

The slide features a light brown, wood-grain textured background. A white rectangular box with a thin green border is centered. Two dark brown horizontal bars extend from the left and right edges of the white box. The text "UNIT – FIVE" is centered in the upper half of the box, and "PART-TWO" is centered in the lower half, separated by a thin green horizontal line.

UNIT – FIVE

PART-TWO

Developing a quality workforce

- **Socialisation** is the process of influencing the expectations, behaviour and attitudes of a new employee in a way considered desirable by the organisation. The intent of socialisation in HRM is to help achieve the best possible fit between the individual, the job and the organisation.

Employee orientation

- Socialisation of newcomers begins with **orientation** — a set of activities designed to familiarise new employees with their jobs, co-workers and key aspects of the organisation as a whole. This includes clarifying the mission and culture, explaining operating objectives and job expectations, communicating policies and procedures, and identifying key personnel.

Training and development

- **Training** is a set of activities that provide the opportunity to acquire and improve job-related skills. This applies both to the initial training of an employee and to upgrading or improving someone's skills to meet changing job requirements.
- These concerns even extend to the basic skills of reading, writing and arithmetic, as well as to computer skills. Progressive organisations offer extensive training programs to ensure that their workers always have the skills and computer literacy needed to perform well.

On-the-job training

- **Coaching**, in which an experienced person provides performance advice to someone else.
- One form of coaching is **mentoring**, in which employees at the early stages of their careers are formally assigned as protégés of senior people. The mentoring relationship gives them regular access to advice on developing skills and getting a good start in their careers
- . An informal type of coaching involves **modelling**. This occurs when someone demonstrates through day-to-day personal behaviour what is expected of others.

Off-the-job training

- An important form of off-the-job training involves **management development**, designed to improve a person's knowledge and skill in the fundamentals of management. For example, *beginning managers* often benefit from training that emphasises delegating duties; *middle managers* may benefit from training to better understand multifunctional viewpoints; *top managers* may benefit from advanced management training to sharpen their decision-making and negotiating skills and to expand their awareness of corporate strategy and direction.

Performance management system

- Ensures that performance standards and objectives are set, that performance is regularly assessed for accomplishments, and that actions are taken to improve performance potential in the future.

Purpose of performance appraisal

- **Performance appraisal.** It serves two basic purposes in the maintenance of a quality workforce: evaluation and development.
- The *evaluation purpose* is intended to let people know where they stand relative to performance objectives and standards.
- The *development purpose* is intended to assist in their training and continued personal development.
- *Judgemental role* in which he or she gives a direct evaluation of another person's accomplishments.
- *Counselling role*, focusing on a subordinate's developmental needs. Like employment tests, any performance appraisal method can fulfil these purposes only when the criteria of *reliability* and *validity* are met.
- Written documentation of performance appraisals and a record of consistent past actions will be required to back up any contested evaluations.

Performance appraisal methods

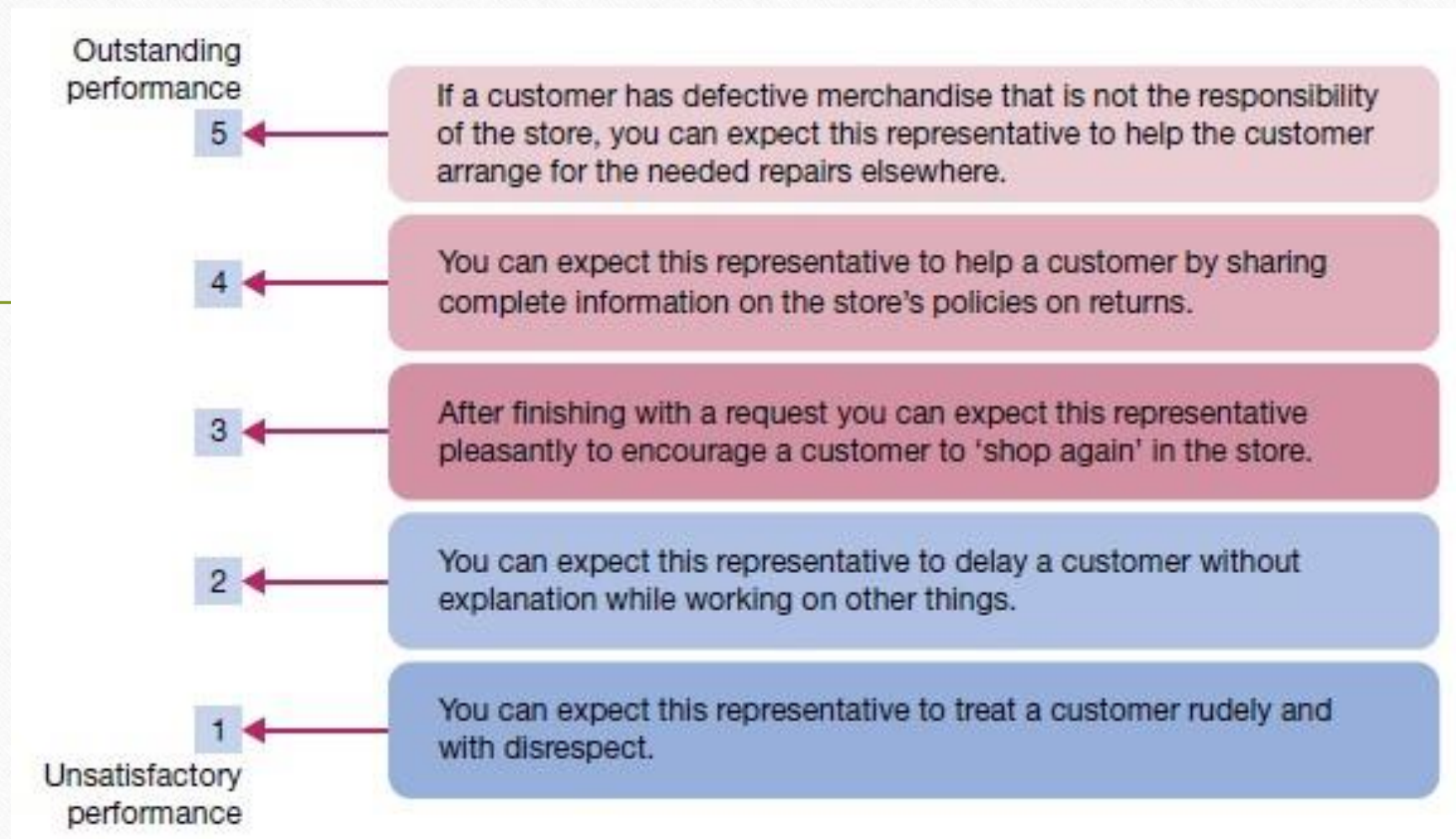
Name Leslie Whiteson
Job title Financial Analyst
Supervisor Anthony Chang
Date 1 July

Rating factors	Rating
Quantity of work: amount of work normally accomplished.....	<u>3</u>
Quality of work: accuracy and quality of work normally accomplished.....	<u>2</u>
Job knowledge: understanding of job requirements and task demands.....	<u>3</u>
Cooperation: willingness to accept assignments and work with others.....	<u>1</u>
Dependability: conscientiousness in attendance and in completion of work	<u>2</u>
Enthusiasm: initiative in offering ideas and seeking increased responsibilities.....	<u>2</u>

Ratings:
3 = Outstanding
2 = Satisfactory
1 = Unsatisfactory

Behaviourally anchored rating scale

- (BARS), which offers an appraiser rating scales for actual behaviours that exemplify various levels of performance achievement in a job.
- The **critical-incident technique** involves keeping a running log or inventory of effective and ineffective job behaviours. By creating a written record of positive and negative performance examples, this method documents success or failure patterns that can be specifically discussed with the individual.



Sample Behaviourally anchored rating scale for performance appraisal

- **Multiperson comparisons**, which formally compare one person's performance with that of one or more others. Such comparisons can be used on their own or in combination with some other method.
- In *rank ordering*, all people being rated are arranged in order of performance achievement.
- In *paired comparisons*, each person is compared with every other person and rated as either the superior or the weaker member of the pair.
- In *forced distribution*, each person is placed into a frequency distribution that requires that a certain percentage fall into specific performance classifications, such as top 10 per cent,

- *Peer appraisal*, including in the process others who work regularly and directly with a job holder, and *upward appraisal*, including in the process subordinates reporting to the job holder.
- An even broader stakeholder approach is known as **360° feedback**, where superiors, subordinates, peers and even internal and external customers are involved in the appraisal of a job holder's performance.

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- **Strategic capabilities** are difficult to imitate, are of value to the customer, and are better than those possessed by the majority of competitors.
 - **Dynamic capabilities** are physical (e.g. state-of-the-art equipment or advantageous location), organisational (e.g. an outstanding sales force) and human (e.g. expertise in a specialised field).

Competitive advantage. This term refers to the use of a core competency that clearly sets an organisation apart from its competitors and gives it an advantage over them in the marketplace. Simply put, competitive advantage comes from an ability to do things better than your competitors. An organisation may achieve competitive advantage in many ways, including through its products, pricing, customer service, cost efficiency, quality, and even diversity, among other aspects of operating excellence.

Economic conditions

This includes the general state of the economy in terms of inflation, interest rates, income levels, gross domestic product and unemployment and related indicators of economic health.

Sociocultural conditions

This includes the general state of prevailing social values on matters such as human rights, trends in education and related social institutions, and demographic patterns.

Political-legal conditions

This includes laws and government regulations and the general state of the prevailing philosophy and objectives of the political party or parties running the government.

Technological conditions

This includes the general state of the development and availability of technology, including scientific advancements.

Natural environment conditions

This includes the general state of nature and the conditions of the natural environment, including levels of public concern expressed through environmentalism.

Major elements of an organisation's general environment