1. **What did you learn about Organizational Exit. (one page, be specific)**
2. **Exercise 3 – Handling an Employee’s Termination**

*Write a one-page memo* in which you take a position on each question raised in Part A, Step 1. Make sure you address each of the four issues discussed/asked.

## Interpersonal Skill Practice 3: Handling Absenteeism and Tunover

**1. Complete the questionnaire to diagnose absenteeism.**

1. Is absenteeism evenly distributed among your staff?
2. In comparison to other units, does your unit have higher absenteeism rates?
3. Are most absences short (1-2 days) or longer in duration
4. Does the absenteeism have a consistent pattern – e.g., Mondays or holidays
5. Does your institution provide day care assistance? Stress reduction classes? Health fairs? Car pools?
6. Do you have some employees with situations at home (e.g., children, demanding/abusive spouses, extended families, poor transportation) that would affect their ability to attend
7. Are some of your employees sick more often than others?
8. Are your employees satisfied at work? How do you know? What areas of dissatisfaction exist?
9. What pressures for attendance exist in your unit? Performance appraisal? Market conditions (e.g., lack of other job openings)? Work group norms? Professionalism?
10. What are your employees’ values and norms on absenteeism?
11. How is your absenteeism? Other senior managers?

## *2. Explain your plan for controlling absenteeism in your unit considering the following* factors:

***Ability to attend:***

***Motivation to attend:***

***Specific employee constraints:***

**3. Answer the Discussion Questions**

* 1. How are you personally affecting the absenteeism rate of your unit?
  2. What can you do to change organizational policies in order to lower your unit’s absenteeism?
  3. How does absenteeism relate to turnover?

CHAPTER SIX

Exercise 4.1 - Writing a Position Description

**Form 4.1.1 THE POSITION DESCRIPTION**

**PART I: ORGANIZATIONAL INFORMATION**

Job title: Lab / QC Technician

How many people in organization have this title? One

**PART II: POSITION INFORMATION**

1. State the chief objective of the position in a brief statement:
2. Before filling out the next section, think about the tasks and duties performed in the position. Consider the time spent on the tasks and duties, how important they are to achieving the objective of the position, and the processes or ways in which these tasks and duties are performed. After considering these aspects of the position, state the tasks and duties that are performed in the position.

* State the most important duty first and finish with the least important duty of the position.
* Calculate the percent that each duty requires of the total working time. Be sure these percentages total 100.

Include all tasks, duties, and functions that are performed except those that occupy 2 percent or less time, unless they are considered very important.

Percent of Total Working Time Work Tasks and Duties

1. What work actions and/or decisions are made without prior approval? To what extent are the advice and guidance from a supervisor received? State examples of the type of supervisory advice and guidance that are received as well as actions or decisions made without prior approval.
2. List and explain the contacts, if any, both within and outside the organization, that are a routine function of the work. Do not list contacts with supervisors, co-workers, and subordinates.

Contacts

Purpose

How Often

Inside/Outside Organization

1. What are the most important services or products expected from an incumbent in the position described and who are the customers with these expectations?

Most Important Service Product:

Customer:

Second Most Important:

Third Most Important:

Fourth Most Important:

16. What are the qualifications for entry into this position:

A. What KASOCs should a new employee bring to this position?

B. Special licenses, registration, or certification:

C. Education or training (cite major area of study):

D. Level and type of experience:

EXERCISE 4.1 ASSESSMENT QUESTIONS

1. Could you use this job analysis to determine essential functions on the job? How could this be done?
2. When preparing the job description, why is it important to list the critical customers for the products or services and the major tasks and duties of the job? Are there tasks that could be excluded with little or no effect on critical customers?
3. How often should a position description form be updated? Explain your response.
4. Explain how your job description could be used to evaluate your performance or to develop methods for hiring people for the position.
5. Do you think having a highly detailed job description is actually counterproductive for certain jobs? Explain your answer.
6. How could the O\*NET be used for developing job descriptions?
7. You are assigned the task of writing a position description for a personnel recruiter. How would you proceed?