ironmonger, and local postmaster; his mother was the daughter of a Newtown farming family. Young Robert was the sixth of the family's seven children, two of whom died at a young age. His surviving siblings were William, Anne, John, and Richard.

Owen received little formal education, but he was an avid reader. He left school at the age of ten to be apprenticed to a Stamford, Lincolnshire, draper for four years. He also worked in London drapery shops in his teens. At about the age of 18, Owen moved to Manchester, where he spent the next twelve years of his life, employed initially at Satterfield's Drapery in Saint Ann's Square.

While in Manchester, Owen borrowed £100 from his brother William, so as to enter into a partnership to make spinning mules, a new invention for spinning cotton thread, but exchanged his business share within a few months for six spinning mules that he worked in rented factory space. In 1792, when Owen was about 21 years old, mill-owner Peter Drinkwater made him manager of the Piccadilly Mill at Manchester. However, after two years with Drinkwater, Owen voluntarily gave up a contracted promise of partnership, left the company, and went into partnership with other entrepreneurs to establish and later manage the Chorlton Twist Mills in Chorlton-on-Medlock.

By the early 1790's, Owen's entrepreneurial spirit, management skills and progressive moral views were emerging. In 1793, he was elected a member of the Manchester Literary and Philosophical Society,[9] where the ideas of the Enlightenment were discussed. He also became a committee member of the Manchester Board of Health, instigated principally by Thomas Percival to press for improvements in the health and working conditions of factory workers.

On a visit to Scotland, Owen met and fell in love with Ann (or Anne) Caroline Dale, daughter of David Dale, a Glasgow philanthropist, and the proprietor of the large New Lanark Mills. After their marriage on 30 September 1799, the Owens set up home in New Lanark, but later moved to Braxfield, Scotland.



Robert and Caroline Owen had eight children, the first of whom died in infancy. Their seven survivors were four sons and three daughters: Robert Dale (1801–1877), William (1802–1842), Ann (or Anne) Caroline (1805–1831), Jane Dale (1805–1861), David Dale (1807–1860), Richard Dale (1809–1890) and Mary (1810–1832).[9][4][14] Owen's four sons, Robert Dale, William, David Dale and Richard, and his daughter Jane Dale, followed their father to the United States, becoming US citizens and permanent residents in New Harmony, Indiana. Owen's wife Caroline and two of their daughters, Anne Caroline, and Mary, remained in Britain, where they died in the 1830s.

In July 1799 Owen and his partners bought the New Lanark mill from David Dale, and Owen became its manager in January 1800.[9][12] Encouraged by his management success in Manchester, Owen hoped to conduct the New Lanark mill on higher principles than purely commercial ones. It had been established in 1785 by David Dale and Richard Arkwright. Its waterpower provided by the falls of the River Clyde turned its cotton-spinning operation into one of Britain's largest. About 2,000 individuals were involved, 500 of them children brought to the mill at the age of five or six from the poorhouses and charities of Edinburgh and Glasgow. Dale, known for his benevolence, treated the children well, but the general condition of New Lanark residents was unsatisfactory, despite efforts by Dale and his son-in-law Owen to improve their workers' lives.

Many of the workers were from the lowest social levels: theft, drunkenness and other vices were common, and education and sanitation neglected. Most families lived in one room. More respected people rejected the long hours and demoralizing drudgery of the mills.

Truck system of payment by order of Robert Owen and Benj Woolfield, National Equitable Labour Exchange, 22 July 1833.

Until a series of Truck Acts (1831–1887) required employers to pay their employees in common currency, many operated a truck system, paying workers wholly or in part with tokens that had no monetary value outside the mill owner's "truck shop", which charged high prices for shoddy goods. Unlike others, Owen's truck store offered goods at prices only slightly above their wholesale cost, passing on the savings from bulk purchases to his customers and placing alcohol sales under strict supervision. These principles became the basis for Britain's Co-operative shops, some of which continue trading in altered forms to this day.

Owen tested his social and economic ideas at New Lanark, where he won his workers' confidence and continued to have success through the improved efficiency at the mill. The community also earned an international reputation. Social reformers, statesmen and royalty, including the future Tsar Nicholas I of Russia, visited New Lanark to study its methods. The opinions of many such visitors were favorable.

Owen's biggest success was in support of youth education and early childcare. As a pioneer in Britain, notably Scotland, Owen provided an alternative to the "normal authoritarian approach to child education". The manners of children brought up under his system were more graceful, genial and unconstrained; health, plenty and contentment prevailed; drunkenness was almost unknown and illegitimacy extremely rare. Owen's relations with his workers remained excellent and operations at the mill proceeded in a smooth, regular, and commercially successful way.

However, some of Owen's schemes displeased his partners, forcing him to arrange for other investors to buy his share of the business in 1813, for the equivalent of US\$800,000. The new investors, who included Jeremy Bentham and the well-known Quaker William Allen, were content to accept a £5,000 return on their capital.[19] The ownership change also provided Owen with a chance to broaden his philanthropy, advocating improvements in workers' rights and child labor laws, and free education for children.

In 1813 Owen authored and published *A New View of Society, or Essays on the Principle of the Formation of the Human Character*, the first of four essays he wrote to explain the principles behind his philosophy of socialistic reform. Owen had originally been a follower of the classical liberal, utilitarian Jeremy Bentham, who believed that free markets, in particular the right of workers to move and choose their employers, would release workers from the excessive power of capitalists. However, Owen developed his own, pro-socialist outlook. In addition, Owen as a deist, criticized organized religion, including the Church of England, and developed a belief system of his own.

Owen felt that human character is formed by conditions over which individuals have no control. Thus, individuals could not be praised or blamed for their behavior or situation in life. This principle led Owen to conclude that the correct formation of people's characters called for placing them under proper environmental influences – physical, moral, and social – from their earliest years. These notions of inherent irresponsibility in humans and the effect of early influences on an individual's character formed the basis of Owen's system of education and social reform.

Owen's work at New Lanark continued to have significance in Britain and continental Europe. He was a "pioneer in factory reform, the father of distributive cooperation, and the founder of nursery schools." His schemes for educating his workers included opening an Institute for the Formation of Character at New Lanark in 1818. This and other programmes at New Lanark provided free education from infancy to adulthood. In addition, he zealously supported factory legislation that culminated in the Cotton Mills and Factories Act of 1819. Owen also had interviews and communications with leading members of the British government, including its premier, Robert Banks Jenkinson, Lord Liverpool. He also met many of the rulers and leading statesmen of Europe.

Owen adopted new principles to raise the standard of goods his workers produced. A cube with faces painted in different colors was installed above each machinist's workplace. The color of the face showed to all who saw it the quality and quantity of goods the worker completed. The intention was to encourage workers to do their best. Although it was no great incentive, conditions at New Lanark for workers and their families were idyllic for the time.

Eight-hour day

Owen raised the demand for an eight-hour day in 1810 and set about instituting the policy at New Lanark. By 1817 he had formulated the goal of an eight-hour working day with the slogan "eight hours labor, eight hours recreation, eight hours rest".

Frank Bunker Gilbreth

Frank Bunker Gilbreth (July 7, 1868 – June 14, 1924) was an American engineer, consultant, and author known as an early advocate of scientific management and a pioneer of time and motion study, and is perhaps best known as the father and central figure of Cheaper by the Dozen.

Both he and his wife Lillian Moller Gilbreth were industrial engineers and efficiency experts who contributed to the study of industrial engineering in fields such as motion study and human factors.

Gilbreth was born in Fairfield, Maine, on July 7, 1868. He was the third child and only son of John Hiram Gilbreth and Martha Bunker Gilbreth. His mother had been a schoolteacher. His father owned a hardware store and was a stockbreeder. When Gilbreth was three and a half years old his father died suddenly from pneumonia.

After his father's death his mother moved the family to Andover, Massachusetts, to find better schools for her children. The substantial estate left by her husband was managed by her husband's family. By the fall of 1878 the money had been lost or stolen and Martha Gilbreth had to find a way to make a living. She moved the family to Boston where there were good public schools. She opened a boarding house since the salary of a schoolteacher would not support the family.

Gilbreth was not a good student. He attended Rice Grammar School, but his mother was concerned enough to teach him at home for a year. He attended Boston's English High School, and his grades improved when he became interested in his science and math classes. He took the entrance examinations for the Massachusetts Institute of Technology but wanted his mother to be able to give up the boarding house. He decided to go to work rather than to college.

Renton Whidden, Gilbreth's old Sunday School teacher, hired him for his building company. He was to start as a laborer, learn the various building trades, and work his way up in the firm. In July 1885 at age 17 he started as a bricklayer's helper. As he learned bricklaying he noticed the many variations in the bricklayers' methods and efficiency. This began his interest in finding "the one best way" of executing any task. He quickly learned every part of building work and contracting, and advanced rapidly. He took night school classes to learn mechanical drawing. After five years he was a superintendent, which allowed his mother to give up her boarding house.

Using his observations of workmen laying brick, Gilbreth developed a multilevel scaffold that kept the bricks within easy reach of the bricklayer. He began patenting his innovations with this "Vertical Scaffold", then developed and patented the "Gilbreth Waterproof Cellar". He made innovations in concrete construction and joined the American Society of Mechanical Engineers (ASME) as well. After ten years, at age 27, he was the chief superintendent. When Whidden was unwilling to make him a partner, he resigned to start his own company.



Gilbreth then became a building contractor, then an inventor with several patents, and finally a management engineer. He eventually became an occasional lecturer at Purdue University, which houses his papers.

Gilbreth discovered his vocation as a young building contractor when he sought ways to make bricklaying faster and easier. This grew into a collaboration with his wife, Lillian Moller Gilbreth, who studied the work habits of manufacturing and clerical employees in all sorts of industries to find ways to increase output and make their jobs easier. He and Lillian founded a management consulting firm, Gilbreth, Inc., focusing on such endeavors.

They were involved in the development of the design for the Simmons Hardware Company's Sioux City Warehouse. The architects had specified that hundreds of 20-foot (6.1 m) hardened concrete piles were to be driven in to allow the soft ground to take the weight of two million bricks required to construct the building. The "Time and Motion" approach could be applied to the bricklaying and the transportation. The building was also required to support efficient input and output of deliveries via its own railroad switching facilities.

Gilbreth, one of the founders of industrial engineering, used "cost-plus-a-fixed sum" contracts in his building contracting business. He described this method in an article in Industrial Magazine in 1907, comparing it to fixed price and guaranteed maximum price methods.

Gilbreth served in the U.S. Army during World War I. His assignment was to find quicker and more efficient means of assembling and disassembling small arms. According to Claude George (1968), Gilbreth reduced all motions of the hand into some combination of 17 basic motions. This included grasp, transport loaded, and hold. Gilbreth named the motions therbligs — "Gilbreth" spelled backwards with letters th transposed to their original order. He used a motion picture camera that was calibrated in fractions of minutes to time the smallest of motions in workers.

Their emphasis on the "one best way" and therbligs predates the development of continuous quality improvement (CQI), and the late 20th century understanding that repeated motions can lead to workers experiencing repetitive motion injuries.

Gilbreth was the first to propose the position of "caddy" (Gilbreth's term) to a surgeon, who handed surgical instruments to the surgeon as needed. Gilbreth also devised the standard techniques used by armies around the world to teach recruits how to rapidly disassemble and reassemble their weapons even when blindfolded or in total darkness.

The work of the Gilbreths is often associated with that of Frederick Winslow Taylor, yet there was a substantial philosophical difference between the Gilbreths and Taylor. The symbol of Taylorism was the stopwatch; Taylor was concerned primarily with reducing process times. The Gilbreths, in contrast, sought to make processes more efficient by reducing the motions involved. They saw their approach as more concerned with workers' welfare than Taylorism, which workers themselves often perceived as concerned mainly with profit. This difference led to a personal rift between Taylor and the Gilbreths which, after Taylor's death, turned into a feud between the Gilbreths and Taylor's followers. After Frank's death, Lillian Gilbreth took steps to heal the rift; however, some friction remains over questions of history and intellectual property.

In conducting their Motion Study method to work, they found that the key to improving work efficiency was in reducing unnecessary motions. Not only were some motions unnecessary, but they caused employee fatigue. Their efforts to reduce fatigue included reduced motions, tool redesign, parts placement, and bench and seating height, for which they began to develop workplace standards. The Gilbreths' work broke ground for contemporary understanding of ergonomics.

Kurt Lewin

Kurt Lewin (9 September 1890 – 12 February 1947) was a German American psychologist, known as one of the modern pioneers of social, organizational, and applied psychology in the United States. Exiled from the land of his birth, Lewin made a new life for himself, in which he defined himself and his contributions within three lenses of analysis: applied research, action research, and group communication were his major offerings to the field of communication.

Lewin is often recognized as the “founder of social psychology” and was one of the first to study group dynamics and organizational development. A Review of General Psychology survey, published in 2002, ranked Lewin as the 18th-most cited psychologist of the 20th century.

In 1890, Lewin was born into a Jewish family in Mogilno, County of Mogilno, Province of Posen, Prussia (modern Poland). It was a small village of about 5,000 people, about 150 of whom were Jewish.[4] Lewin received an orthodox Jewish education at home. He was one of four children born into a middle-class family. His father owned a small general store, and the family lived in an apartment above the store. His father, Leopold, owned a farm jointly with his brother Max; however, the farm was legally owned by a Christian because Jews were unable to own farms at the time.

The family moved to Berlin in 1905, so Lewin and his brothers could receive a better education. From 1905 to 1908, Lewin studied at the Kaiser-in Augusta Gymnasium, where he received a classical humanistic education.[4] In 1909, he entered the University of Freiburg to study medicine, but transferred to the University of Munich to study biology. He became involved with the socialist movement and women's rights around this time.[6] In April 1910, he transferred to the Royal Friedrich-Wilhelms University of Berlin, where he was still a medical student. By the Easter semester of 1911, his interests had shifted toward philosophy. By the summer of 1911, many of his courses were in psychology. While at the University of Berlin, Lewin took 14 courses with Carl Stumpf (1848–1936).

He served in the German army when World War I began. Due to a war wound, he returned to the University of Berlin to complete his PhD. Lewin wrote a dissertation proposal asking Stumpf to be his supervisor, and Stumpf assented. Even though Lewin worked under Stumpf to complete his dissertation, their relationship did not involve much communication. Lewin studied associations, will, and intention for his dissertation, but he did not discuss it with Stumpf until his final doctoral examination.



In 1917, Lewin married Maria Landsberg. In 1919, the couple welcomed their daughter Esther Agnes, and in 1922, their son Fritz Reuven was born. They divorced around 1927, and Maria immigrated to Palestine with the children. In 1929, Lewin married Gertrud Weiss. Their daughter Miriam was born in 1931, and their son Daniel was born in 1933.

Lewin had originally been involved with schools of behavioral psychology before changing directions in research and undertaking work with psychologists of the Gestalt school of psychology, including Max Wertheimer and Wolfgang Kohler. He also joined the Psychological Institute of the University of Berlin where he lectured and gave seminars on both philosophy and psychology.[6] He served as a professor at the University of Berlin from 1926 to 1932, during which time he conducted experiments about tension states, needs, motivation, and learning.[5] In 1933, Lewin had tried to negotiate a teaching position as the chair of psychology as well as the creation of a research institute at the Hebrew University.[5] Lewin often associated with the early Frankfurt School, originated by an influential group of largely Jewish Marxists at the Institute for Social Research in Germany. But when Hitler came to power in Germany in 1933 the Institute members had to disband, moving to England and then to America. In that year, he met with Eric Trist, of the London Tavistock Clinic. Trist was impressed with his theories and went on to use them in his studies on soldiers during the Second World War.

Lewin immigrated to the United States in August 1933 and became a naturalized citizen in 1940. A few years after moving to America, Lewin began asking people to pronounce his name as “Lou-in” rather than “Le-veen” because the misspelling of his name by Americans had led to many missed phone calls. Earlier, he had spent six months as a visiting professor at Stanford in 1930,[6] but on his immigration to the United States, Lewin worked at Cornell University and for the Iowa Child Welfare Research Station at the University of Iowa. Later, he became director of the Center for Group Dynamics at MIT. While working at MIT in 1946, Lewin received a phone call from the director of the Connecticut State Inter Racial Commission requesting help to find an effective way to combat religious and racial prejudices. He set up a workshop to conduct a “change” experiment, which laid the foundations for what is now known as sensitivity training. In 1947, this led to the establishment of the National Training Laboratories, at Bethel, Maine. Carl Rogers believed that sensitivity training is “perhaps the most significant social invention of this century.”

Following World War II, Lewin was involved in the psychological rehabilitation of former occupants of displaced persons camps with Dr. Jacob Fine at Harvard Medical School. When Trist and A T M Wilson wrote to Lewin proposing a journal in partnership with their newly founded Tavistock Institute and his group at MIT, Lewin agreed. The Tavistock journal, Human Relations, was founded with two early papers by Lewin entitled “Frontiers in Group Dynamics”. Lewin taught for a time at Duke University.

Lewin died in Newtonville, Massachusetts, of a heart attack in 1947. He was buried in Mount Auburn Cemetery in Cambridge, Massachusetts. His wife died in 1987.

Lewin coined the notion of genidentity, which has gained some importance in various theories of space-time and related fields.[citation needed] For instance, he introduced the concept of hodological space or the simplest route achieved through the resolution of different field of forces, oppositions, and tensions according to their goals.

Lewin also proposed Herbert Blumer’s interactionist perspective of 1937 as an alternative to the nature versus nurture debate. Lewin suggested that neither nature (inborn tendencies) nor nurture (how experiences in life shape individuals) alone can account for individuals’ behavior and personalities, but rather that both nature and nurture interact to shape each person. This idea was presented in the form of Lewin’s equation for behavior, $B = f(P, E)$.

First and foremost, Kurt Lewin was an applied researcher and practical theorist. [according to whom?] Most scholars of the time reveled in the fear that devoting oneself to applied research would distract the discipline from basic research on scholarly problems – thus creating this false binary regarding for whom knowledge is created, whether it was for the perpetuation of the discipline or for application. Despite this debate within the social sciences at the time, Lewin argued that “applied research could be conducted with rigor and that one could test theoretical propositions in applied research.” The root of this particular binary seemed to stem from the epistemological norms present within the hard sciences – where the distinction was much more pronounced; Kurt Lewin argued that this was contrary to the nature of the social sciences. Furthermore, with the help of scholars like Paul Lazarsfeld, there was a method through which money could be acquired for research in a sustainable manner. Lewin has encouraged researchers to develop theories that can be used to address important social problems.

To demonstrate his dedication to applied research and to further prove that there was value in testing his theoretical propositions, Lewin became a “master at transposing an everyday problem into a psychological experiment”. Lewin, in his beginnings, took a seemingly banal moment between himself and a waiter and turned it into the beginnings of his field research. In this particular incident, Lewin reasoned that the “intention to carry out a specific task builds a psychological tension, which is released when the intended task is completed” in tandem with when Sigmund Freud theorized that “wishes persist until they are satisfied.” This happenstance observation started the demonstration of the “existence of psychic tensions”, fundamental to Lewin’s field theory.

While applied research helped develop Lewin into a practical theorist, what further defined him as an academic and a forerunner was his action research – a term he coined for himself. Lewin was increasingly interested in the concepts of Jewish migration and identity. He was confused by the concept of how while an individual distanced themselves from performing the Jewish identity in terms of religious expression and performance, they were still considered Jewish in the eyes of Nazis. This concept of denying one’s identity and the promotion of self-loathing as a form of coping with a dominant group’s oppression represented the crisis of Lewin’s own migration to the United States. Lewin, as his student and colleague Ron Lippitt described, “had a deep sensitivity to social problems and a commitment to use his resources as a social scientist to do something about them. Thus, in the early 1940s he drew a triangle to represent the interdependence of research, training, and action in producing social change.” This diagramming of an academic’s interests and actions within this triangulation yields an interesting part of accessing Lewin and his contributions. Rather than noting social justice as the beginning or the end, it was ingrained in every single academic action that Lewin took. It was this particular world view and paradigm that furthered his research and determined precisely how he was going to utilize the findings from his field research. Furthermore, it all reflected upon Lewin the man and his way of coping with the events of his time. This devotion to action research was possibly a way of resolving a dissonance of his own passage to America and how he left his own back in present-day Poland.

Prominent psychologists mentored by Lewin included Leon Festinger (1919–1989), who became known for his cognitive dissonance theory (1956), environmental psychologist Roger Barker, Bluma Zeigarnik, and Morton Deutsch, the founder of modern conflict resolution theory and practice.

Force field analysis provides a framework for looking at the factors (forces) that influence a situation, originally social situations. It looks at forces that are either driving movement toward a goal (helping forces) or blocking movement toward a goal (hindering forces). Key to this approach was Lewin’s interest in gestaltism, understanding the totality and assessing a situation as a whole and not focusing only on individual aspects. Further, the totality for an individual (their life space) derives from their perception of their reality, not an objective viewpoint. The approach, developed by Kurt Lewin, is a significant contribution to the fields of social science, psychology, social psychology, organizational development, process management, and change management. His theory was expanded by John R. P. French who related it to organizational and industrial settings.

Lewin, then a professor at MIT, first coined the term action research in about 1944, and it appears in his 1946 paper “Action Research and Minority Problems”. In that paper, he described action research as “a comparative research on the conditions and effects of various forms of social action and research leading to social action” that uses “a spiral of steps, each of which is composed of a circle of planning, action, and fact-finding about the result of the action” (this is sometimes referred to as the Lewinian spiral).

Lewin often characterized organizational management styles and cultures in terms of leadership climates defined by (1) authoritarian, (2) democratic and (3) laissez-faire work environments. He is often mixed up [clarification needed] with McGregor with his work environments, but McGregor adapted them directly to leadership-theory. Authoritarian environments are characterized where the leader determines policy with techniques and steps for work tasks dictated by the leader in the division of labor. The leader is not necessarily hostile but is aloof from participation in work and commonly offers personal praise and criticism for the work done. Democratic climates are characterized where policy is determined through collective processes with decisions assisted by the leader. Before accomplishing tasks, perspectives are gained from group discussion and technical advice from a leader. Members are given choices and collectively decide the division of labor. Praise and criticism in such an environment are objective, fact minded and given by a group member without necessarily having participated extensively in the actual work. Laissez-faire environments give freedom to the group for policy determination without any participation from the leader. The leader remains uninvolved in work decisions unless asked, does not participate in the division of labor, and very infrequently gives praise.

An early model of change developed by Lewin described change as a three-stage process. The first stage he called “unfreezing”. It involved overcoming inertia and dismantling the existing “mind set”. It must be part of surviving. Defense mechanisms must be bypassed. In the second stage the change occurs. This is typically a period of confusion and transition. We are aware that the old ways are being challenged but we do not have a clear picture as to what we are replacing them with yet. The third and final stage he called “freezing”. The new mindset is crystallizing and one’s comfort level is returning to previous levels. This is often misquoted as “refreezing” (see Lewin, 1947). Lewin’s three-step process is regarded as a foundational model for making change in organizations. There is now evidence, however, that Lewin never developed such a model and that it took form after his death in 1947.

Lewin’s equation, $B = f(P, E)$, is a psychological equation of behavior developed by Kurt Lewin. It states that behavior is a function of the person in their environment.

The equation is the psychologist’s most well-known formula in social psychology, [citation needed] of which Lewin was a modern pioneer. When first presented in Lewin’s book *Principles of Topological Psychology*, published in 1936, it contradicted most popular theories in that it gave importance to a person’s momentary situation in understanding his or her behavior, rather than relying entirely on the past.

In a 1947 article, Lewin coined the term “group dynamics”. He described this notion as the way that groups and individuals act and react to changing circumstances. This field emerged as a concept dedicated to the advancement of knowledge regarding the nature of groups, their laws, establishment, development, and interactions with other groups, individuals, and institutions. During the early years of research on group processes, many psychologists rejected the reality of group phenomena. Critics[who?] shared the opinion that groups did not exist as scientifically valid entities. It had been said by skeptics that the actions of groups were nothing more than those of its members considered separately. Lewin applied his interactionism formula, $B = f(P, E)$, to explain group phenomena, where a member’s personal characteristics (P) interact with the environmental factors of the group, (E) its members, and the situation to elicit behavior (B).

Given his background in Gestalt psychology, Lewin justified group existence using the dictum “The whole is greater than the sum of its parts”. He theorized that when a group is established it becomes a unified system with supervening qualities that cannot be understood by evaluating members individually. This notion – that a group is composed of more than the sum of its individual members – quickly gained support from sociologists and psychologists who understood the significance of this emerging field. Many pioneers noted that the majority of group phenomena could be explained according to Lewin’s equation and insight and opposing views were hushed. The study of group dynamics remains relevant today where a vast number of professions (e.g., business and industry, clinical/counseling psychology, sports, and recreation) rely on its mechanisms to thrive.

William Edwards Deming

Dr. William Edwards Deming (October 14, 1900 – December 20, 1993) was an American engineer, statistician, professor, author, lecturer, and management consultant. Educated initially as an electrical engineer and later specializing in mathematical physics, he helped develop the sampling techniques still used by the U.S. Department of the Census and the Bureau of Labor Statistics.

In his book *The New Economics for Industry, Government, and Education* Deming championed the work of Walter Shewhart, including statistical process control, operational definitions, and what Deming called the “Shewhart Cycle,” which had evolved into Plan-Do-check-Act (PDCA). Deming is best known for his work in Japan after WWII, particularly his work with the leaders of Japanese industry. That work began in July and August 1950, in Tokyo and at the Hakone Convention Center,[3] when Deming delivered speeches on what he called “Statistical Product Quality Administration”. Many in Japan credit Deming as one of the inspirations for what has become known as the Japanese post-war economic miracle of 1950 to 1960, when Japan rose from the ashes of war on the road to becoming the second-largest economy in the world through processes partially influenced by the ideas Deming taught:

- Better design of products to improve service
- Higher level of uniform product quality
- Improvement of product testing in the workplace and in research centers
- Greater sales through side [global] markets

Deming is best known in the United States for his 14 Points (*Out of the Crisis*, by W. Edwards Deming, preface) and his system of thought he called the “System of Profound Knowledge”. The system includes four components or “lenses” through which to view the world simultaneously:

- Appreciating a system
- Understanding variation
- Psychology
- Epistemology, the theory of knowledge



Deming made a significant contribution to Japan's reputation for innovative, high-quality products, and for its economic power. He is regarded as having had more impact on Japanese manufacturing and business than any other individual not of Japanese ancestry. Despite being honored in Japan in 1951 with the establishment of the Deming Prize, he was only just beginning to win widespread recognition in the United States at the time of his death in 1993. President Ronald Reagan awarded him the National Medal of Technology in 1987. The following year, the National Academy of Sciences gave Deming the Distinguished Career in Science award.

Deming received a BS in electrical engineering from the University of Wyoming at Laramie (1921), an MS from the University of Colorado (1925), and a PhD from Yale University (1928). Both graduate degrees were in mathematics and physics. He had an internship at Western Electric's Hawthorne Works in Cicero, Illinois, while studying at Yale. He later worked at the U.S. Department of Agriculture and the Census Department. While working under Gen. Douglas MacArthur as a census consultant to the Japanese government, he was asked to teach a short seminar on statistical process control (SPC) methods to members of the Radio Corps, at the invitation of Homer Sarasohn. During this visit, he was contacted by the Union of Japanese Scientists and Engineers (JUSE) to talk directly to Japanese business leaders, not about SPC, but about his theories of management, returning to Japan for many years to consult. Later, he became a professor at New York University, while engaged as an independent consultant in Washington, DC.

Deming was the author of *Quality Productivity and Competitive Position*, *Out of the Crisis* (1982–1986), and *The New Economics for Industry, Government, Education* (1993), and books on statistics and sampling. Deming played the flute and drums and composed music throughout his life, including sacred choral compositions and an arrangement of *The Star-Spangled Banner*.

In 1993, he founded the W. Edwards Deming Institute in Washington, DC, where the Deming Collection at the U.S. Library of Congress includes an extensive audiotape and videotape archive. The aim of the institute is to “Enrich society through the Deming philosophy.”

Deming's teachings and philosophy are clearly illustrated by examining the results they produced after they were adopted by Japanese industry,[9] as the following example (called the Ford-Mazda study) shows. Ford Motor Company was simultaneously manufacturing a car model with transmissions made in Japan (by Mazda) and the United States (by Ford). Soon after the car model was on the market (c. 1950),[10] Ford customers were requesting the model with Japanese transmissions over the US-made transmissions, and they were willing to wait for the Japanese model. As both transmissions were made to the same specifications, Ford engineers could not understand the customer preference for the model with Japanese transmissions. Finally, Ford engineers decided to take apart the two different transmissions. The American-made car parts were all within specified tolerance levels. However, the Japanese car parts were virtually identical to each other, and much closer to the nominal values for the parts—e.g., if a part was supposed to be one foot long, plus or minus 1/8 of an inch (300 mm \pm 3 mm)—then the Japanese parts were all within 1/16 of an inch (1.5 mm), less variation. This made the Japanese cars run more smoothly and customers experienced fewer problems.

Deming married Agnes Bell in 1922. She died in 1930, a little more than a year after they had adopted a daughter, Dorothy (died 1984). Deming made use of various private homes to help raise the infant and following his marriage in 1932 to Lola Elizabeth Shupe (died 1986), with whom he coauthored several papers, he brought her back home to stay. Lola and he had two more children, Diana (born 1934) and Linda (born 1943). Deming was survived by Diana and Linda, along with seven grandchildren.[15]

Deming was a professor of statistics at New York University's graduate school of business administration (1946–1993) and taught at Columbia University's graduate school of business (1988–1993). He also was a consultant for private business.

In 1927, Deming was introduced to Walter A. Shewhart of the Bell Telephone Laboratories by C.H. Kunsman of the United States Department of Agriculture (USDA). Deming found great inspiration in the work of Shewhart, the originator of the concepts of statistical control of processes and the related technical tool of the control chart, as Deming began to move toward the application of statistical methods to industrial production and management. Shewhart's idea of common and special causes of variation led directly to Deming's theory of management. Deming saw that these ideas could be applied not only to manufacturing processes, but also to the processes by which enterprises are led and managed. This key insight made possible his enormous influence on the economics of the industrialized world after 1950.

In 1947, Deming was involved in early planning for the 1951 Japanese Census. The Allied powers were occupying Japan, and he was asked by the United States Department of the Army to assist with the census. He was brought over at the behest of General Douglas MacArthur, who grew frustrated at being unable to complete so much as a phone call without the line going dead due to Japan's shattered postwar economy. While in Japan, his expertise in quality-control techniques, combined with his involvement in Japanese society, brought him an invitation from the Union of Japanese Scientists and Engineers (JUSE).

JUSE members had studied Shewhart's techniques, and as part of Japan's reconstruction efforts, they sought an expert to teach statistical control. From June–August 1950, Deming trained hundreds of engineers, managers, and scholars in SPC and concepts of quality. He also conducted at least one session for top management (including top Japanese industrialists of the likes of Akio Morita, the cofounder of Sony Corp.) [20] Deming's message to Japan's chief executives was that improving quality would reduce expenses, while increasing productivity and market share. Perhaps the best known of these management lectures was delivered at the Mt. Hakone Conference Center in August 1950.

Several Japanese manufacturers applied his techniques widely and experienced heretofore unheard-of levels of quality and productivity. The improved quality combined with the lowered cost created new international demand for Japanese products.

Deming declined to receive royalties from the transcripts of his 1950 lectures, so JUSE's board of directors established the Deming Prize (December 1950) to repay him for his friendship and kindness. [20] Within Japan, the Deming Prize continues to exert considerable influence on the disciplines of quality control and quality management.

Later, from his home in Washington, DC, Deming continued running his own consultancy business in the United States, largely unknown and unrecognized in his country of origin and work. In 1980, he was featured prominently in an NBC TV documentary titled *If Japan can... Why can't we?* about the increasing industrial competition the United States was facing from Japan. As a result of the broadcast, demand for his services increased dramatically, and Deming continued consulting for industry throughout the world until his death at the age of 93.

Ford Motor Company was one of the first American corporations to seek help from Deming. In 1981, Ford's sales were falling. Between 1979 and 1982, Ford had incurred \$3 billion in losses. Ford's newly appointed Corporate Quality Director, Larry Moore, was charged with recruiting Deming to help jump-start a quality movement at Ford.[25] Deming questioned the company's culture and the way its managers operated. To Ford's surprise, Deming talked not about quality, but about management. He told Ford that management actions were responsible for 85% of all problems in developing better cars. In 1986, Ford came out with a profitable line of cars, the Taurus-Sable line. In a letter to Auto week, Donald Petersen, then Ford chairman, said, "We are moving toward building a quality culture at Ford and the many changes that have been taking place here have their roots directly in Deming's teachings." [26] By 1986, Ford had become the most profitable American auto company. For the first time since the 1920s, its earnings had exceeded those of archrival General Motors (GM). Ford had come to lead the American automobile industry in improvements. Ford's following years' earnings confirmed that its success was not a fluke, for its earnings continued to exceed GM and Chrysler's

In 1982, Deming's book *Quality, Productivity, and Competitive Position* was published by the MIT Center for Advanced Engineering and was renamed *Out of the Crisis* in 1986. In it, he offers a theory of management based on his famous 14 Points for Management. Management's failure to plan for the future brings about loss of market, which brings about loss of jobs. Management must be judged not only by the quarterly dividend, but also by innovative plans to stay in business, protect investment, ensure future dividends, and provide more jobs through improved products and services. "Long-term commitment to new learning and new philosophy is required of any management that seeks transformation. The timid and the fainthearted, and the people that expect quick results, are doomed to disappointment."

In 1982, Deming, along with Paul Hertz and Howard Gitlow of the University of Miami Graduate School of Business in Coral Gables, founded the W. Edwards Deming Institute for the Improvement of Productivity and Quality. In 1983, the institute trained consultants of Ernst and Whinney Management Consultants in the Deming teachings. E&W then founded its Deming Quality Consulting Practice which is still active today.

His methods and workshops regarding Total Quality Management have had broad influence. For example, they were used to define how the U.S. Environmental Protection Agency's Underground Storage Tanks program would work.

Over the course of his career, Deming received dozens of academic awards, including another, honorary, PhD from Oregon State University. In 1987, he was awarded the National Medal of Technology: "For his forceful promotion of statistical methodology, for his contributions to sampling theory, and for his advocacy to corporations and nations of a general management philosophy that has resulted in improved product quality." In 1988, he received the Distinguished Career in Science award from the National Academy of Sciences.

Henry Mintzberg

Henry Mintzberg OC OQ FRSC (born September 2, 1939) is a Canadian academic and author on business and management. He is currently the Cleghorn Professor of Management Studies at the Desautels Faculty of Management of McGill University in Montreal, Quebec, Canada, where he has been teaching since 1968.

Mintzberg was born in Montreal, Quebec, Canada; the son of the Jewish parents: Myer (a manufacturer) and Irene (Wexler) Mintzberg. He completed his undergraduate degree in mechanical engineering at the Faculty of Engineering of McGill University. He completed his master's degree in Management and PhD from the MIT Sloan School of Management in 1965 and 1968 respectively.

In 1997, Professor Mintzberg was made an Officer of the Order of Canada. In 1998 he was made an Officer of the National Order of Quebec. He is now a member of the Strategic Management Society.

In 2004, he published a book entitled *Managers Not MBAs* (Mintzberg, 2004) which outlines what he believes to be wrong with management education today. Mintzberg claims that prestigious graduate management schools like Harvard Business School and the Wharton Business School at the University of Pennsylvania are obsessed with numbers and that their overzealous attempts to make management a science are damaging the discipline of management. Mintzberg advocates more emphasis on post graduate programs that educate practicing managers (rather than students with little real-world experience) by relying upon action learning and insights from their own problems and experiences.

Mintzberg has twice won the McKinsey Award for publishing the best article in the *Harvard Business Review* (despite his critical stance about the strategy consulting business). He is also credited with co-creating the organography, which is taught in business schools.

From 1991 to 1999, he was a visiting professor at INSEAD.

Mintzberg writes on the topics of management and business strategy, with more than 150 articles and fifteen books to his name. His seminal book, *The Rise and Fall of Strategic Planning* (Mintzberg, 1994), criticizes some of the practices of strategic planning today.

Mintzberg runs two programs at the Desautels Faculty of Management which have been designed to teach his alternative approach to management and strategic planning: the International Masters in Practicing Management (I.M.P.M.)[in association with the McGill Executive Institute and the International Masters for Health Leadership (I.M.H.L.). With Phil LeNir, he owns Coaching Ourselves International, a private company using his alternative approach for management development directly in the workplace.



The organizational configurations framework of Mintzberg is a model that describes six valid organizational configurations (originally only five; the sixth one was added later):

Simple structure characteristic of entrepreneurial organization

- Machine bureaucracy
- Professional bureaucracy
- Diversified form
- Adhocracy or Innovative organization

Regarding the coordination between different tasks, Mintzberg defines the following mechanisms:

Mutual adjustment, which achieves coordination by the simple process of informal communication (as between two operating employees)

Direct supervision, is achieved by having one-person issue orders or instructions to several others whose work interrelates (as when a boss tells others what is to be done, one step at a time)

Standardization of work processes, which achieves coordination by specifying the work processes of people carrying out interrelated tasks (those standards usually being developed in the technostructure to be carried out in the operating core, as in the case of the work instructions that come out of time-and-motion studies)

Standardization of outputs, which achieves coordination by specifying the results of different work (again usually developed in the technostructure, as in a financial plan that specifies subunit performance targets or specifications that outline the dimensions of a product to be produced)

Standardization of skills (as well as knowledge), in which different work is coordinated by virtue of the related training the workers have received (as in medical specialists – say a surgeon and an anesthetist in an operating room –responding almost automatically to each other’s standardized procedures)

Standardization of norms, in which it is the norms infusing the work that are controlled, usually for the entire organization, so that everyone functions according to the same set of beliefs (as in a religious order)

According to the organizational configurations model of Mintzberg, each organization can consist of a maximum of six basic parts:

- Strategic Apex (top management)
- Middle Line (middle management)
- Operating Core (operations, operational processes)
- Technostructure (analysts that design systems, processes, etc.)
- Support Staff (support outside of operating workflow)
- Ideology (halo of beliefs and traditions; norms, values, culture)
- Contribution to business strategy theory

Perhaps the most distinctive feature of Mintzberg's research findings and writing on business strategy, is that they have often emphasized the importance of emergent strategy, which arises informally at any level in an organization, as an alternative or a complement to deliberate strategy, which is determined consciously either by top management or with the acquiescence of top management. He has been strongly critical of the stream of strategy literature which focuses predominantly on deliberate strategy.

Mintzberg is cited in Chamberlain's Theory of Strategy as providing one of the four main foundations on which the theory is based.

Dave Olsen Ulrich

David Olson Ulrich (born 1953) is a university professor, author, speaker, management coach, and management consultant. Ulrich is a professor of business at the Ross School of Business, University of Michigan, and co-founder of The RBL Group. With his colleagues, he has written over 30 books that have shaped the HR profession, defined organizations as capabilities, and shown the impact of leadership on customers and investors. Ulrich served on the Board of Directors for Herman Miller for 17 years, is a Fellow in the National Academy of Human Resources and served on the Board of Trustees of Southern Virginia University for 9 years.

Dave Ulrich has been ranked the #1 Management Educator & Guru by BusinessWeek, selected by Fast Company as one of the 10 most innovative and creative leaders, is one of 21 people in the Thinker's Fifty Hall of Fame, and named the most influential thinker in HR of the decade by HR magazine.

Ulrich was born in the small town of Ely, Nevada, but grew up in Oregon. His father worked as a forester building campground, then transferred to direct social programs for Job Corps. His mother spent time in church and community service. From his parents, he learned the importance of service and the value of hard work. The Ulrich family lived subsequently in Kansas City, Missouri, where he attended high school.

Ulrich attended Brigham Young University where he completed his undergraduate degree in University Studies in five semesters and began graduate school in Organizational Behavior. He earned a PhD in Business (Organization Theory) from the University of California, Los Angeles. He was awarded Honorary Doctorate from Abertay University, Dundee Scotland.

Dave Ulrich's professional focus has addressed questions on how organizations add value to customers and investors through both leadership and strategic human resource practices. In the human resource area, he and his colleagues have worked to redefine and upgrade HR. With his colleagues, Ulrich has articulated how the modern HR organization can be organized into shared services, centers of expertise, and business partners. He has also co-directed research on over 90,000 respondents about the competencies required for successful HR professionals; in addition, he has helped shape thinking on how to transform HR practices so that they are aligned to customer needs and integrated around organization capabilities. In the leadership area, Norm Smallwood and Ulrich have worked to focus on the outcomes of effective leadership; they have also shown how leadership will increase customer share by creating a leadership brand within the company. Their work also illustrates that investing in leadership will increase shareholder value. Their work also synthesizes the thicket of leadership competency models into a unified view of leadership. Their current work attempts to look at leadership through the eyes and expectations of investors. Dave spoke as part of Asian Institute of Finance's Distinguished Speaker Series in 2014. In addition, he has shown how leadership can impact investor value by creating a leadership capital index that can be used in private equity, investor relations, boards of directors, and other settings. In the organization area, he has defined organizations as capabilities and written about culture change, learning, collaboration, change, and innovations in organization design.



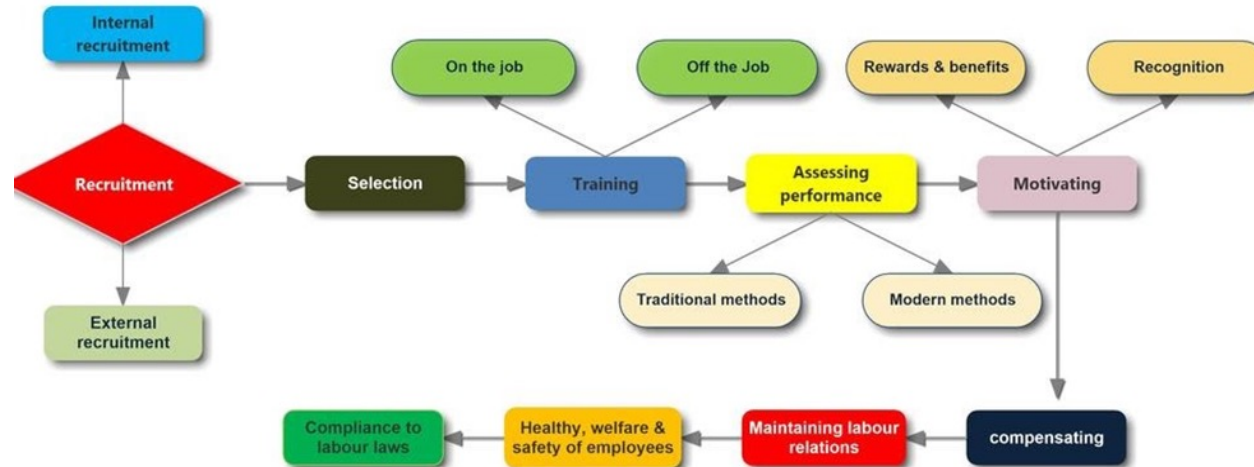
1.10 HUMAN RESOURCE MANAGEMENT (PPT)



Human Resource Management

1. Introduction

HRM process



Source: <http://www.whatishumanresource.com/human-resource-management>

Human Resource Management functions



Human resource management as a department in an organization handles all aspects of employees and has various functions like human resource **planning**, conducting **Job analysis**, recruitment and conducting **job interviews**, **selection** of human resources, **orientig**, **training**, **compensating**, providing **benefits** and **incentives**, **appraising**, **retaining**, **career planning**, human resource **auditing**, maintenance of industrial relationship, looking after welfare of employees and safety issues , **communicating with all employees** at all levels and **maintaining awareness** of and **compliance** with local and state labor laws.

Why do we call it as Human Resource Management?



EFOP-3.4.3-16-2016-00017
A felsőfokú oktatás minőségének és
hozzáférhetőségének együttes javítása a Dunaújvárosi
Egyetemen és a Milton Friedman Egyetemen

Human: refers to the skilled workforce in an organization.

Resource: refers to limited availability or scarce.

Management: refers how to optimize and make best use of such limited or scarce resource so as to meet the organization goals and objectives



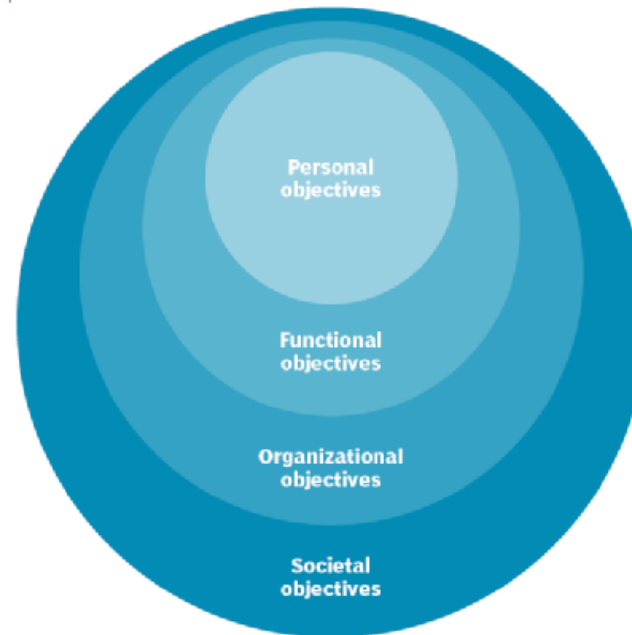
Evolution of an employee



Past	Future
Work 9 to 5	Work anytime
Work in an office	Work anywhere and from anywhere
Use company equipment	Use your own modern gadgets and requirements
Focused on inputs	Focused on outputs
Climb the corporate ladder	Create your own ladder for career
Pre-defined work	Customized work
Hoards information	Shares information
No voice	Can become a leader
Focused on knowledge	Focused on adaptive learning



Objectives of Human Resource Management



Source: Margaret Rouse, WhatIs.com

Edwin Flippo defines Human Resource Management



HRM means, “a process of planning, organizing, directing and controlling of recruitment, selection, development (training), compensation, integration, maintenance and separation of manpower of personnel or employees in an organization to achieve the individual, organizational and social goals/objectives/aims.”

The ten "Cs" of Human Resource Management



Cost effectiveness,
Competitive,
Coherence,
Credibility,
Communication,
Creativity,
Competitive advantage,
Competence,
Change,
Commitment.

Difference between Personnel Management and Human Resource Management



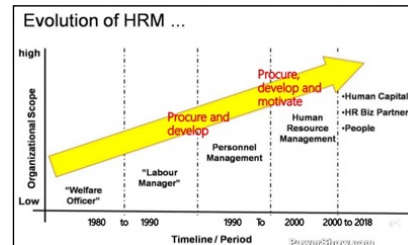
	Personnel	HRM
Time and planning	Short term, reactive	Long term, proactive, strategic, integrated
Psychological contract	Compliance	Commitment
Control System	External	Self-Control
Employee relations	Pluralist, collective, low trust	Unitarist, individual, high trust
Structures and systems	Bureaucratic/Mechanistic, Centralised formal	Organic, devolved, flexible
Roles	Specialist/professional	Largely integrated in management
Evaluation criteria	Cost minimisation	Maximum utilisation

Father of Human resource management



George Elton Mayo
(26 December 1880 – 7 September 1949)

Source: <https://writepass.com/journal/2012/11>



Human Resource Management

2. Evolution of Human Resource Management

Father of Personnel Management



Robert Owen
1771-1858

Robert Owen had raised the demand for ten-hour day in year 1810, and instituted it in his New Lanark cotton mills. By 1817 he had formulated the goal of the 8-hour day and coined slogan 8 hours labor, 8 hours recreation, 8 hours full rest.

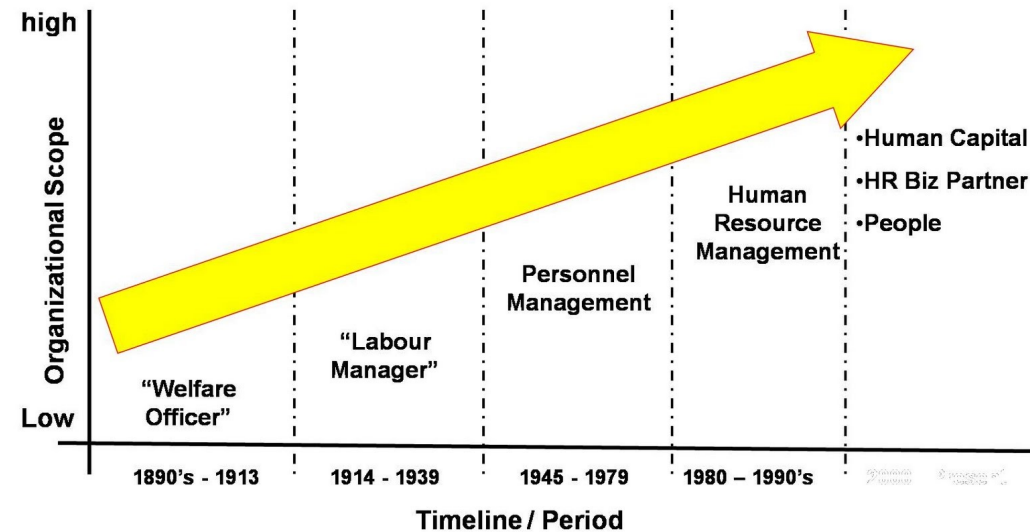


New Lanark Cotton Mills

Evolution of Human Resource Management



Evolution of HRM ...



„Welfare officer” era



Welfare management: Welfare management concerns with improving the lives of workers by ensuring safe and healthy working conditions along with a host of benefits like medical care, sickness benefits, maternity benefits etc.

During this period personnel functions were performed by supervisors, line managers and early specialists (e.g. recruitment officers, trainers, welfare officers) long before the establishment of a national association representing a 'profession' of personnel or human resource management.

Labor Manager” era



Frederick W. Taylor
1856-1915

During this period, management theorists in the United States and United Kingdom began to examine the nature of work and work systems, and to develop models based upon emerging psychological and sociological research.

The early management theorists contributed ideas that would later be incorporated into personnel management theory and practice. Through job design, structured reward systems, 'scientific' selection techniques espoused by scientific management (see Frederick Taylor, Frank Gilbreth and Alfred Sloan) personnel management practice were refined especially in the recruitment and placement of skilled employees.

Personnel Management era



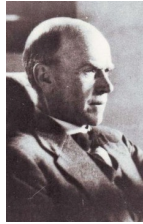
Early employee specialists were called personnel managers (or personnel administrators), and this term is still in use in various discourses. 'Personnel management' refers to a set of functions or activities (e.g. recruitment, selection, training, salary administration, industrial relations) often performed effectively but with little relationship between the various activities or with overall organizational objectives.

The Human Relations Movement



Source: www.whatishumanresource.com

Human Resource Management



George Elton Mayo
1880 –1949



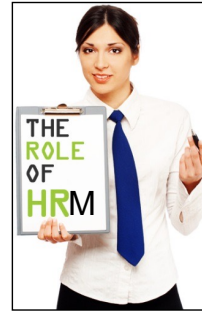
The term "human resource management" has been commonly used for about the last ten to fifteen years. Prior to that, the field was generally known as "personnel administration." The name change is not merely cosmetics.

Differences between Personnel Management and Human Resource Management



Factor	Personnel Management	Human Resource Management
Time and planning perspective	Short term, reactive, <i>ad hoc</i> , marginal	Long term, proactive, strategic, integrated
Psychological contract	Compliance	Commitment
Employee relations perspective	Pluralist, collective, low trust	Unitarist, individual, high trust
Preferred structure/system	Bureaucratic/mechanistic, centralized, formal/defined roles	Organic, devolved, flexible roles
Roles	Specialized/professional	Largely integrated into line management
Evaluation	Cost minimization	Maximum utilization (human asset accounting)

Source: Adapted from 'Human Resource and Industrial Relations', Journal of Management Studies, 24 May, p. 507



Human Resource Management

3. HRM activities and roles

Who is responsible for human resource management?



EFOP-3.4.3-16-2016-00017
A felsőfokú oktatás minőségének és
hozzáférhetőségének együttes javítása a Dunaújvárosi
Egyetemen és a Milton Friedman Egyetemen

HR officer or **HR Manager** is responsible for human resource management in the organization.

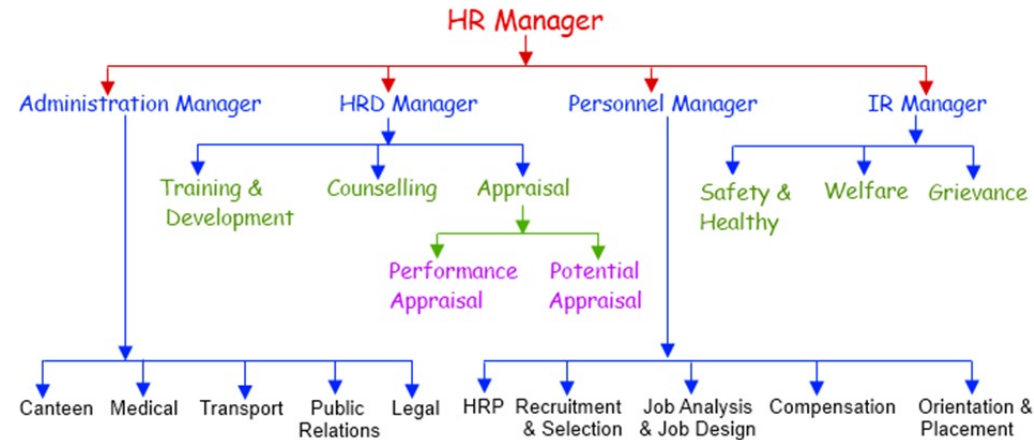
The **HR Director** is a top-level manager responsible for the administration of all human resource activities and policies. The director oversees compensation, benefits, staffing, affirmative action, employee relations, health and safety, and training/development functions. They also supervise professional human resources staff.



Role of a Human resource officer



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www.whatishumanresource.com



Workforce Analytics and Planning



Source: Whatishumanresource.com

HR Managerial Functions



- **Planning**
- **Organizing**
- **Staffing**
- **Directing**
- **Controlling**

Who works for Human Resource Management?

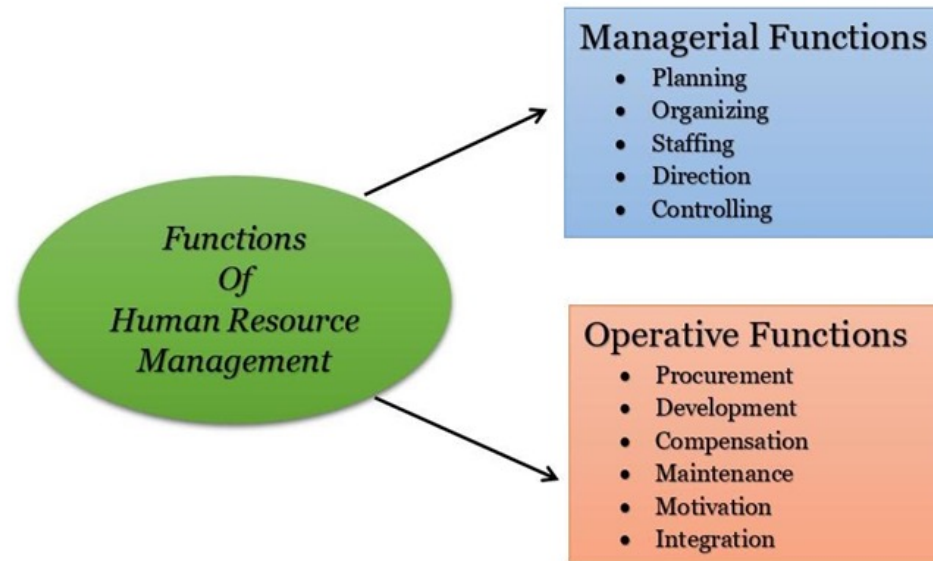


Chief Human Resource Officer

HR Director

Recruiter (Hiring manager)
Trainers
Safety officer
Welfare officer
Conciliation officer
Payroll officer
Counsellor
Medical officer
HR Generalist
HR Analyst

Function of HRM



Source: Whatishumanresource.com



Human Resource Management

4. Human Resource Planning

Definition



“Human resources planning is the process by which management ensures that it has the right personnel, who are capable of completing those tasks that help the organization reach its objectives. It involves the forecasting of human resources needs and the projected matching of individuals with expected vacancies”.
(International Labor Organization, **ILO**)

Roles of HR Planning



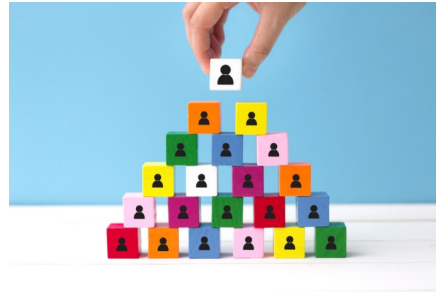
- An effective HRP is required for an organisation to be effective
- A complex system is not what's required
- Measure of success of the system: if the right people are available at the right time
- HRP needs to be fully integrated to the organisation's business plan
- HR managers must be able to demonstrate the success of HRP processes

Problems in HR planning



- Inaccuracy
- Employee resistance
- Uncertainties
- Inefficient information system:
- Time and expense

Human Resource Planning at different levels

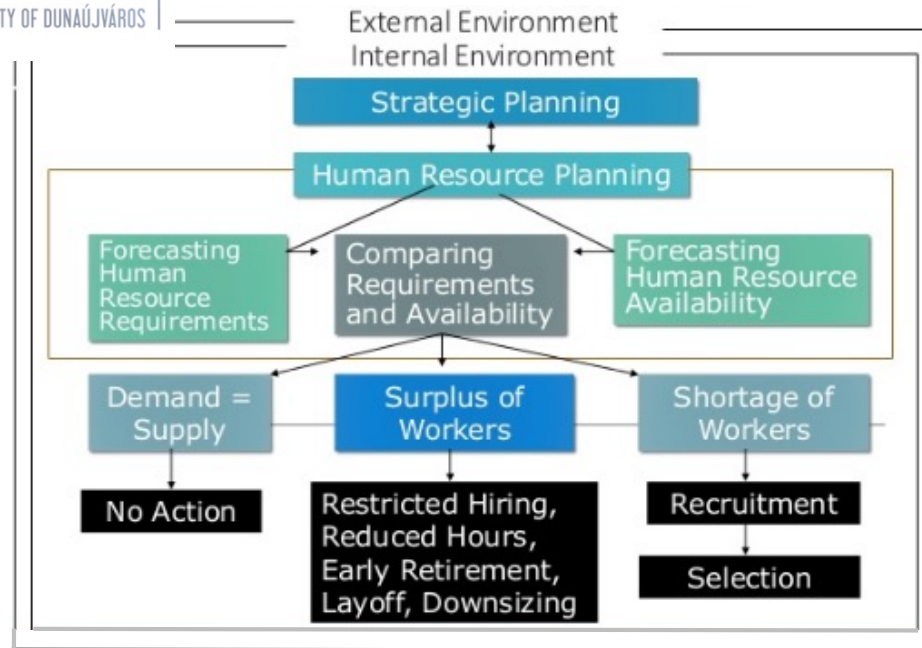


- National Level
- Sectoral Level
- Industry Level
- Unit Level
- Departmental Level
- Job Level

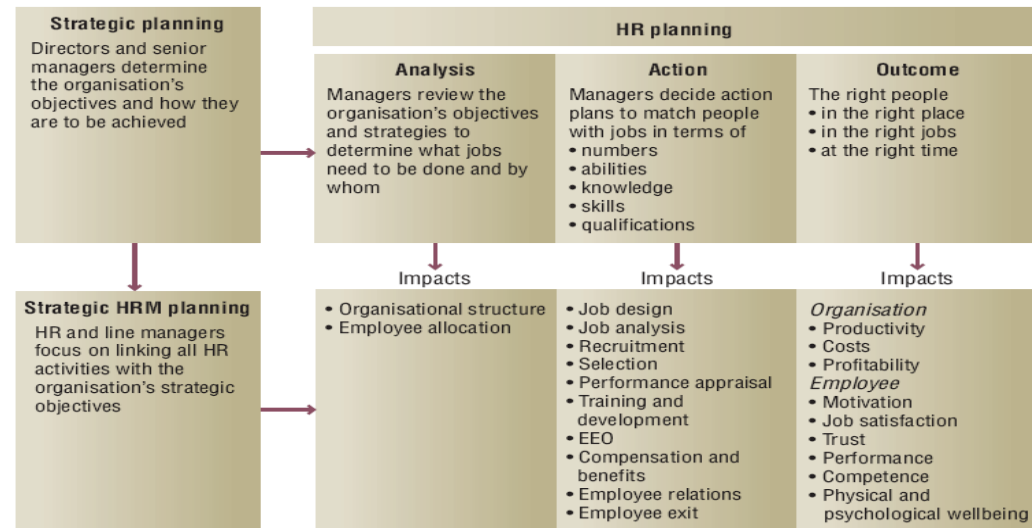
The process of Human Resource Planning



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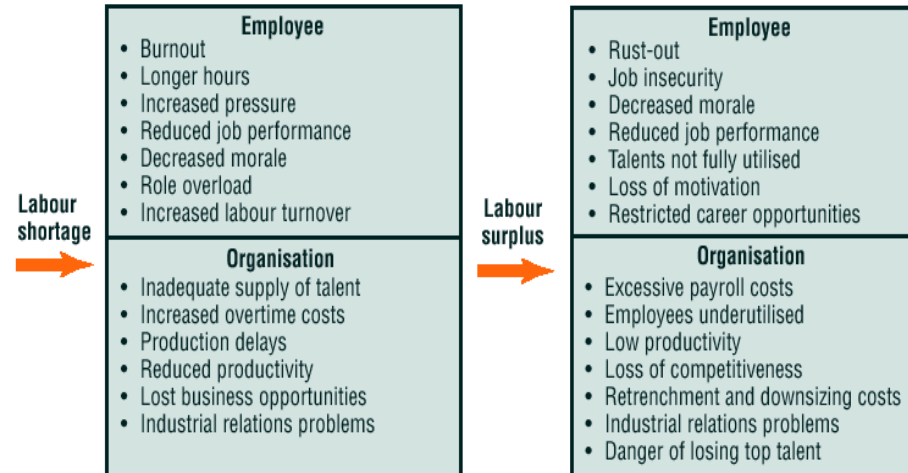


Impacts of HR Planning



Source: Asia Pacific Management Pty Ltd, 2006.

HR planning failure and labour imbalances



Source Asia Pacific Management Co. Ltd, 2004.

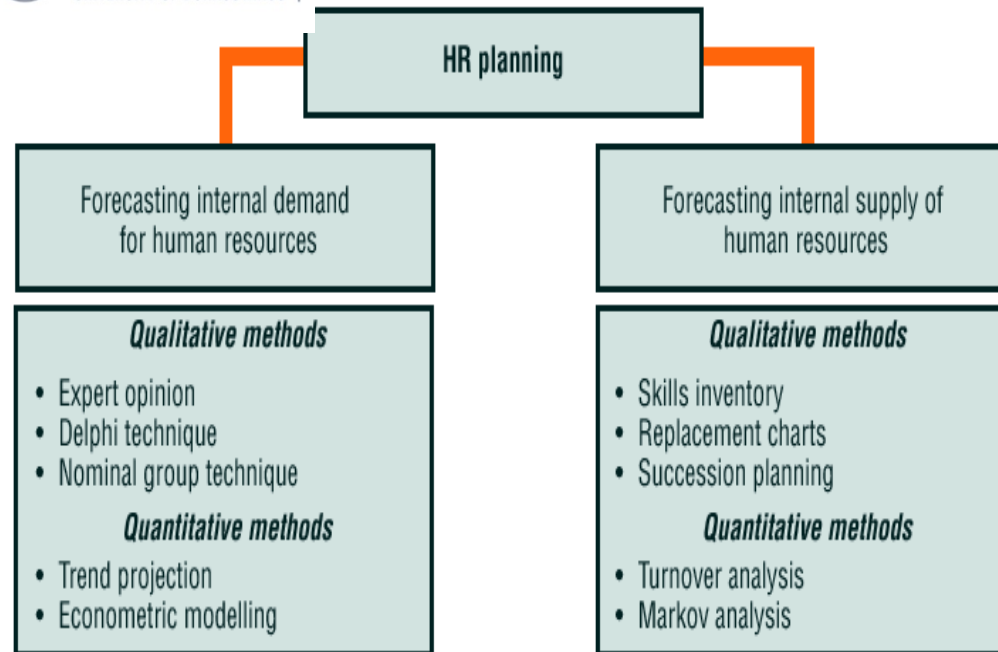
Approaches to HR Planning



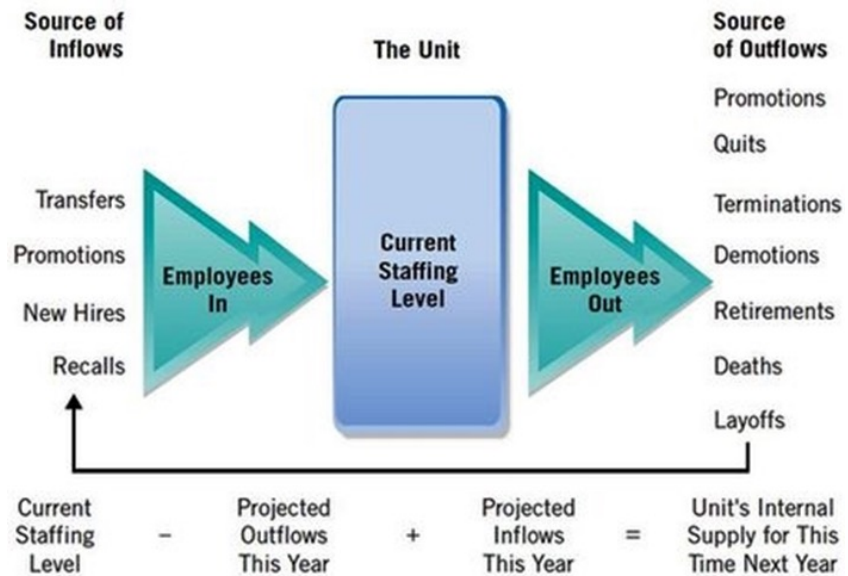
The HR Manager needs to be able to forecast the organization's future HR requirements and determine from where they will be obtained.

- Forecast of the demand for human resources within the organization.
- Forecast of the supply of external human resources.
- A forecast of the supply of human resources available within the organization.

HR Forecasting



Succession analysis



Source: Whatishumanresource.com



Human Resource Management

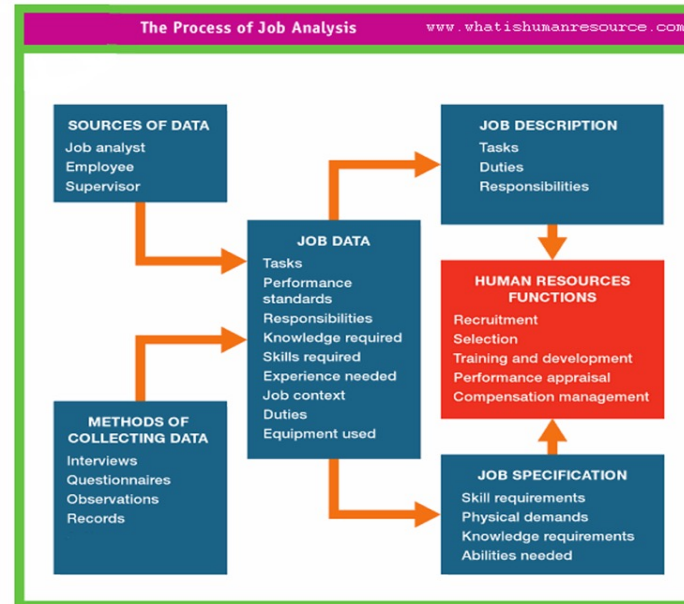
5. Job Management

Definitions of Job Analysis

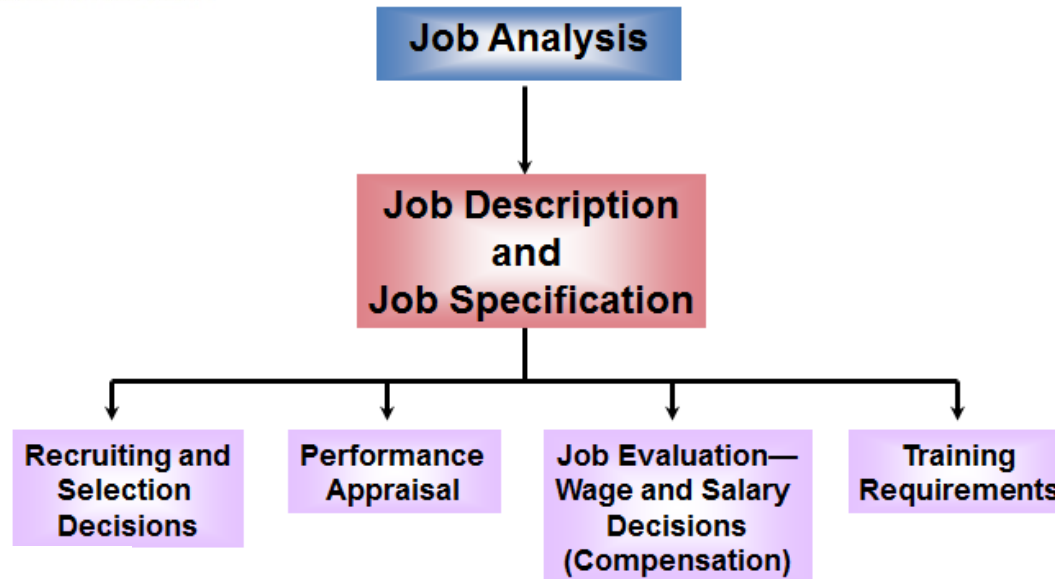


"A job analysis is an accurate study of the various components of a job. It is concerned not only with an analysis of the duties and conditions of work, but also with the individual qualifications of the worker.,, (Blum)

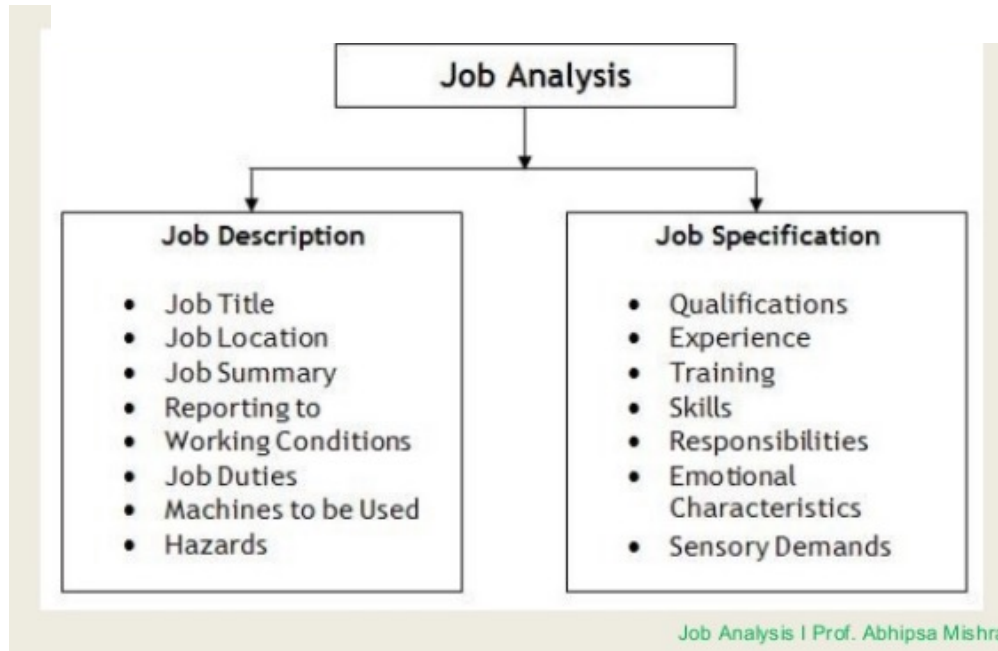
The process of Job Analysis



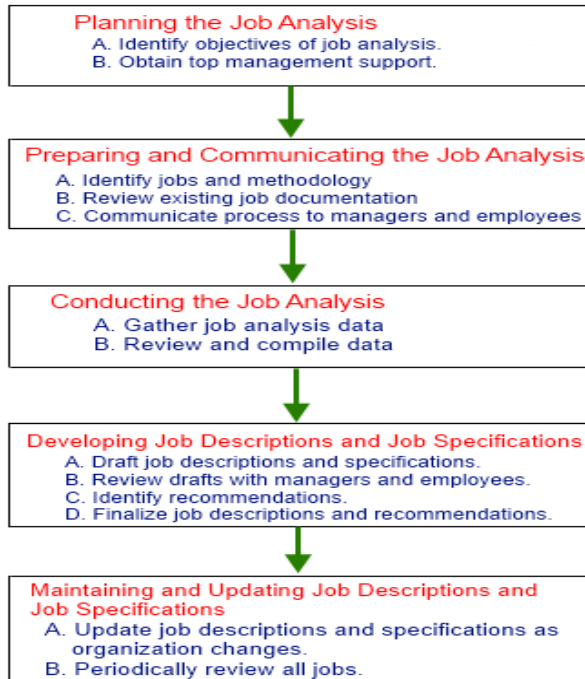
Job analysis



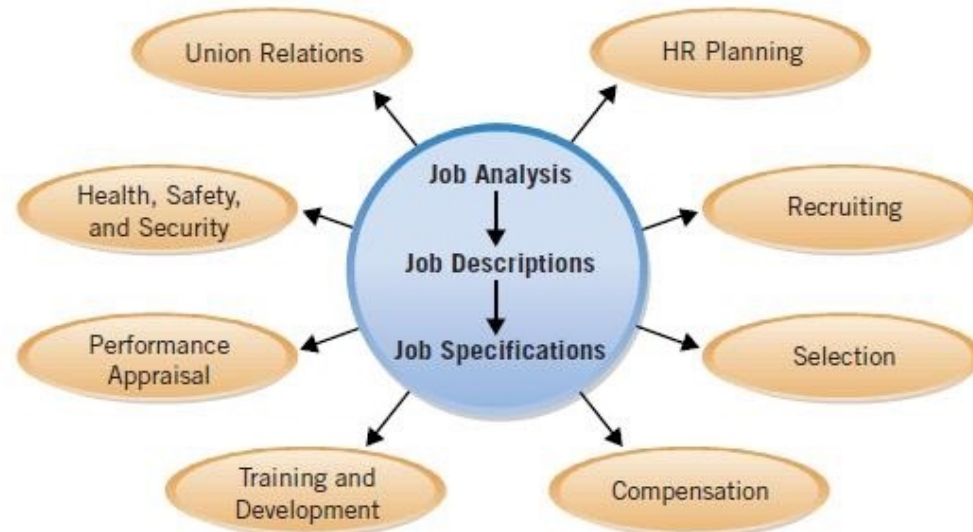
Job Analysis Includes



Stages in the Job Analysis Process



Job Analysis and Other HR Activities

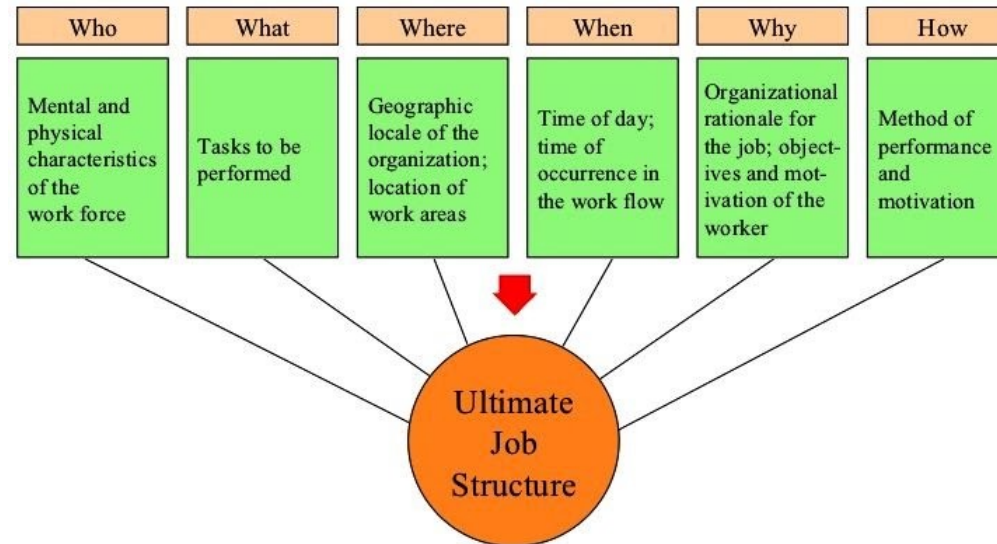


Job Design Decision

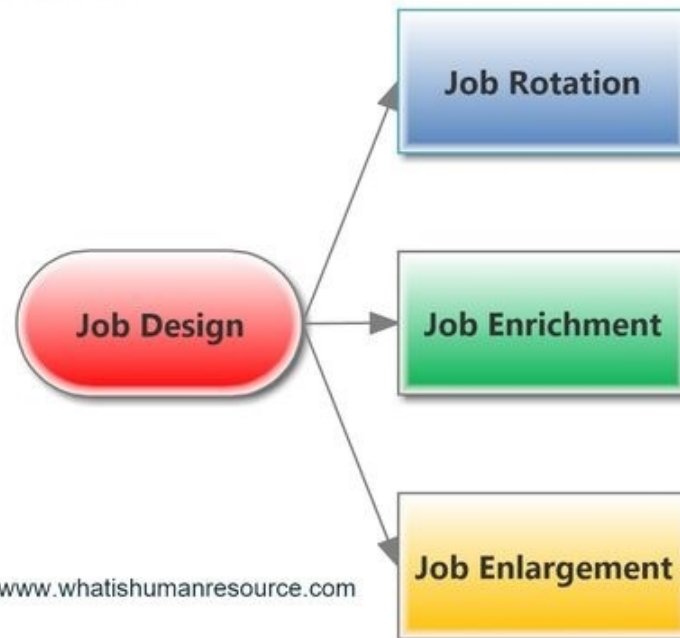


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Job Design Decisions



Job Design



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Human Resource Management

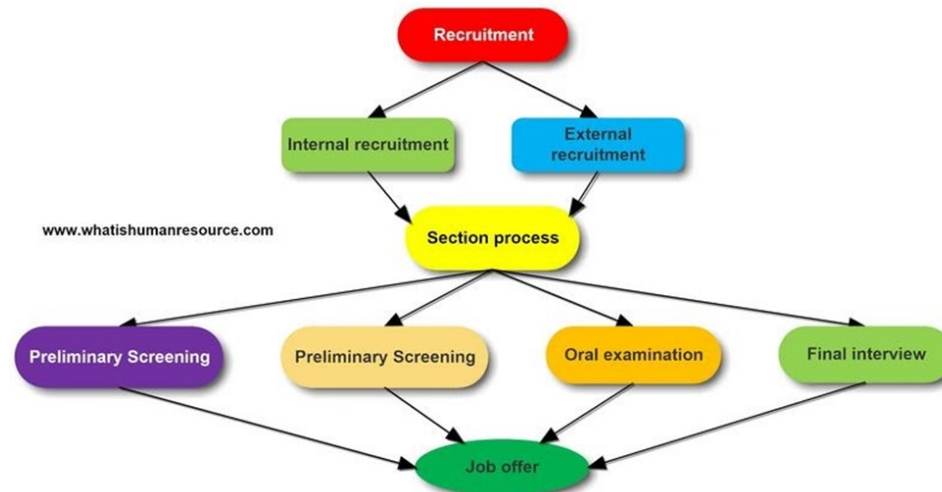
6. Recruitment and Selection

Meanings of recruitment



Recruitment is the process of discovering competent employee out of available candidates in the market who are suitable to job and according to organization requirements. Recruitment is the process of attracting prospective employees and stimulating them for applying job in an organization.

Recruitment and Selection



Recruitment sources



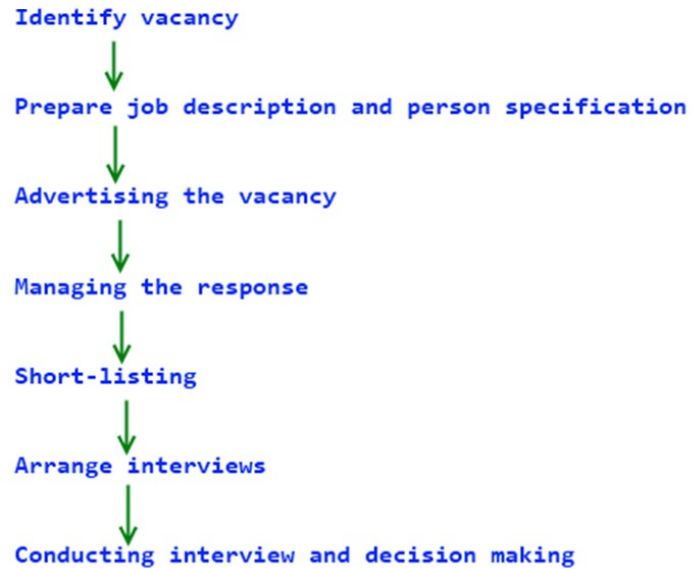
Internal Recruitment	External Recruitment
Promotions	College recruitment
Transfers	Competitors and other firms
Employee Referrals	Employment agencies
Former Employees	Labour unions
Retrenched Employees	Executive search firms
Compassionate appointments	Professional associations
	Internet recruitment
	Media sources

Advantages and Disadvantages of Sources



Recruiting Source	Advantages	Disadvantages
Internal Recruitment	<ul style="list-style-type: none">• Morale of promotee• Better assessment of abilities• Lower cost for some jobs• Motivator for good performance• Causes a succession of promotions• Have to hire only at entry level	<ul style="list-style-type: none">• Inbreeding• Possible morale problems of those not promoted• "Political" infighting for promotions• Need for management-development program
External Recruitment	<ul style="list-style-type: none">• New "blood" brings new perspectives• Cheaper and faster than training professionals• No group of political supporters in organization already• May bring new industry insights	<ul style="list-style-type: none">• May not select someone who will "fit" the job or organization• May cause morale problems for internal candidates not selected• Longer "adjustment" or orientation time

Recruitment Process



Selection Tests



- **Achievement or Intelligence Tests**
- **Aptitude or Potential Ability Tests**
- **Personality Tests**
- **Interest Tests**

Types of Interviews



- **Informal Interview**
- **Formal Interview**
- **Planned Interview**
- **Patterned Interview**
- **Non-directive Interview**
- **Depth Interview**
- **Stress Interview**
- **Group Interview**
- **Panel Interview**
- **Structured job interview**



Human Resource Management

7. Training and Development

Training and development



Training is the process of improving and polishing the required skills to an employee in order to make him/her skilled and perfectionist in the job which he / she does.

Training is purely job focused but development is psychology and soft skills oriented.

Training and Development Objectives



- **Individual Objectives** – help employees in achieving their personal goals, which in turn, enhances the individual contribution to an organization.
- **Organizational Objectives** – assist the organization with its primary objective by bringing individual effectiveness.
- **Functional Objectives** – maintain the department's contribution at a level suitable to the organization's needs.
- **Societal Objectives** – ensure that an organization is ethically and socially responsible to the needs and challenges of the society.

On-the-Job Training Methods



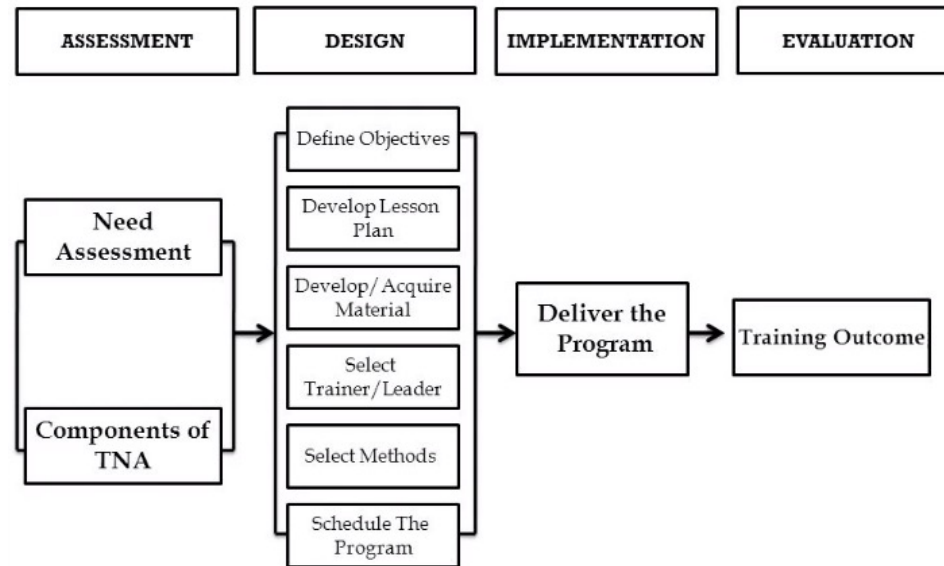
- **Job Rotation**
- **Coaching**
- **Job Instruction**
- **Committee Assignments**
- **Apprenticeship**
- **Internship**

Off-the-Job Training Methods



- **Off the Job Training Methods**
- **Classroom Lectures**
- **Audio-Visual**
- **Simulation**
- **Vestibule Training**
- **Case Studies**
- **Role Playing**
- **Programmed Instructions**
- **Management Games**

Training process



Source: SlidePlayer.com



Human Resource Management

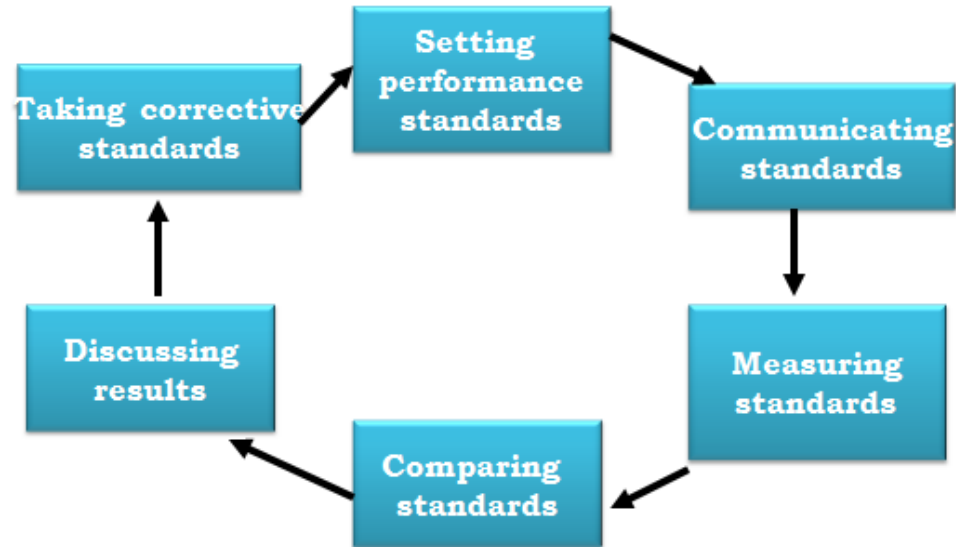
8. Performance appraisal

Definition

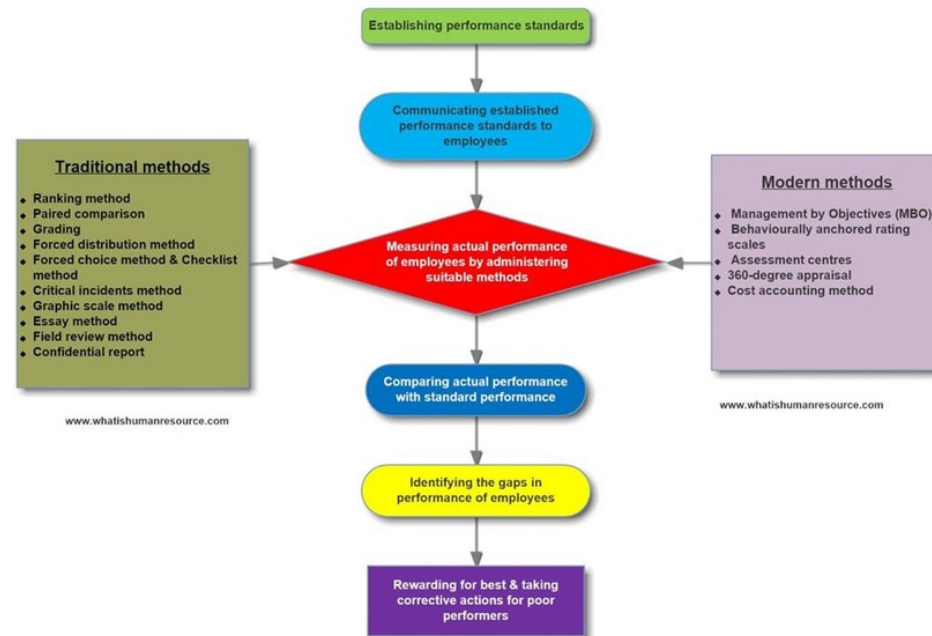


"Performance appraisal is systematic evaluation of the individual with respect to his or her performance on the job and his or her potential for development". (Dale S. Beach)

Performance appraisal process



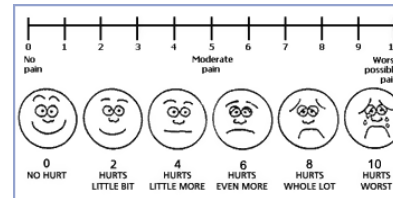
Measuring actual performance of employees



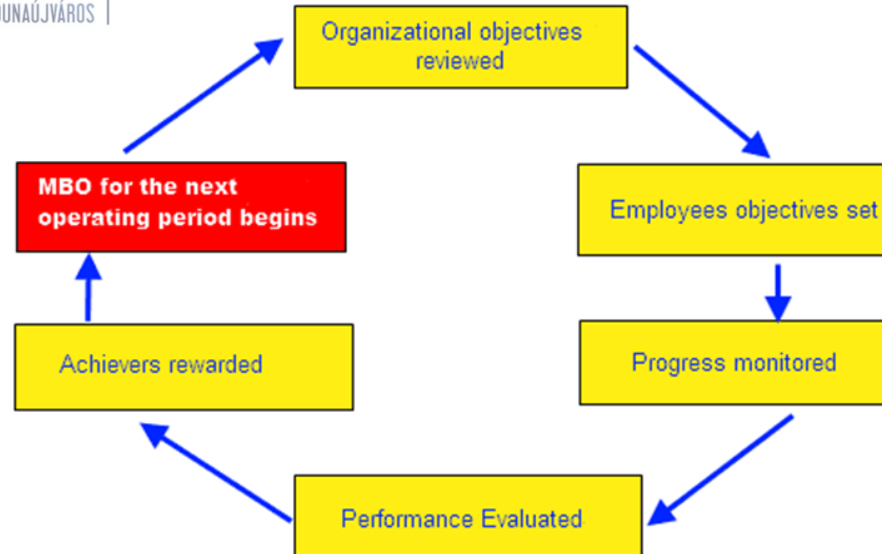
Traditional Methods



- **Rating Scales Method**
- **Essay appraisal method**
- **Ranking method**



Modern Methods of Performance Appraisal - Management by Objectives



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Human Resource Management

9. Motivation and Compensation

Motivation Defined



Internal and external factors that stimulate desire and energy in people to be continually interested in and committed to a job, role, or subject, and to exert persistent effort in attaining a goal.

Motivating factors



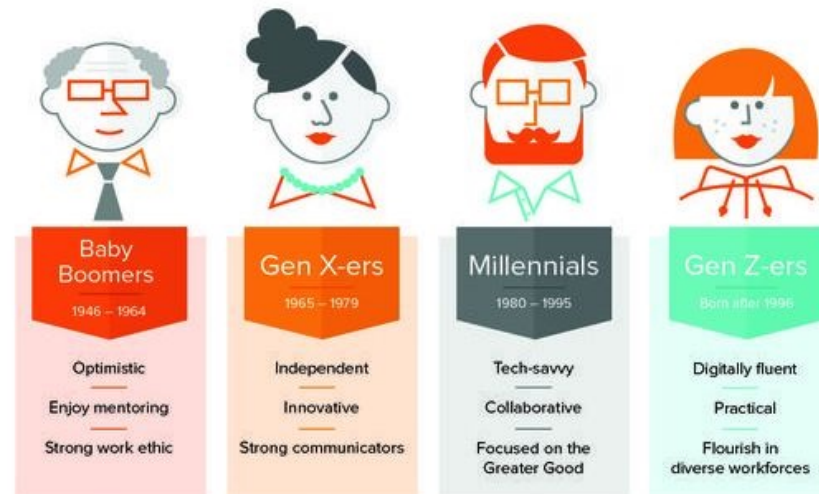
<http://www.whatishumanresource.com>

Multi-generational Employee Motivation



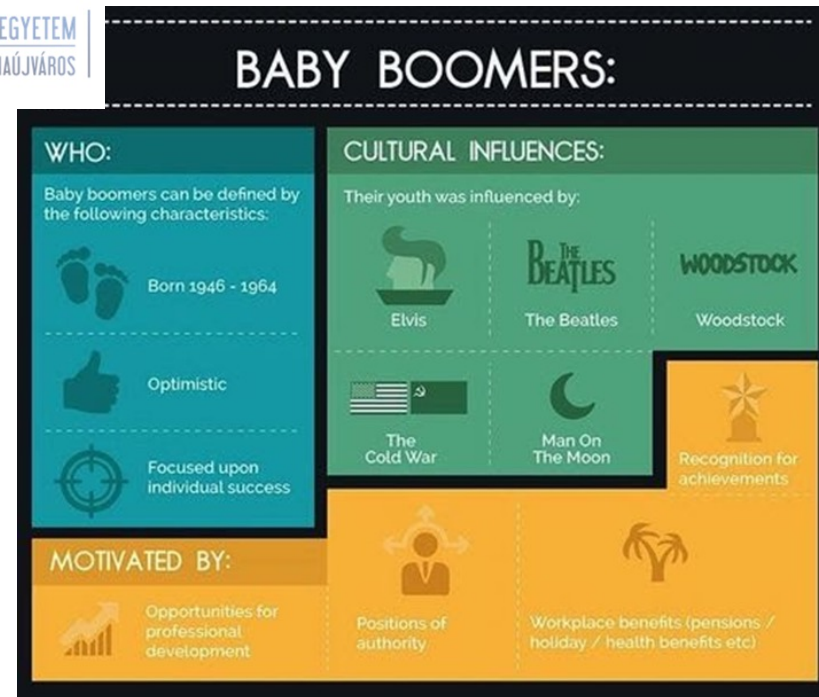
Multigenerational Workforce

How to Motivate, Develop, and Retain the Best Talent from Each Generation



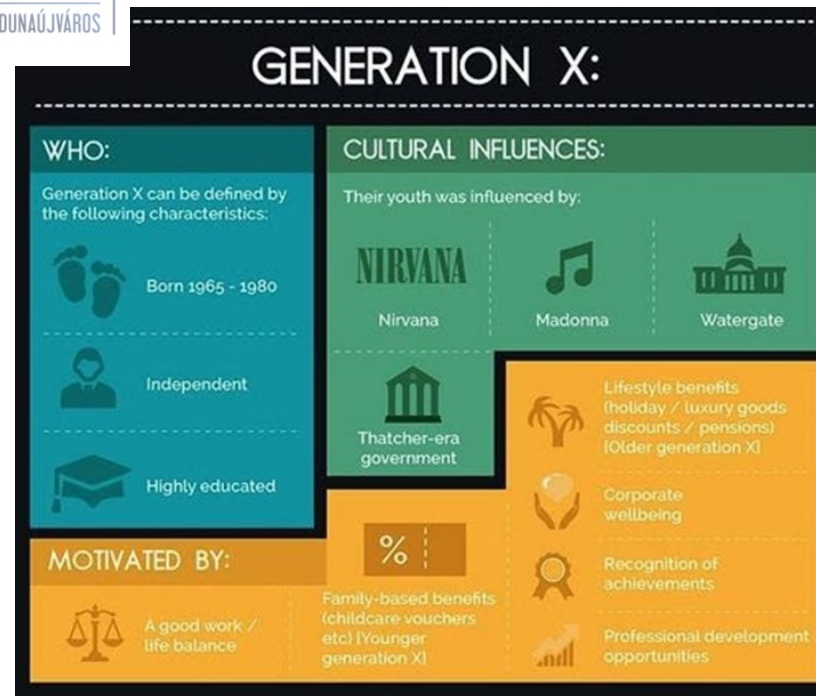
<http://www.whatishumanresource.com>

Baby Boomers Generation



<http://www.whatishumanresource.com>

Generation X



<http://www.whatishumanresource.com>

Generation Y



<http://www.whatishumanresource.com>

Generation Z



<http://www.whatishumanresource.com>

Objectives of compensation management

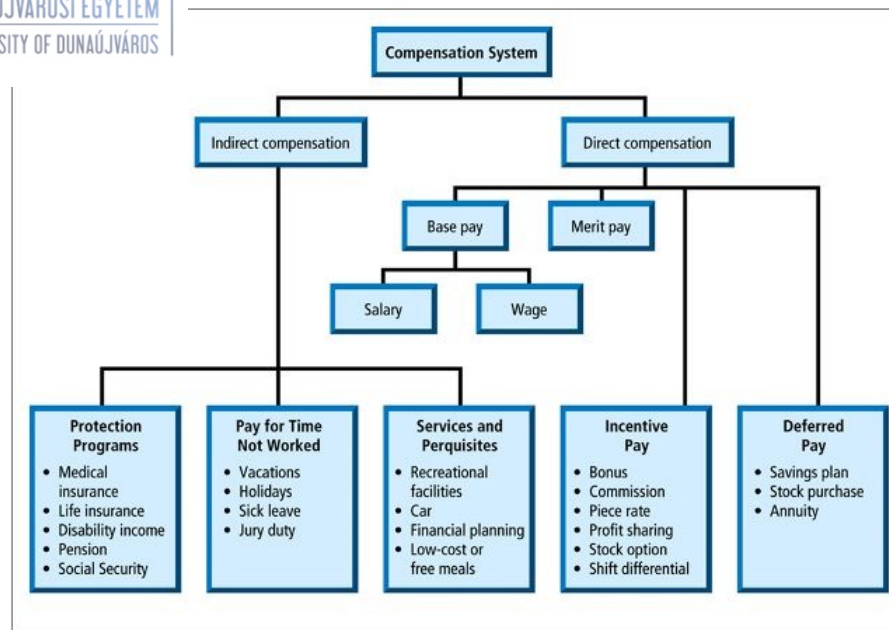


- **Attracting and retaining personnel**
- **Motivating personnel**
- **Optimizing cost of personnel**
- **Consistency in compensation**

Compensation System



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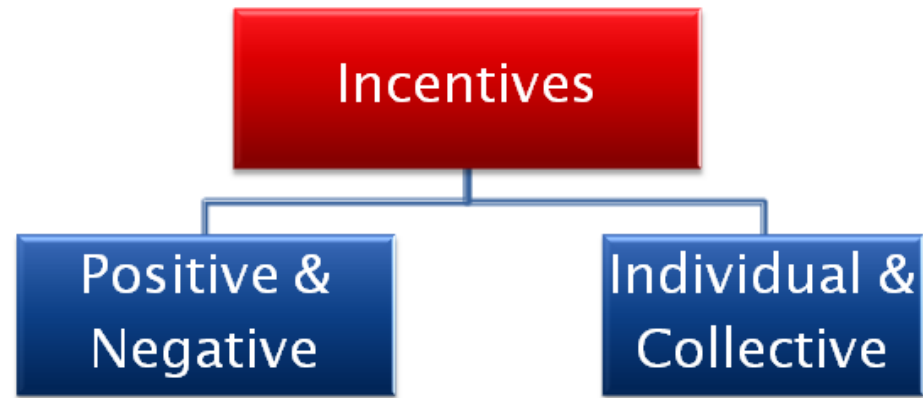
Source: <http://www.whatishumanresourcemanagement.com>

Compensation Management Process

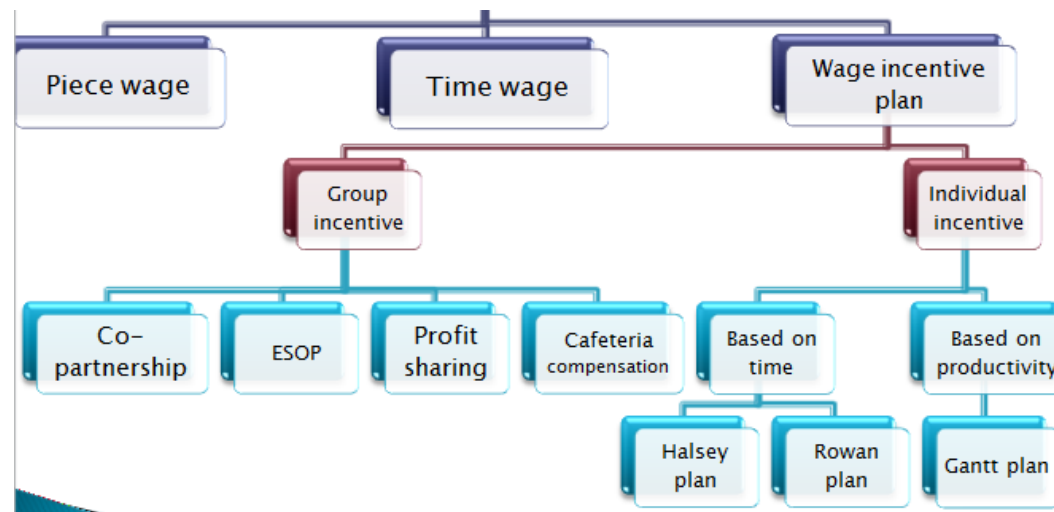


Source: <http://www.whatishumanresourcemanagement.com/compensation-management>

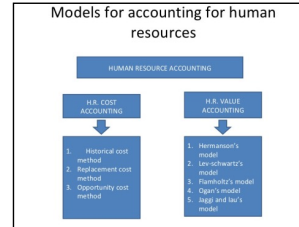
Types of Incentives



Wage and Incentive plan for blue collared employees



Source: <http://www.whatishumanresourcemanagement.com/compensation-management>



Human Resource Management

10. Human Resource Accounting and BSC

Human Resource Accounting



“Human Resource Accounting is an attempt to identify and report investments made in human resources of an organization that are presently not accounted for in conventional accounting practice. Basically it is an information system that tells the management what changes over time are occurring to the human resource in the business.” (Woodruff)

HRA serves the following purposes

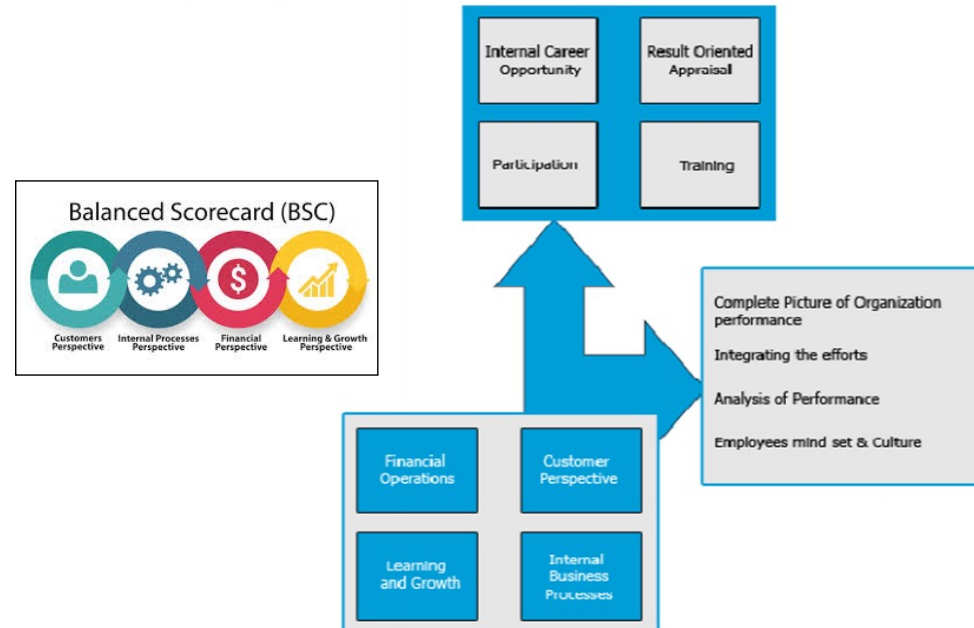


- It furnishes cost/value information for making management decisions about acquiring, allocating, developing, and maintaining human resources in order to attain cost-effectiveness;
- It allows management personnel to monitor effectively the use of human resources;
- It provides a sound and effective basis of human asset control, that is, whether the asset is appreciated, depleted or conserved;
- It helps in the development of management principles by classifying the financial consequences of various practices.

Human Resource Balance Scorecard

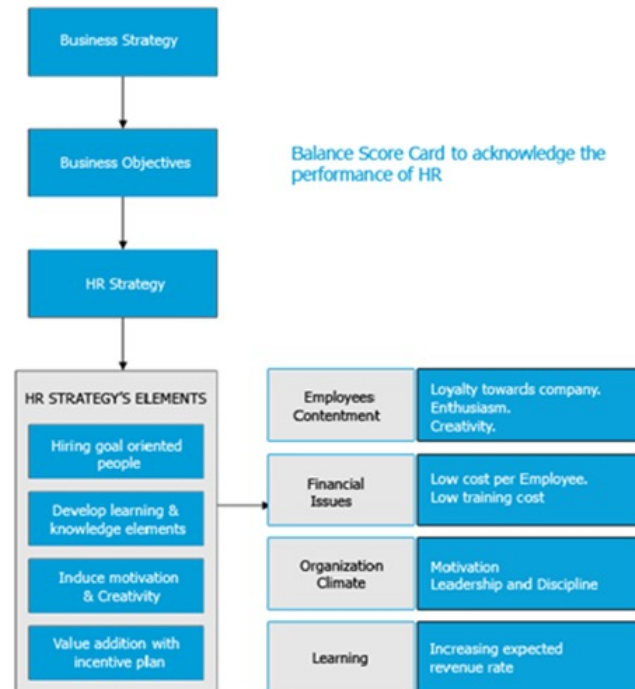


Link between BSC and HR activities



Source: AKS-Labs, <https://bscdesigner.com/bsc-for-hr.pdf>

BSC to acknowledge the performance of HR



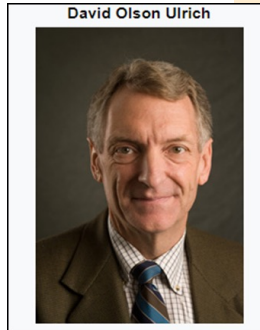
Source: AKS-Labs, <https://bscdesigner.com/bsc-for-hr.pdf>



Human Resource Management

11. Managing HR Roles: David Ulrich's Model

HR Model



1. HR Model describes the way Human Resources is organized and how it will deliver its key goals and objectives.
2. HR Model defines key HR roles in the organization and how the roles will be delivered to internal customers.
3. HR Model defines key job descriptions required and the most common career paths in Human Resources.
4. HR Model can be inspired by the work of David Ulrich. He is a true HR Management Guru.

David Ulrich Model of HR Roles





Strategic Partner

1. HRBP is a strategic role of Human Resources.
2. HRBP builds a strategic partnership and relationship with dedicated internal clients. HRBP acts as a single point of contact for internal clients. He represents Human Resources and advertises HR services in the organization.
3. HRBP influences positively the organization design and identifies key top talents. HRBP helps to identify key know-how holders and helps to spread their knowledge across the organization.
4. HRBP gives a honest feedback to the internal client and uses feedback to improve HR procedures and services.
5. HRBP opens vacancies and preselects candidates that fit best into the team and supports diversity.
6. HRBP shares business objectives with the internal client and incorporates HR goals into the daily agenda.
7. HRBP runs cross functional projects aiming to increase productivity, support innovations and develop talents.
8. HRBP acts as a coach in difficult moments. He facilitates difficult meetings and find a win-win solution.

Source: SlideShare



Change Agent

1. The change agent is a second strategic role of Human Resources.
2. HR participates in change management teams and takes the responsibility to communicate changes internally and gain the trust of employees. HR leads initiatives to prepare employees to live in a new organization.
3. HR plans the internal communication and intervenes to plans to make them achievable and understandable by employees.
4. HR plans training sessions for employees and helps them to gain new skills and competencies, which are required for a changed role. HR updates job descriptions, consults changes with employees and helps them to transform their job habits.
5. HR continuously collects feedback from employees, transfers it to teams and requires project teams to introduce changes and adjustments, which are positive for employees.
6. HR supports changes in the organization and leads initiatives to make changes easier for employees.

Source: SlideShare



Administrative Expert

1. The administration expert is a transactional role of Human Resources. Without being a trustful administration expert HR cannot play its strategic roles.
2. HR has to demonstrate its deep knowledge of the labor law, trade union bargaining, dealing with difficult employees and keeping of personal data accurate.
3. HR implements all requirements evolving from the changes in the legislation, regulation, work and safety rules, etc.
4. Administration Expert introduces modern HRIS solutions and eliminates the manual entry of data. The AE identifies data sources about employees for the entire organization and takes the full responsibility for the development of the source.

Source: SlideShare

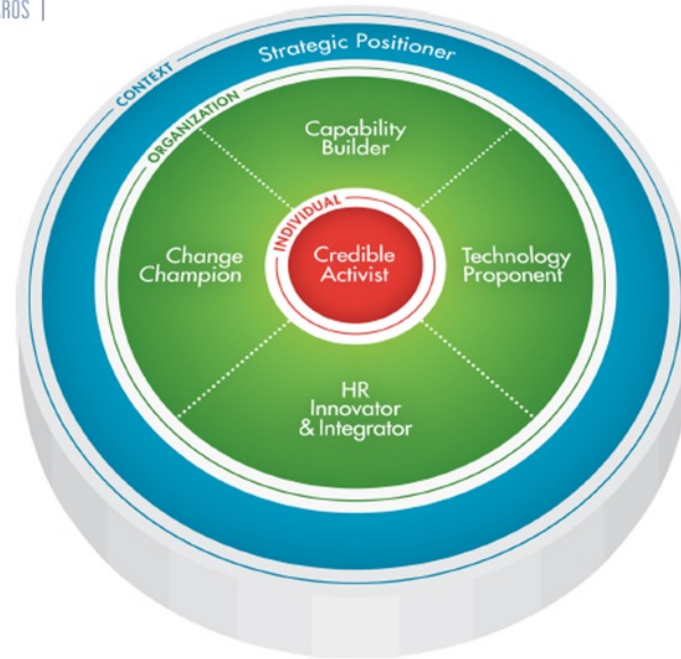


Employee Champion

1. Employee Advocate or Employee Champion is a core HR role. HR has to represent employees, protect their interests and make sure that strategic initiatives are well balanced.
2. HR runs regular Voice of Employee satisfaction surveys to identify gaps in the corporate culture and HR and managerial practices.
3. HR ensures that employees have a fair chance to apply for new roles in the organization.
4. HR runs training and development sessions to develop skills and competencies of employees.
5. HR leads initiatives to improve the experience of employees in the organization.
6. HR manages the regular grievance and compliance procedure to ensure that employees enjoy fair treatment from the management.

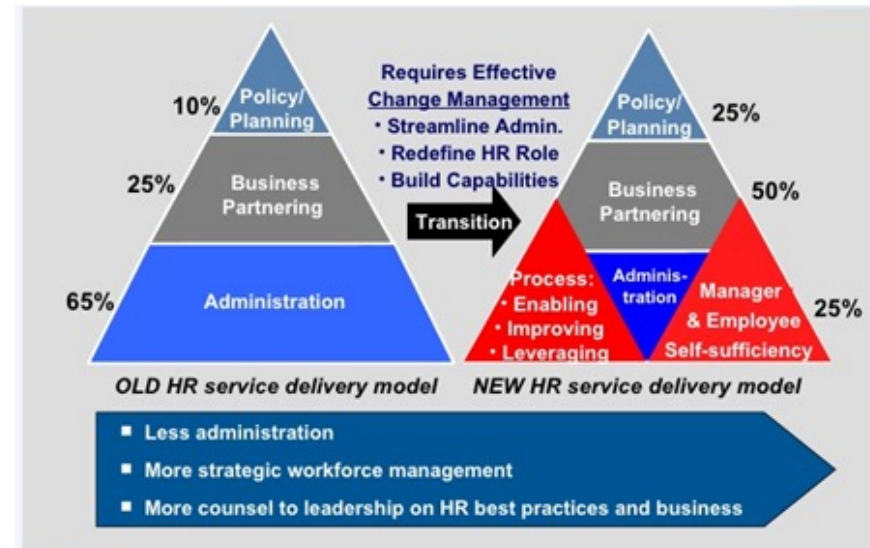
Source: SlideShare

HR competencies for the future



Source: Dave Ulrich and his colleagues, 2012

Future service delivery HR model



Source: SlideShare



Human Resource Management

12. Employer Branding

Employer Branding



Simon Barrow

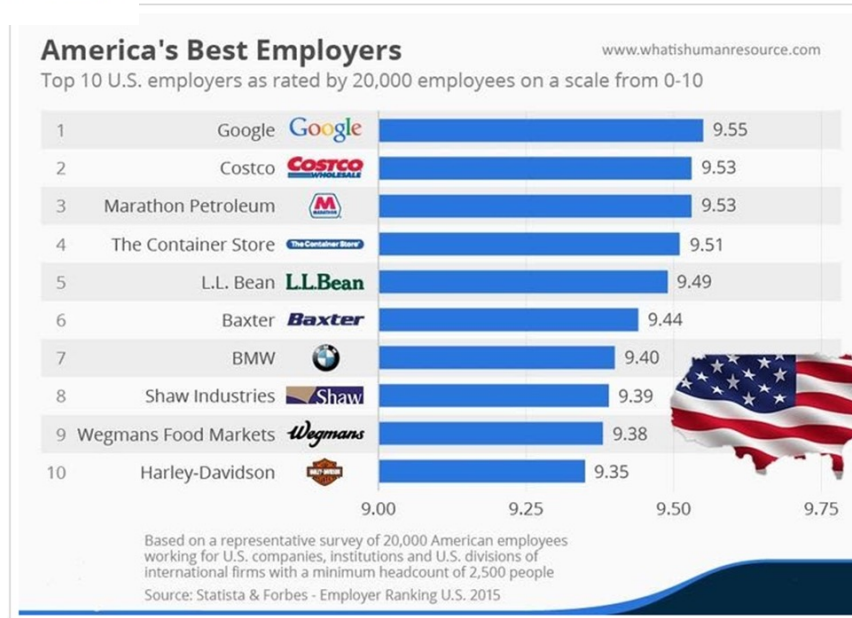
Employer branding is a strategic and marketing effort designed to make an organization appealing as a place to work.

Employer Branding = 'Employer' + 'Branding'

'Employer' means a person or an institution that hires people.

'Branding' means a strategy that allows an organization to differentiate itself from competition and in the process, to bond with their customers to create loyalty.

America's Best Employers



Employer Branding Strategy in 5 Steps



Employer Brand is what your employees, current and potential future job candidates think about your as an employer. It is their perception of how you treat your employees and candidates as well as your Employee Value Proposition.

Step 1: Define your Employer Branding goals

Step 2: Identify your Candidate Persona

Step 3: Define your Employee Value Proposition

Step 4: Define the channels to promote your Employer Brand

Step 5: Measure your Employer Branding success











Define your Employer Branding goals



Some of the common Employer Branding goals include:

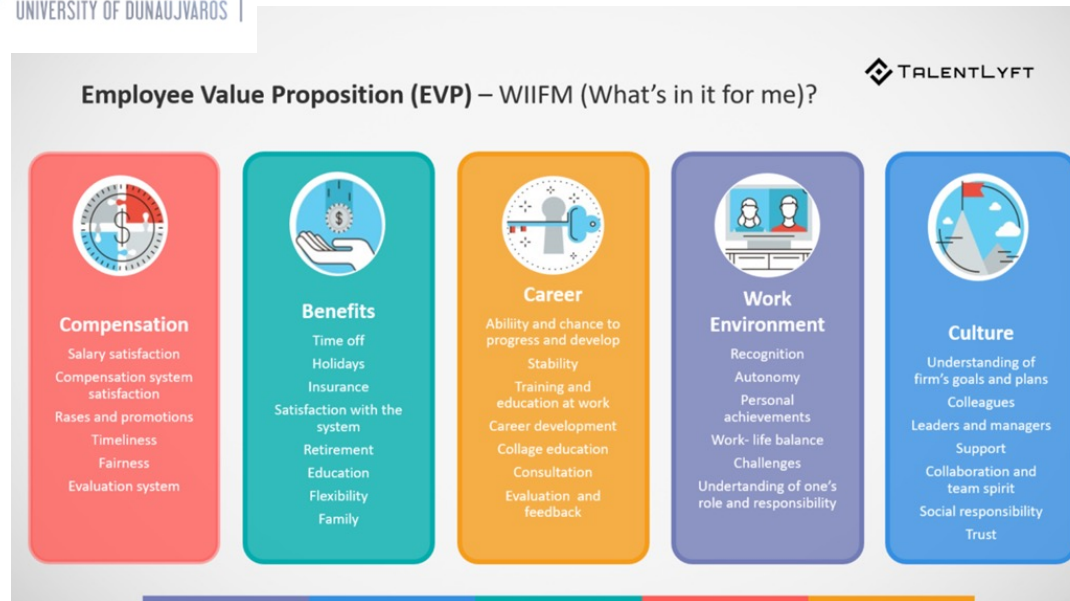
- Get more job applicants
- Get more high-quality candidates
- Increase online engagement
- Increase candidate engagement
- Increase Employer Brand awareness
- Build trust with current candidates
- Get more career site visitors
- Get more applicant from social media
- Increase referral rates
- Increase offer-acceptance rate

Identify your Candidate Persona

<div>BIO</div> <div></div> <div>Who is your candidate persona?</div> <div><ul style="list-style-type: none">• Age• Position• Title• Salary• Location• Education• Experience• Social background</div>	<div>GOALS</div> <div></div> <div>Reasons to change jobs?</div> <div><ul style="list-style-type: none">• Life goals• Career inspirations</div> <div>FRUSTRATIONS</div> <div></div> <div>What frustrates them?</div> <div><ul style="list-style-type: none">• Why do they want to change jobs?• Barriers to change current jobs</div>	<div>JOB SEARCH BEHAVIOR</div> <div></div> <div>How do they look for jobs?</div> <div><ul style="list-style-type: none">• Active or passive• Mobile, desktop, friends and family...</div> <div>CHANNELS</div> <div></div> <div>Where do they look for jobs?</div> <div><ul style="list-style-type: none">• Social Media, referrals, job boards, career sites...</div>	<div>PERSONALITY</div> <div></div> <div>What are their main personality traits?</div> <div><ul style="list-style-type: none">• What would their psychometric analysis show?</div> <div>SKILLS</div> <div></div> <div>Their primary skills & attributes?</div> <div><ul style="list-style-type: none">• Area in which they have most knowledge and experience</div>	<div>MOTIVATION</div> <div></div> <div>What motivates them?</div> <div><ul style="list-style-type: none">• Firm's reputation• Mission & vision• Values and norms• Organizational culture• Pay & benefits• Projects & innovations• Work environment• Learning & education• Colleagues and managers</div>
<div>INFLUENCERS</div> <div></div> <div>Who influences their decision?</div> <div><ul style="list-style-type: none">• Family & friends• Partners• Current employer and colleagues• HR managers, recruiters, CEOs• Future employee and future colleagues</div>		<div>CONTENT & RESOURCES</div> <div></div> <div>Which and who's information will they trust?</div> <div><ul style="list-style-type: none">• Job ads on job boards• Social Media jobs and posts• Corporate sites and career sites• Current employees and leaders• Talent networking events</div>		

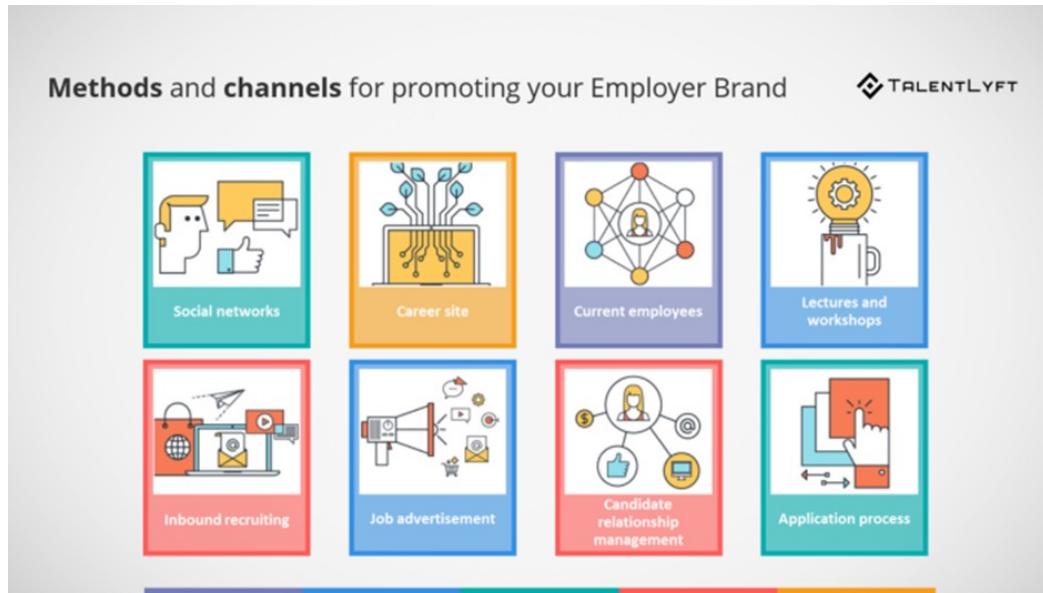
Cheat sheet for defining a candidate persona

Define your Employee Value Proposition



The main 5 blocks of every employee value proposition

Channels where we can promote our Employer Brand



Measure your Employer Branding success



According to surveys that it's not only numbers that organizations are relying on while calculating return on investment of their employer branding strategies, and most employers go for softer metrics to assess the long-term benefits of the practice.

Nearly 59 per cent organizations are looking at engagement rates and 47 per cent consider quality of hire while calculating return on investment on their employer branding strategy.

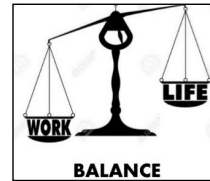
Source: TimesJobs.com study



Human Resource Management

13. Work and Life Balance

Work and Life Balance



Work-life balance is proper prioritizing between work (career and ambition) on one hand and life (health, pleasure, leisure, spiritual) on the other.



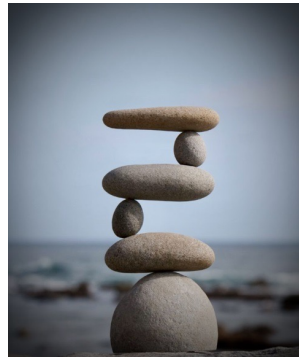
Source: SlideShare, Ankit Kumar

Five causes of imbalance



- **Societal expectations**
- **Extreme ambition**
- **Desperate for perfection**
- **Denied depression**
- **One size fits all**

Ten tips for better work-life balance



- Choose three
- Draw your clock
- Look for change
- Small steps
- Mind and body
- Unplug
- Take 5
- Understand face-time
- Don't multi-task
- One hour a day

Benefits of Work-Life Balance



Source: SlideShare, Ankit Kumar