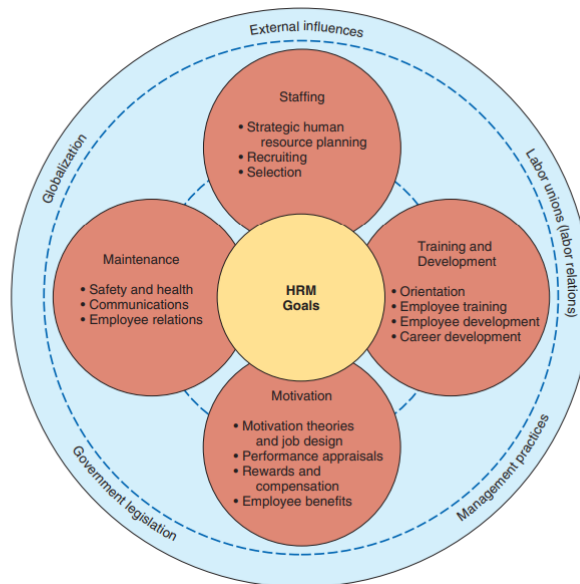


HRM is the part of the organization concerned with the “people” dimension. HRM can be viewed in one of two ways. First, HRM is a staff or support function in the organization. Its role is to provide assistance in HRM matters to line employees, or those directly involved in producing the organization’s goods and services. Second, HRM is a function of every manager’s job. Whether or not one works in a formal HRM department, the fact remains that to effectively manage employees, all managers must handle the activities related to HRM.

HRM Functions

1. Staffing (Hire people)
2. Training and Dev (Prepare them)
3. Motivation (Stimulate them)
4. Maintenance (Keep them)

Exhibit 2-2
Human Resource Management:
Primary Activities
Human resource management (HRM) goals are accomplished through the functions of staffing, training and development, motivation and maintenance. External factors influencing the process are labor relations, management practices, government legislation, and globalization.



Evolution of HRM

1. Industrial Revolution

- The momentum for the industrial revolution started in 17th century.
- Technical advances and improved agriculture methods resulted into mass production of goods.
- This lead to the need for skilled and trained labour and improved work methods for producing goods on large scale.
- In 1776, Adam Smith in his work 'The wealth of Nations' proposed the concept of specialization to increase efficiency through division of labour

in the work. Adam Smith, considered as father of capitalism also lighted the term 'Invisible Hand or Laissez Faire Approach'.

- Workers were forced to indulge in monotonous and repetitive work activities.
- Workers were treated earlier as machines and not as resources. The industrial revolution witnessed ill treatment and exploitation of workers.
- This approach failed to benefit the employees, as the government failed to protect the interest of employees. In 1832, Charles Babbage further elaborated the concept of division of labour in his work, and explained the advantages of division of labour.

2. Trade Unionism

- Trade union is a group or an organisation of workers formed to achieve common goals. These trade union organisations may compose of workers, professionals, or unemployed workers.
- The working class also formed general union of all workers irrespective of the trade and industry.
- The basic purpose of the trade union is to bargain with employers on behalf of its members for better ways.
- Working conditions grievance redressal, rules governing hiring and promotion, workers benefits i.e. maintaining or improving the conditions of their employment.
- Trade unions become very popular in many countries during Industrial Revolution. These unions emerged as a result of concentration of bargaining power on the employer's side resulting into exploitation of workers.
- Trade unions are in the current scenario still an influential force to protect the social and economic development of its members in many countries around the world.

3. Scientific Management or Taylorism

- The concept of scientific management focused on professional relationship between employer, and employees to improve/enhance productivity.
- Taylor's scientific management consisted of four principles mentioned as follows:
 - (i) Adopt work methods based on scientific study of the tasks instead of rule of thumb method.
 - (ii) Scientific methods of selection, training and development of each employee.
 - (iii) The managers should apply scientific management principles to plan the work.
 - (iv) Close supervision and detailed instructions to each worker in the performance of specific task. This principle stresses on the fact that workers should be capable of understanding the task they were doing.
- The concept of scientific management advocated the payment of wages should be linked to productivity. It aimed to standardize workflows and

improve labour productivity through reduction of effort Human factor at work was given more importance and procedures were simplified by time and motion studies.

4. Social Responsibility Era

Robert Owen in 20th century an industrialist, reformer adopted the approach “the principal social and economic environments influence the physical, mental and psychological development of workers. Therefore in order to increase productivity, it is necessary to improve the conditions of employees by removing them from an adverse environment by providing them more satisfactory living and working conditions”.

5. Human Relations Movement

- Human Relations movement gained momentum as a result of contributions of management thinkers like Elton Mayo, Mary Parker Follet and Hawthorne Experiments.
- This movement identified and encouraged the human relation factors which help improve the quantum of production and the level of satisfaction of employees.
- Mayo is known as father of Human Relations movement.
- This movement considered that organisation is not only a formal system but also a social system and principles of human relations and behavioural sciences can be successfully applied in it to achieve the organisations objectives.
- Human relations approach realised the significance of informal human relations in management. It included the following factors:
 - (i) Social factors at the workplace
 - (ii) Group formation
 - (iii) Type of supervision
 - (iv) Proper Communication

6. Behavioral Science Era

- In this it is assumed that if the workers are happy they can do more and proper production as human behaviour can help in doing the work in a proper way.
- Behavioural scientists to management practices consists primarily of producing new insights rather than new techniques.
- Behavioural science era led to the development of two way communication of employers in decision making, management development story of the organization. Major conclusions of the contributions by behaviouralists are as follows:
 - (j) People like work and they want to achieve their objectives through motivation and with proper job satisfaction,

- (ii) Managers responsibility is to create a healthy environment, so that all subordinates can contribute to the best of their capacity.
- (iii) Manager should provide self-direction by subordinates and they must encourage to participate fully in all matters.
- (iv) Working satisfaction can be increased and improved by full potential utilization in right direction.

7. System and Contingency Approach

It has attracted maximum attention of thinkers in management in the present era. The basic idea of this approach is that any object must rely in a method analysis involving simultaneous variations of dependent variables. It has the following features: (i) It is a combination of various parts which can be known as subsystems. Each part may have various subparts and it has same features of a system. (ii) System and subsystem are mutually related to each other and if there is any kind of change, it affects the other depending upon the relationship in between them. (iii) A system has boundary which makes it different from other system. (iv) A system is not only the total parts and supports but the arrangement of this as a whole plays an important role. Contingency approach suggests that where the behaviour of one sub unit is dependent on its environmental relationship to other units that have control over the other sub units.

8. Human Resource Approach:

- When the factory system was started in production, large number of workers started together. After observation need was there that someone should take care of recruiting, developing and looking after the welfare of various activities taking place.
- With the increase in the competition for market share, competition for resources including human talents and increased knowledge in the field of Human resource management.

Responsibilities of HR Manager

- Human Resource Planning
- Job Analysis & Job Design
- Hiring, recruiting and placing candidates
- Training and Development
- Designing workplace policies in the context of overall organizational policies.
- Monitoring Performance
- Maintaining work culture
- Resolving conflicts
- Ensure the health and safety of people
- Rewards and incentives

Skills of HR Manager

- Human Relations
- Leadership
- Decision Making
- Technical Skills

Human Resource Planning

Human Resource

Human Resource is the qualitative and quantitative measurement of workforce in the organization. It includes number of employees and their qualities like skills, qualifications, experience, leadership, loyalty etc.

Planning

- A detailed mental formulation of doing something in the future.
- Orderly arrangement of ideas/actions.
- Its essence is in decision making

Strategic Planning

Glueck & Jauch:

“Well thought out, unified, comprehensive, integrated and long-term plan designed to ensure that the objectives of an organization are achieved.”

HUMAN RESOURCE PLANNING DEFINITIONS

Decenzo and Robins:

“The process by which an organization ensures that it has

- The right number and kind of people,
- At the right place,
- At the right time,
- Capable of effectively and efficiently completing those tasks that will help the organisation achieve its overall objectives.”

Velter:

“The process by which a management determines how an organization should move from its current manpower positions to its desired manpower positions.

Through planning, a management strives to have the right number and the right kind of people, at the right place, at the right time to do things which result in both the organization and the individual receiving the maximum long-range benefits.”

Coleman:

“The process of determining the manpower requirements and the means for meeting those requirements in order to carry out the integrated plan of the organization.”

Stainer:

“Strategy for acquisition, utilization, improvement and preservation of an enterprise’s human resources.

It relates to establishing job specifications or the quantitative requirements of jobs determining the number of personnel required and developing sources of manpower.”

SIGNIFICANCE OF HRP – For Organization

- Acquisition, utilization, improvement, preservation, replacement and separation of its employees.
- Helps identify Training & Development Needs
- Anticipate workforce requirement rather than getting caught by surprise.
- Prevent business from falling into the trap of shifting workforce market.
- Makes organization flexible
- Improves profitability
- Helps to complement the strategic plans of the organization.

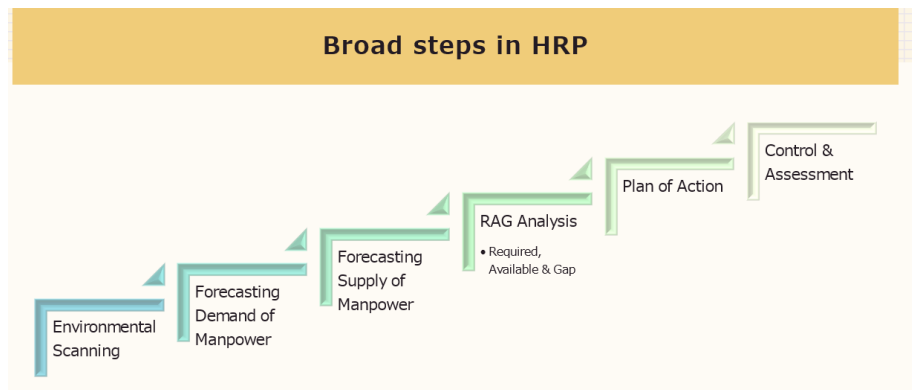


SIGNIFICANCE OF HRP – For Individuals

- A well thought HRP can enhance job satisfaction which results in increase in discipline, commitment, loyalty, productivity etc.
- Enhance professional skills by undergoing well designed training programs.

Broad Considerations in HRP

- Current HR Supply
- Future HR Demand
- Demand Forecast
- HR Sourcing Strategies and Implementation



1. ENVIRONMENT SCANNING

- Economic
- Political
- Technological
- Demographic
- Competition

2. Forecasting Demand

1. Qualitative Techniques

- Managerial Forecasts
- Delphi Technique
- Work Study Technique

2. Quantitative Methods

- Ratio Trend Analysis
- Benchmarking/Thumb Rule
- Simulation

3. Supply Forecasting

- Replacement Chart
- Skill Inventors
- Succession Planning

USING SCENARIO PLANNING FOR FORECASTING

Scenario Planning requires the articulation getting ready for multiple scenarios which may occur in the future. It offers different stories of how the future might look and helps to prepare for discontinuation and sudden change. Through this, even the future challenges can be imagined and discussed.

Benefits of Scenario Planning

- Managers contemplate on a diverse set of situations and question the obvious.
- After experiencing the scenario planning exercise, managers will be able to recognize a scenario in the early stages and could respond to it.

- Managers are better able to appreciate diverse points of view after the discussion for envisioning different.

Job Analysis

HRP -> Job Design -> Job Analysis (Specification and Description) -> Other HRM Activities (Recruitment, Selection, Performance Management, Compensation, etc.)

Job analysis is a systematic process of determining the knowledge, skills and abilities required for performing jobs in an organization.

Steps

1. Planning the job analysis
2. Preparing and Introducing Job Analysis
3. Conducting the Job Analysis
4. Developing Job Description & Job Specification
5. Maintaining and Updating JD & JS

1. Planning Job Analysis

- Identify the objectives of the job analysis
- Obtain top management support

2. Preparing & Introducing the Job Analysis

- Identifying jobs and methodologies
- Reviewing existing job documentation
- Communication process to managers/employees

3. Conducting the Job Analysis

- Gather the job analysis data
- Review and compile data

4. Developing Job Description and Job Specification

- Draft job descriptions
- Review draft with managers and employees
- Finalize job descriptions and recommendations

JOB DESCRIPTION

Summary of all the tasks, role, and responsibilities that the company is offering to the candidate.

- Job Identification (Title and Grade)
- Job Summary (General nature of the job)

- Responsibilities & Duties
- Organizational Accountability
- Reports to/Supervises/Works with (both within and outside)
- Standards of Performance & Working conditions
- List of standards the employee is expected to achieve under each of the job description's main duties and responsibilities

JOB SPECIFICATION

Overview of all the attributes, experience, skills and qualification that company is looking for in a candidate.

- Human traits and experiences required to do the job well
- Qualifications
- Prior experiences
- Special training
- Personality factors
- Physical characteristics
- Other qualities/attributes

Maintaining and Updating, Job Descriptions and Specifications

- System must be laid down so that when revisiting, it is convenient
- Include these documents as part of day-to-day HR activities

APPLICATION OF JOB ANALYSIS



Planning

Organization Design
HRP
Job Design
Career Planning



Operations

Recruitment
Selection
Socialization
Developing Processes
Learning and Development



Control

Performance standard
Legal requirement
Employee Relations

Job Design

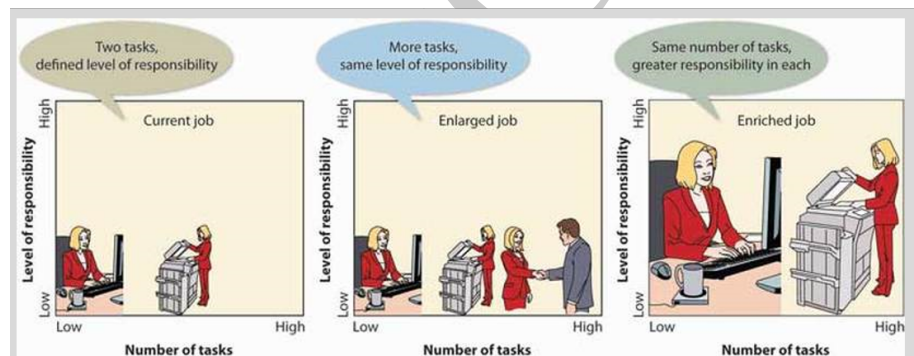
Job design is the process of organizing work into the tasks required to perform a specific job. It involves the conscious efforts to organize tasks, duties and responsibilities into a unit of work to achieve certain objectives.

Job Enlargement

- ‘Horizontal job loading,’ or, in other words, widening the breadth of an employee’s responsibilities.
- Job enlargement is a job design technique wherein there is an increase in the number of tasks associated with a certain job.
- The increase in scope is quantitative in nature and not qualitative and at the same level.

Job Enrichment

- ‘Vertical job loading’
- Job enlargement is a job design technique which involves enriching positions and giving employees more challenging work.
- Involves combining various existing and new tasks into one large module of work. The work is then handed over to an employee, which means there is an increase in responsibilities and scope.
- Herzberg quoted this as one of the motivation drivers
- The increase in scope is qualitative in nature.



Recruitment

It is the set of those activities which an organization carries out to identify and attract potential employees.

Recruitment is a process to discover the sources of manpower to meet the requirements of the staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient workforce.

— Dale Yoder

Recruitment Process

Recruitment Objective -> Recruitment Strategy -> Recruitment Process -> Intervening Process Variables -> Recruitment Results

Recruitment Objectives

A recruitment process can have diverse objectives—while the ultimate intent is to fill the position with the best quality hire at the least cost—there are many interim objectives in the process.

- Number of applicants
- Ratio of offers to applicants
- Ratio of shortlisted candidates to applicants
- Ratio of selected to shortlisted
- Diversity in applicants/final hires
- Number of positions filled
- Recruitment cycle and time frame
- Quality of the position filled
- Psychological contract fulfilled

Recruitment Strategy

- Whom to recruit
 - The employers need to be clear about what all positions need to be filled
 - Whether they must be from the same industry and similar related projects or someone with a general background would also be suitable?
- Where to recruit
 - Internally or Externally
 - From same industry or outside?
 - Must the candidate be from a local commuting area, same country or anywhere in the world?
- What recruitment sources to use

Traditional

- * Newspapers
- * Advertisements
- * Placement Consultants
- * Campuses of educational institutions

Modern

- * Job Sites
- * Virtual Job Fairs
- * Access to Chat Rooms
- * Blogs
- * Social Media
- When to recruit
 - Usually starts when a position is rendered open
 - Organizations must start recruiting in anticipation of open positions
 - There should be continuous search for manpower to fill in empty positions
 - No recruiting function has enough resources to fill every position immediately with the quality hire. As a result, the recruitment strategy should clearly set priorities in terms of hires.
- What message to communicate
 - Communicate the unique value proposition of the organization
 - Use employer branding which is a part of recruitment, like advertising, interaction with external agencies etc. — This is a long-term strategy to attract potential employees
 - Employer brand is the process of creating a desirable image in the minds of the potential employee and the image of an organization in the minds of potential and existing employees and key stakeholders.

Internal Sources

- **Employee Referral Programs** are the company's way of formally leveraging the networking abilities of its employees for developing low-cost recruitment option
- **Internal Job Postings** inform all employees all across the globe that there are certain job openings vacant.
- **Promotions** help fill in vacant spots in the organization quickly
- **Rehiring** (provided the employee left on a good note and performance was above average) is a good option and as the employee will settle in soon
- **Succession Planning** is good too as the employee is already well-versed with the company's methods and procedures

External Sources

- Job Sites
- Recruitment Advertisement
 - Print

- Internet
- Radio and Television
- Newspaper Inserts
- Recruitment Agencies, Headhunters and Executive Search Firms
- Networking
- Social Networking
- Job Fairs
- Former and Unsolicited Applicants
- Campus Recruitment
- Internships
- Weblogs
- Career Websites

Recruitment Process

Screening is done when a quick glance at resumes are taken, and the ones which do not match up to the criteria are rejected

Shortlisting is done when the ones more suitable for the desired position are chosen for further selection

Intervening Variables

- Quality of recruitment
- Company Image
- Other opportunities available

Recruitment Results

Can be measured against recruitment objectives.

Benefits of Good Recruitment Process

- It cuts costs
- Saves time and effort in sourcing
- Helps in employer branding – put forth a positive image
- Helps in the long run and speaks about the company
- Reflects on the employer branding philosophy of the firm

Methods of Recruitment

- Direct

In this method, the organization send a representative to contact the potential candidate (which means direct contact)

The campus recruitment is a major part of recruitment carried out using direct method.

Other examples include seminars, participating in conventions, job fair etc.

- Indirect

The Human Resource Department uses indirect method of recruitment in three situations :

- When organization doesn't have a suitable employee, who can be promoted to perform the higher position jobs.
- When the organization is new to the work territory and want to reach out new talent in the market
- This method is often used to fill up the vacancy in scientific, technical and professional department.

To fill up the higher position in the organization the widely dispersed advertisement is very useful as it helps the company to reach various suitable candidates. Many organizations also use blind advertisement to reach out candidates in which the identity of the organization is not revealed.

- Third Party

Includes Recruitment Consultant or Employment Agencies, Search & Select Companies, Employee Referral, Voluntary Organization, Data Banks, Trade Unions and Labor Contractors etc.

Special Kinds of Recruitments

- E-recruitment
- Diversity Recruitment

A diverse workforce is recruited as to create heterogeneity in the organization

- Recruiting Expatriates

People who leave their own country to come and work in a foreign country on assignments for a pre-determined duration

- Poaching

Job poaching is the intentional action of one company to hire an employee or group of employees currently employed at another competing company.

Poaching talent from another company is a corporate move that can bolster a company's workforce while simultaneously depriving a competitor of talent.

E-recruitment

Web-based recruiting through a company's Career website or its corporate intranet

Advantages

- Reduction in costs
- Global reach
- Enhanced productivity
- Enhanced administrative efficiency
- Intelligent decision-making through analytics

Disadvantages

- Increasing number of applicants
- Relevance of short-listing criteria
- Confidentiality and data protection

Selection

Selection is a process of choosing one candidate from a list of candidates for the desired role and level in the organization.

Recruitment	Selection
The process of recruitment commences from the time the manpower request is raised.	The process of selection ends once the offer letter is released to the candidate.
It is a process of sourcing and searching candidates to suit a particular role	Series of screening steps which helps in the elimination of the candidates that may not be suitable and thereby short listing the suitable one's
The objective is to create a talent pool of candidates	The objective of a selection process is to select the right candidates.

Advantages of Good selection

- Results in GOOD performance of the team and the organization.
- Employees are chosen carefully keeping in mind: - Right kind of skill set - Right attitude
- As this will achieve HIGH quality & quantity of deliverables.

Costs incurred by bad selection

Direct

- Costs of advertisements
- Resources used in sourcing applicants
- Selection Process – Interview, travel costs etc.

- Relocation Costs
- Orientation Costs

Indirect

- Conduction of exit interviews
- Cost of separation
- Lost productivity from open position



1. Prospective Candidate / Initial Screening

- Recruitment sources the candidate and forms a large pool of potential candidates
- Large pool of resumes screened and short-listed
- Comparison is difficult – each resume is different from the other
- Both the candidate and the organization are evaluating each other in this step.

2. Preliminary Interview and Employee Application Form

Preliminary Interview

- Brief interview conducted through telephone, video conference or a face-to-face meeting
- Could be an elementary screening interview
- Constitutes first round of eliminations

Employee Application Form

- Pre-designed format given to candidates to acquire relevant information affecting hiring decision
- Purpose is to make it easier for the recruiter to gather information

3. Review of Short-listed applications

- Works as a test to reject any candidates who don't have the job qualifications required
- Candidates who can be put through the selection process are short-listed
- List of short-listed applications taken to next stage

4. Employment Interviews

- The final selection tool used to decide the final candidate to be offered
- Helpful in verifying the findings of the other stages of selection
- Employee benefits, start dates, training provisions and terms and conditions can also be discussed
- Interviewee can describe responsibilities and detailed requirements of the job

5. Selection Decision

- All those involved in the selection process discuss who to offer the position to and why.
- Discuss the back-ups and the second preferences - previous employers may retain the candidate with an offer on the last moment.

6. Pre-employment Screening, Background and Reference Checks

Background Checks

- Authenticating the data supplied to the potential employer by an applicant in his resume, application and interviews
- Potential employers check on the last few jobs – number of jobs looked at varies
- Employers check with various departments of the previous organization to check on criminal record, history check, pay rolls etc
- Original copies of all documentation like drivers' licenses, passport, education qualification, birth certificate are asked for
- This may be done by an external agency – as it is time consuming – or the firm may conditionally and temporarily employ the applicant until results are found.

Reference Checks

Applicants are requested to 2 or 3 references that would aid in providing additional data about them

Drawbacks:

- Reference would be given to people of favorable opinion of them
- Very few references are truthful and honest
- Questionnaires are sent out to the references – who might be former peers, bosses, managers, subordinates etc.
- Some employers view social networking sites like, LinkedIn, Facebook, etc.
- Again, until further findings are made, employees are given temporary conditional employment

7. Pre-employment Medical Examination

Before the offer is made, the applicant may have to go through a medical examination

To ensure:

- Applicant is physically fit for the job
- Serves as a baseline indicator for any future compensation claims arising from any illness
- A decrease in absenteeism
- Cure for any communicable disease the applicant may have
- Organizations may either have a doctor on the premises or refer the applicant to a consulting physician who can conduct the medical examination.

8. Offer Letter

- Once all the preceding stages are cleared, then the offer letter is issued to the candidate
- Terms and condition must be made clear
- All negotiations should be completed before the offer letter is issued

Outsourcing Selection

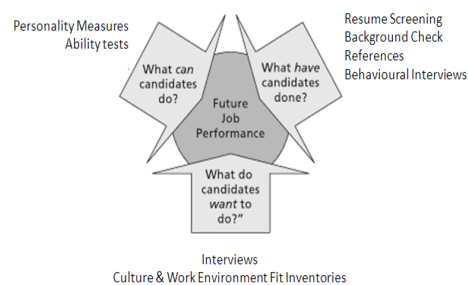
Is usually done to reduce workload on the organization

Some parts of the selection process are given to an able partner.

Outsourcing	In-House
Saves organization's time	Complete control over the selection process
Allows to focus energy on more strategic issues	No complete dependence on external agencies

Outsourcing	In-House
Time available to work on innovative sourcing strategies Forces articulation of assessment methods and processes	Internal teams know the organizational culture, the working and the processes in order well enough to make proper decisions regarding selection

Selection Methods



1. Resume and Application Form
2. Interviews
3. Employment Tests
 1. Ability
 2. Personality
 3. Attitude
4. Simulation Exercise

1. Resume and Application Form

Resumes are designed such to highlight all good things and hide all the bad to create a positive notion of the applicant in the employer's mind.

The top lies people put in their resumes are:

- Lying about degrees
- Playing around with dates
- Exaggerating numbers
- Increasing previous salaries
- Inflating titles

Employee Application form are filled in Application form helps the selection process with four types of information-

- The education and experience with a job
- The progress and growth in his career.
- Stability can be predicted through observing his moves in his previous jobs.

- Helps predict candidate's success and its likelihood at the job.

Should be constructed chronologically

Company must send it in advance to the applicant and must be submitted

2. Interviews

- Most used method to assess candidates
- Most faulty selections are a result of ineffective or casual interviewing
- If conducted well, then it can help build a holistic view of a candidate and their candidature through structured questioning
- Conducting interview requires training and should be taught to managers involved in the selection process

Factors involved in an employment interview

Structure of the Interview	Mode of the Interview	Who takes the Interview	Line of Questioning	Directive
<ul style="list-style-type: none"> • Structured • Unstructured • Exploratory 	<ul style="list-style-type: none"> • Telephonic • Video-conferencing 	<ul style="list-style-type: none"> • One-on-one • Panel • Peer • Group 	<ul style="list-style-type: none"> • Situational • Behavioural 	<ul style="list-style-type: none"> • Meandering • Stress

Interview Best Practices

- Interview Preparation
 - Should be well thought-of and planned.
 - Location must be quiet and peaceful
- Interview Content
 - Should be planned well - questions must be sequential
 - Look out for specific qualities i.e. leadership & team skills, poise, assertiveness etc.
- Interviewee's Expectation
 - All doubts must be cleared
 - Clarifications regarding salary and job requirements must be made clear
- Interview Panel Matrix
 - Matrix should be preferably be one level higher than the applicant's

- Any number of panel members
- All information must be provided and feedback must be given to the applicant.

3. Employment Tests

- **Standardization**

All candidates attempt the tests in the same environment with the same constraints

- **Objectivity**

The scoring of the answers is done in a standard manner. For example: MCQ or True and False tests

- **Norms**

When a prospective employee takes the test, then the score is compared to the norm and its significance is determined

- **Reliability**

Extent to which the selection test provides consistent results

- **Validity**

Indicates the ability to perform on the job

3a Ability Test

Ability Tests – Designed to test a wide range of abilities

- Cognitive
- Intelligence
- Specific Cognitive Abilities
- Aptitude
- Psychomotor Abilities
- Job Knowledge
- Work Sample

3b. Personality Test

Personality Tests – Aimed to assess aspects of a candidate's personality.

- Big Five Model (OCEAN)
- Myers Brigg's Test Indicator (MBTI)

3c. Attitude Test

Test the tendencies towards people, situations, actions, etc.

Unique forms of Testing

- Genetic testing
Help predict any future disease
- Graphoanalysis
Study of handwriting to determine a person's character and personality
- Polygraph Tests
Lie detector test
- Online testing
To test the applicant's skill level and attitude, aptitude and personality
- Video-based Situational testing
Presents various video-based scenarios and then MCQs are to be answered

4. Simulation Exercise

The exercise are designed as to test the candidate's capability to handle a situation in real time This can be done through group discussions, exercises, presentations and role plays.

Selection - Socialization and Induction

Socialization

It is the process by which an individual acquires the social knowledge and skills necessary to assume an organizational role

Induction or Social Orientation

It refers to the process whereby the employee acclimatizes himself to the work environment and his new assignment.

Purpose of Induction

To ensure effective integration of the employee into the organization

- Make them feel welcome and give them a positive, memorable first day impression
- Explain the firm's history, vision, mission and culture
- Brief them on the company policies & procedures.
- Provide a tour of the facilities
- Review his duties and responsibilities
- Make it clear on how his role and function fits into the team and firm's strategies and goals

In the long run a well-designed and implemented induction program will boost employees' job satisfaction and morale.

Importance of Employee Induction

Psychological Contract – represents mutual beliefs and what sort of behavior is expected from the employer and the employee

Cost Factor – If employees quit in the initial months, there will be added replacement costs, thus it is imperative to keep the employee engaged

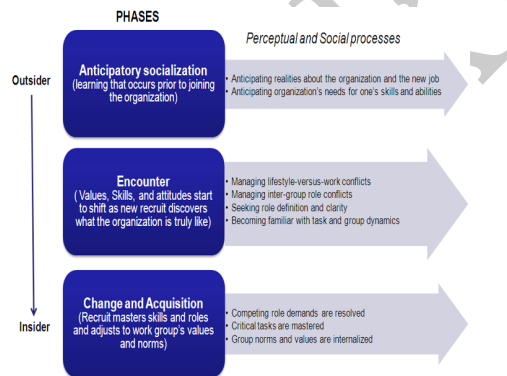
Consequences of the Absence of an Induction Program

Inappropriately inducted employees will feel:

- Absence of team spirit
- Low morale
- Minimal productivity
- Inadequate motivation

If employees leave:

- Spend in terms of money on recruitment and selection gets wasted
- Morale of other employees is adversely affected
- Firm's reputation in the employment market is adversely affected



Types of Induction

- **Organizational/General Orientation** – familiarization of the employee with the organization's mission, vision, culture and goals
- **Departmental Orientation** – familiarization of the employee with the departmental objectives and its ways of working inside
- **Job Orientation** – Articulating expectations from the role and helping the employee live up to it

Induction Tactics

Collective	Individual
Consists of grouping newcomers and exposing them to a common set of experiences	Treating each newcomer individually and exposing him or her to more or less unique experiences

Formal vs Informal

The formality of a socialization process refers to the degree to which the setting in which it takes place is segregated from the ongoing work context and to the degree to which an individual's newcomer role is emphasized and made explicit.

Sequential VS Non-Sequential

Referring to a fixed progression of steps that culminate in the new role and transitional processes marked by a series of discrete and identifiable stages through which an individual must pass in order to achieve a defined role and status within the organization.

Fixed	Variable
Provides a timetable for assumption of the role	No timetable provided

Investiture	Divestiture
The affirmation of a newcomer's incoming global and specific role identities and attributes.	The denial and stripping away of the newcomer's sense of self and the reconstruction of self in the organization's image

Who is Responsible for the Induction of a new employee?

- Senior Management involvement reduces anxiety and increases confidence
- One-on-one sessions with the Manager –help in building a strong foundation
- Human Resources – organize, design and implement the entire effort and deliver the entire induction process

Critical Success factors for an Induction Programme

- Specific Learning Objectives

They give the induction programme a concrete direction They help facilitate designing and developing the content required for the programme They can also become a basis for the evaluation of the success of the programme

- Selecting the Content of the programme

It is crucial to the effectiveness of the programme All the information must not be given Only essential details should be given to the employee To ensure this, questions can be framed as to check what all the employee NEEDS to know

- Choosing the Delivery Strategy

The way the information must be communicated is also very important A blended approach – a healthy mix of videos, chalk-talks and interactive sessions must be made use of

- Meaningful Participation by others

Apart from Human Resources, other functions must also participate as much All should be done to ensure a soft landing for the new employee and time taken to settle down must be minimized

- Creating an energized environment

The induction programme must be interactive and enjoyable – showing employee how valuable they are to the firm All the time, energy and money available should be put in the training sessions New, fun-filled ideas must be introduced so that the training sessions become memorable for the new employees

Trends in Induction

- Use of technology in the Induction process

All the information that has to be provided to the new employee can be given at one place at once Onboarding experiences become more effective this way Formalities can be conducted through this New employees can be welcomed by using automated alerts

- Use of Corporate Induction Video

Used to give a standardized message to all the employees of the organization

Should be clear who it is meant for

- Buddy System

New employees tend to be stressed, under-confident and insecure – here old employees are brought in to help in cultural integration and orientation

A buddy can be a peer or one level senior person

Solely involved in providing a one-point access to operationally necessary information

- Developing a separate corporate Induction Programme

Every organization has a separate detailed induction programme meant for young professionals joining from schools directly. They are very intensive and are a long term project and help in the socialization of this special category of the new employee.

- Fun - an integral part of Induction

Earlier the only definition of fun in induction would be an ice-breaking session; now organizations are arranging new avenues for employee engagement.

Innovative methods like scavenger hunts and business-related board games make the experience more memorable and thus more effective.

Measuring Effectiveness of the Induction Programme

In the decreasing order of use: - Employee surveys - First year retention - Performance Rating

Emerging challenges for HRM

Workforce Diversity

Earlier: Melting Point Approach

Assumption that employees will automatically adjust to organization's existing culture.

But people don't detach their culture and personal lifestyle completely when they come to office.

Solutions: Organizations have to be more accommodating to diverse groups of people and their diverse work styles, lifestyles, preferences etc.

How Diversity affects hr

- Adapt HR practices to adapt to changes in workforce.
- Be more sensitive to differences that each group brings.
- Responding to differences in a way that will ensure employee maintenance (retention and increased productivity).
- Recognize and deal with different expectations of employees
- Avoid any practices/actions that can be interpreted as offensive by any group.
- No illegally discriminate between different groups.
- Find ways to assist employees in managing work/life issues.

Employee empowerment

Moonlighting phenomenon

Defined as employee's propensity to work with two different companies at the same time.

Reasons for moonlighting

- Extra Income
- Proving their capabilities in different job profiles
- Non recognition by employers
- Utilizing spare time

Protean Careers

The protean career represents a new type of career contract in which careers are flexible, dynamic, and managed by the individual instead of the organization. Success is determined based on internal rather than external measures, as the individual moves between jobs and organizations.

What is the difference between traditional and protean careers? Traditionally, individuals relied on the organization to take responsibility for their careers. In a protean career individuals are self-directed in that they take a proactive role in managing their own careers.

Two broad dimensions of the protean career are

- (1) a values-driven career orientation: Having a values-driven career orientation means that the career actor is defining career values on his or her own terms and assessing career success according to those terms.
- (2) self-directed career management: occurs when a career actor actively manages his or her own career development according to personal values.

HUMAN RESOURCE INFORMATION SYSTEM (HRIS)

- A computerized system that assists in the processing of HRM information.
- A software solution that maintains, manages, and processes detailed employee information and human resources-related policies and procedures.
- The HRIS is a database system that keeps important information about employees in a central and accessible location—even information on the global workforce.
- When such information is required, the data can be retrieved and used to facilitate employment planning decisions.
- Its technical potential permits the organization to track most information about employees and jobs and to retrieve that information when needed.
- In many cases, this information can help an organization gain a competitive advantage (SWOT)

Uses of a Human Resource Information System (HRIS)

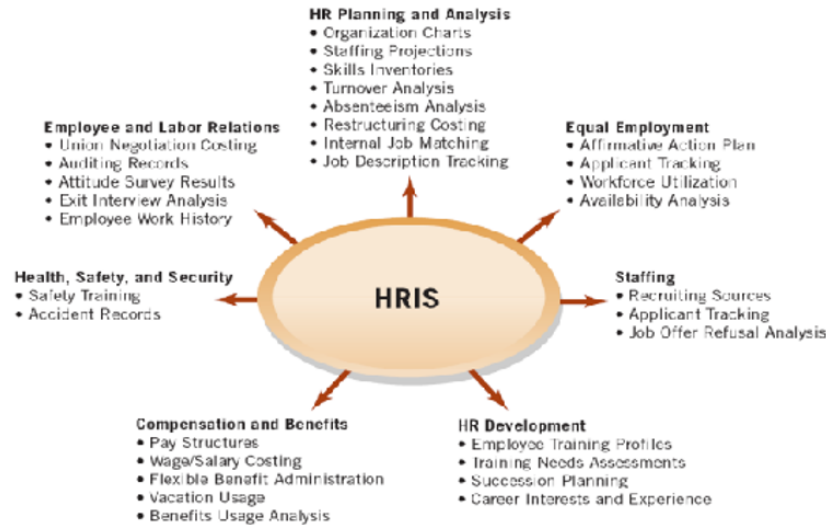


Figure 3

Additional Benefits of HRIS

- Management needs timely information on its people, and these systems can provide significant cost savings.
- Additionally, HRISs have become very user-friendly and provide quick and responsive reports—especially when linked to the organization's management information system.
- Moreover, systems today can streamline certain HRM processes, such as having employees select their employee benefits online during a period called open enrollment.
- At a time when quick analysis of an organization's human resources is critical, the HRIS is filling a void in the human resource planning process. With information readily available, organizations are in a better position to quickly move forward in achieving their organizational goals.
- Additionally, the HRIS is useful in other aspects of human resource management, such as providing data support for compensation and benefits programs, as well as providing a necessary link to corporate payroll.

Human Capital

Refers to the economic value of a worker's experience and skills. Human capital includes assets like education, training, intelligence, skills, health, and other things employers value such as loyalty and punctuality.

- The concept of human capital recognizes that not all labor is equal. But

employers can improve the quality of that capital by investing in employees. Employers can improve human capital by investing in the training, education, and benefits of their employees.

- Investment in Human Capital
- Returns in Human Capital
- Depreciation of Human Capital

Strategic HUMAN resource management (shrm)

SHRM - Strategic HRM

Aligning HR policies and decisions with the organizational strategy and mission.

- Increased job satisfaction
- Better work culture
- Improved rates of customer satisfaction
- Efficient resource management
- A proactive approach to managing employees
- Productivity boost

Objectives

- **Increased job satisfaction**
- **Resource-based Strategy:** Focuses on enhancing the strategic capabilities of the company
- **High Commitment Management:** Establishing better commitment between managers and their employees.
- **Achieving Strategic Fit:** Integration of workforce and material resources through a streamlined and high ROI oriented operational model
- **High Involvement Management:** Empowering and treating employees as stakeholders.
- **High-Performance Management:** Enhancing company performance through superior productivity, growth, and profitability rate of the workforce.

How SHRM works

- Cultivate an in-depth understanding of the organization's objectives
- Assess the capabilities of the HR team
- Analyse the existing HR strength in view of your objectives
- Assess the HR needs for the business as it grows
- Find out what technology or resources employees need to perform well
- Deploy the human resource management strategy devised on basis of above evaluation
- Check for effectiveness and take corrective actions wherever needed