

→ Performance and Management Appraisal.

Performance appraisal → comparing employee current/past performance with his/her performance standards

Performance management → to make sure that employees working to fulfill the company goals

Realistic Appraisal (Soft Appraisals)

→ not in form of money but in promotion

→ if a person got promoted achanak se : hazard that person needs to learn new things and also jo naya us ko sikha hai

Eg: Singer cannot be opera

→ usually people resist when they are new to their own job

→ Inaccuracy

Continuous Improvement:

→ require employee to continuously improve his performance by achieving new targets from one appraisal period to another

Components of an Effective Performance Management Process

→ Role Classification

→ Goal Alignment

→ Ongoing feedback

→ Coaching and support

→ Performance assessment

→ Rewards, recognition

→ Goal setting

Define goals using SMART Technique

S = Specific, Measurable (how much), Attainable (not too easy or too difficult), Relevant (to the job), Timely (deadline & milestone)

Per Roles

- Supervisor → actual appraising, basic appraisal technique, know how to conduct appraisal fairly ^{tool}
- HR department → advice which appraisal to use, prepare procedure, train supervisor about appraisal scheme.

Steps in Appraising Performance

- Defining The Job (you and your subordinates agree on his/her standards)
 - Appraising Performance
 - feedback
- Comparing actual with standard performance

What To Measure

Work objective → Graphical ranking method

Personal competencies → Alternation ranking method

Goals → MBO

Performance Appraisal Methods

- ① Graphical rating scale → list of traits and a range of performance for each trait

E G W D

- ② Alternation ranking method.

→ Rank all employees from highest to lowest for a particular trait

- ③ Paired ranking method

Create a chart where possible pair of employees for each trait being measured indicating the best employee in the pair.

- ④ Forced distribution method:

→ grading on curve, predetermined percentage of rates are place in various performance categories

Ex: 15% high performance, 20% average etc

⑤ Narrative form based

⑥ BARS (Behaviorally Anchored Rating Scale)

→ uses quantified scale with specific narrated examples of good and poor performance

→ use behavior statements rather than generic descriptors commonly found on traditional rating scales.

→ specific behavior for grading gives higher accuracy relative to performance

Developing BARS

→ generate critical incidents, develop performance dimensions, reallocate incidents, scale the incident and develop final instrument

Management Objectives (MBO)

→ setting specific measurable goals with each employee and then review the progress made

1. Set organizational goal

3. discuss departmental goal

2. Set departmental goals

4. Set individual goals

5. Periodic Perform Review

6. Provide feedbacks

web Based Performance App

→ Performance Appraisal / software Program

→ Electronic Performance Monitoring (EPM)

Problems in Appraisals

→ Unclear Standard → too open for interpretation

→ Halo effect → assess an employee as outstanding because of an impressive performance in a trait, assuming outstanding performance in another traits.

Central Tendency: rate all employees the same way, such as rating all as average.

Strictness/leniency: when a supervisor have tendency to rate all employees higher or lower.

Bias: tendency to allow individual differences such as age, sex, race to affect the appraisals.

How to avoid Problems

- ① learn problems and find solutions
- ② use correct appraisal tools
- ③ Train supervisor

Advantages / Disadvantages → Pg 3

Who should do appraisal

- immediate supervisor
- peer
- 360 degree feedback
- subordinate
- Rating committee

Appraisal Interview

Types

Satisfactory → promotable

Satisfactory → not "

Unsatisfactory → correctable

Unsatisfactory → uncorrectable

→ How to handle defensive subordinate

→ How to criticize a subordinate

- ① In a way that person dignity will remain maintained
- ② Should not be bias
- ③ Do in private and constructive way
- ④ Do not say person is always wrong.
- ⑤ Give feedback on daily basis.

→ ensure that employee interview leads to the improvement

- ① Do not threaten employee
- ② Let him/her express his ideas and feelings
- ③ Let a constructive supervisor conduct the interview
- ④ Offer full support to employee in development and

change:

Written Warning

→ Purpose

- ① get rid of bad habits
- ② a proof for boss and const about your rating

→ Should

- ① identify standards on which employee is judged
- ② make it clear that employee knows the standard

- ③ highlight deficiency.
- ④ indicate that employee was given correction opportunity

Recruitment and Selection Process

- Decide the positions
- generate a pool of candidates for the job by ~~recruiting~~ recruiting internal and external candidates
- Candidates complete application form and initial screening interview
- Perform selection techniques (tests etc)
- Decide who to make an offer by having a team interview

Orientation

- A procedure for providing new employees with basic background information about the firm
- It should include

- information about employee benefits
- daily routine
- safety measure regulations
- facilities tour
- company organization and operations

Effective Recruiting (186)

Date: _____

Per

External Factors Affecting Recruiting

- Outsourcing
- unqualified workers candidates

Other Factors

- consistency of firm recruitment with goals
- type of job and recruiting methods
- HR issues and policies
- Line staff coordination and cooperation

Centralized recruitment

- Strengthen employee brand
- Ease in applying principles
- no duplication of HR activities
- Build teams of HR experts
- Reduce cost of new HR technologies

High performance Recruiting

- apply best practice management technique
- benchmarks - oriented approach to analyzing and measuring the effectiveness of recruiting efforts such as employment referrals.

Internal Source of candidates

Advantages

- Know company & culture
- less training and orientation required
- Increase in morale
- candidate loyal to company

Disadvantages

Time waste

Failed applicants become discontented

of internal Candidates

Date: _____

- Job posting \Rightarrow publicizing an open job to employees using a bullet and listing its attributes
- Rehiring former employees.

Advantages

They are known quantities
They know firm and its culture

Disadvantages

may have less positive attitudes
wrong message to current employee

→ Succession planning :

process of ensuring suitable supply of successors

- Steps

- ① Identify key jobs
- ② Creating test and assessing candidates
- ③ Selecting the appropriate candidate

Outside Source of Candidates

① Advertising

- ② Construct an effective ad (should evoke applicant's attention, interest, desires and actions)

③ Types of employment agencies

- Public (federal, state, local governments)
- Non profit organization
- Private

When to use a private recruiting agency

- when company does not have HR department
- company found it difficult to generate a pool
- if want to fill particular opening quickly
- wants to target a particular group / minority
- wants to cut down time of recruiting

Per with

To avoid problem with outsourcing agencies

- give agency a complete description of job
- periodically review data generated by firm and agency on accepted and rejected
- Screen the agency
- Review the Internet

Temporary Agencies

- no permanent contract
- only work when required
- no additional cost
- more productive (pay per performance)
- lack of commitment b/w firm and agency (जो लोग जो
ले कर्मचारी)

Working with a Temp Agency.

- (1) Get a copy of company's invoice
- (2) Create a time sheet which gives verification of agency's working hours; this is the amount company have to pay to agency
- (3) Ensure that agency understands the job description
- (4) Equal employment opportunity statement: get a statement from agency that it is not discriminating
- (5) Temporary to Permanent Policy.

Concerns of Temp Employee

- (1) Inhuman behaviors by the employers
- (2) insecurity about job and future
- (3) worry about lack of insurance and pension benefits
- (4) being underemployed
- (5) temporary assignment become enough to get full-time position

Guidelines (201)

offshoring White collar and other jobs.

- instable military and politics
- cultural difference

→ Insecurity of customers

→ legal concerns (contracts)

→ communication gap, language barriers

Executive Recruiters

- special employment agencies to seek for top management
- ① Contingent → takes pay on successful hiring
- ② Retained → paid regardless of hiring

(Q) How to choose a recruiter

- ① make sure firm is capable of conducting a search
- ② meet individual to who is going to handle assignment
- ③ Ask how much firm charge for search

On Demanding Recruiting Services (ODRS)

provide short term specialized service without the expense of retained firms

College Recruiting

- goal: To get the best candidate that suits the organization
- Onsite visits

→ invitation letter

→ Assigned hosts

→ Planned Interviews

→ Follow ups

Per.

Employee referrals

- who are referred by the organization employee
- cost effective recruiting program
- can speedup diversifying the workforce

③ minorities or women

- specific day-to-day program (function aag aag dekhna)
- change recruitment plan (woman se ap man wale sawal nahi karte)

Walk ins

- direct applicants who seek employment with or without encouragement from other source

④ Welfare to Work

- Person previously on welfare face difficulties to new salary & less pay. (pre-training program).

Internet

LinkedIn for job search

Advantages

- cost effective to publicize job openings

⑤ Disabled

- resources and policies to recruit and integrate disable persons into work force.

Application Forms

- that provide information on education, prior experience and skills.

Why?

- to judge employee on educational and experience
- conclusion on employee previous progress and growth.
- prediction about candidate

① Single parents

Flexibility in work hours

② Older people

Old policies, 'cannot reverse policy.'

→ organizational performance depends on subordinates having right skills and attributes

→ recruiting is an expensive task

Reliability: consistency of scores obtained by the same person when retested with identical or equivalent test - check if results are stable.

Test Validity: ⇒ The accuracy with which a test, interview and so on measures what it purports to measure or fulfills the function it was designed to fill

(a) Does test actually measure what we need to measure.

Types

① Criterion → based on showing that test are related to the job performance

② content → contains a fair sample of task a person will face or required for that job

Validate a Test (224)

① Analyze The Job

- predictor : job specification

- criterion : qualitative & quantitative success

② Choose the test

③ Administerate the test

④ Relate test scores and criteria

⑤ Cross and Re validate

Employment

Equal opportunity Laws

→ test are related to success and failure of job

→ it does not discriminate b/w minority and nonminority subgroups

These laws always apply on selection of an employee.

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Types of test

Major types of Test

- Basic skill test
- Drug test
- Psychological test

- Specialized work samples
- Numerical ability
- Reading comprehension
- Clerical comparing and checking

Test of cognitive abilities

① Intelligence → general intellectual abilities that measure a range of abilities include memory, vocabulary, verbal, numerical ability

② Aptitude → specific mental abilities such as inductive, deductive reasoning, comprehension, memory

③ motor abilities → finger dexterity, manual dexterity, reaction time (the ability of the body to move)

④ - psychical abilities

④ physical abilities: static strength, dynamic strength, stemming

⑤ Personality Test → use projective techniques and trait inventories that measure basic concepts of applicant's performance which can be motivation, behavior etc.

Disadvantage → Difficult to evaluate

Advantage → successful in point out dysfunctional job behaviors

Big 5

① Extraversion → tendency to be sociable, active, positive, energetic

② Emotional stability → tendency to exhibit poor emotional adjustment and experiencing negative effects such as anxiety, insecurity etc.

③ Openness to experience

④ Agreeableness → tendency to be trusting, caring and gentle

⑤ Conscientiousness → the quality of wishing to do one's work or duty well and thoroughly.

⑥ Achievement tests → what a person has already learned (job knowledge)

⑦ Web based tests → cost efficient, exclude biasness, immediate scoring and feedback, can be customize

Work Samples → actual job tasks are used in testing applicants performance

Technique → testing method based on measuring applicants performance on actual basic job tasks

Work Simulations

→ Management assessment center → simulation in which management candidates are asked to perform realistic tasks based on hypothetical situation and are measured

→ Video-Based situational testing → situational test

comprised of several videos and each have MCQs that candidate needs to fill

→ The miniature job training and evaluation approach → candidates perform a sample task of the job's task and are evaluated

Background Investigation : To verify factual information provided by candidates

① Sources

→ former employees, line manager, written references etc

Pg (249)

② Make it more useful

- authorization required by ~~the~~ applicant for background check
- use telephone call
- ask open-ended question
- use applicant given reference to get another reference.

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③ Steps *

- Disclosure and authorization
- Certification
- Providing copies of report
- Notice after adverse action

[Pg 255 & 256]

[Polygraph and Honesty Testing]

- The polygraph → detects lie, that so by physiological changes that reflect changes emotionally consider a lie.
- Employee Polygraph Protection Act → prohibits employers to perform this test, prohibits the use of any mechanical and electrical devices.
- Allowed only for occupations included (nuclear power, drugs, military, ~~FBI~~, National Defence), private security etc.

[Paper and Pencil Honesty Tests]

psychological test designed to predict an applicant's proneness to dishonesty and forms of counterproductivity

[Graphology]

- handwriting reflects basic personality traits

Physical Examination

- applicant meet physical requirement
- medical limitations
- A record and baseline of applicant's health for future insurance
- To reduce absenteeism
- To detect any disease that may be unknown to applicant

Substance Abuse Screening

Types of screening

- ① Before formal hiring
- ② After a work accident
- ③ behavioral symptoms
- ④ Promotion to new job

Types of test's

- ① Urinalysis
- ② Hair follicle testing