

Human Resource Management Training and Development, Performance Management, Career Planning and management



Outcomes

At the end of this session, you will know about –

- Employee Training
- Performance Appraisal Methods
- Career Planning

Employee Needed Skills and Knowledge

- **Orientation**

- Education that introduces a new employee to his or her job and the organization.
 - **Work unit orientation** - goals of the work unit, clarifies how his or her job contributes to the unit's goals, and includes an introduction to new co-workers.
 - **Organization orientation** - organization's objectives, history, philosophy, procedures, and rules. (related HR Policy)

Employee Training

Formal and Informal Orientation

Managers have an obligation to make the integration of the new employee into the organization as smooth and as free of anxiety as possible.

- Employee Training is an important HRM activity.
- As job demands change, employee skills have to change.
- Managers are responsible for deciding about the training.

Employee Training

Types of Training

Type	Includes
General	Communication skills, computer systems application and programming, customer service, executive development, management skills and development, personal growth, sales, supervisory skills, and technological skills and knowledge
Specific	Basic life/work skills, creativity, customer education, diversity/cultural awareness, remedial writing, managing change, leadership, product knowledge, public speaking/presentation skills, safety, ethics, sexual harassment, team building, wellness, and others

Employee Training

Training Methods

- **Traditional Training Methods**

- On-the-job
- Job rotation
- Mentoring and coaching
- Experiential exercises
- Workbooks/manuals
- Classroom lectures

- **Technology-Based Training Methods**

- CD-ROM/DVD/videotapes/audiotapes
- Videoconferencing/teleconferencing/satellite TV
- E-learning

Experts believe that organizations will increasingly rely on e-learning applications to deliver important information and to develop employee skills.

Employee Performance Management

- Evaluating employee performance is part of a performance management system.
- **Performance Management System**
 - A process of establishing performance standards and appraising employee performance.
 - The performance appraisal is a critical part of a performance management system.
 - Managers can choose from seven performance appraisal methods



Advantages and Disadvantages of Performance Appraisal Methods

Written Essay

Evaluator writes a description of employee's strengths and weaknesses, past performance, and potential; provides suggestions for improvement.

- + Simple to use
- May be better measure of evaluator's writing ability than of employee's actual performance

Critical Incident

Evaluator focuses on critical behaviors that separate effective and ineffective performance.

- + Rich examples, behaviorally based
- Time-consuming, lacks quantification

Graphic Rating Scale

Popular method that lists a set of performance factors and an incremental scale; evaluator goes down the list and rates employee on each factor.

- + Provides quantitative data; not time-consuming
- Doesn't provide in-depth information on job behavior

Advantages and Disadvantages of Performance Appraisal Methods

BARS (Behaviorally Anchored Rating Scale)

Popular approach that combines elements from critical incident and graphic rating scale; evaluator uses a rating scale, but items are examples of actual job behaviors.

- + Focuses on specific and measurable job behaviors
- Time-consuming; difficult to develop

Multiperson Comparison

Employees are rated in comparison to others in work group.

- + Compares employees with one another
- Difficult with large number of employees; legal concerns

MBO

Employees are evaluated on how well they accomplish specific goals.

- + Focuses on goals; results oriented
- Time-consuming

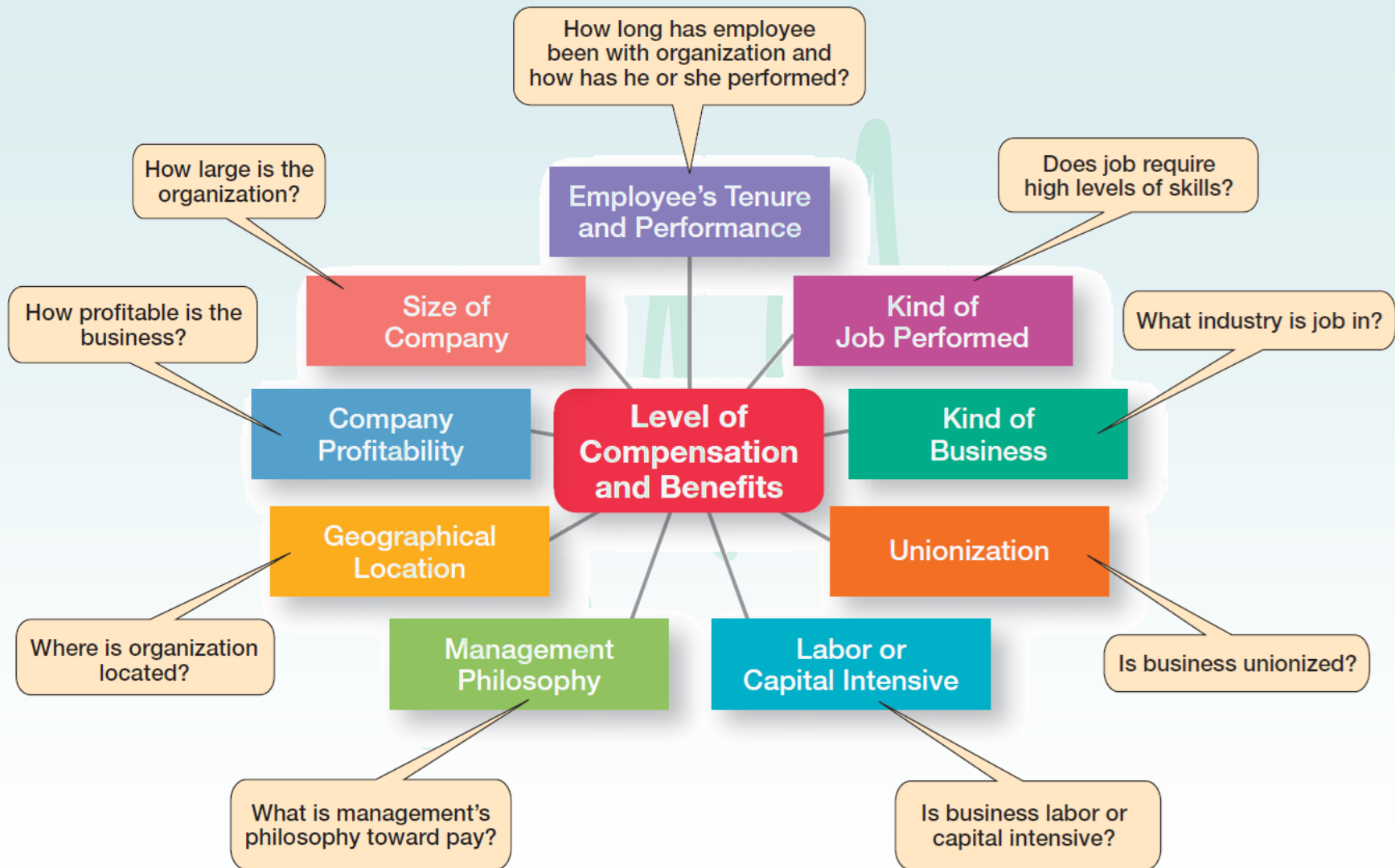
360-Degree Appraisal

Utilizes feedback from supervisors, employees, and coworkers.

- + Thorough
- Time-consuming

Compensation and Benefits

- Benefits of a Fair, Effective, and Appropriate Compensation System
 - Helps attract and retain high-performance employees
 - Impacts the strategic performance of the firm
- Types of Compensation
 - Base wage or salary
 - Wage and salary add-ons
 - Incentive payments
 - Skill-based pay
 - Variable pay



Compensation and Benefits

- **Skill-based pay** - alternative approach to determining compensation.
- skill-based pay systems, which reward employees for the job skills and competencies they can demonstrate.

Career Development

- **Career** - mean advancement, a profession, or a lifelong sequence of jobs.
- **Career** - sequence of positions held by a person during his or her lifetime.
- Career development programs were typically designed by organizations to help employees advance their work lives within a specific organization.
- Provide information, assessment, and training needed to help employees realize their career goals

Career Development

- Way for organizations to attract and retain highly talented people.
- The individual—not the organization—is responsible for his or her own career!
- Both organizations and individuals are adjusting to the notion that organizational members have to look out for themselves and become more self-reliant.

Career Development

- The challenge for individuals is that there are no norms and few rules to guide them in these new circumstances.
- Individuals assume primary responsibility for career planning, career goal setting, and education and training.
- The optimum career choice is one that offers the best match between what you want out of life and your interests, abilities, and market opportunities

Some Suggestions for a Successful Management Career



Contemporary Issues in Managing Human Resources

- **Managing Downsizing**
 - The planned elimination of jobs in an organization
 - Provide open and honest communication.
 - Provide assistance to employees being downsized.
 - Reassure and counseling to surviving employees.
- **Managing Workforce Diversity**
 - Widen the recruitment net for diversity
 - Ensure selection without discrimination
 - Provide orientation and training that is effective

Tips for Managing Downsizing

- Communicate openly and honestly:
 - Inform those being let go as soon as possible
 - Tell surviving employees the new goals and expectations
 - Explain impact of layoffs
- Follow any laws regulating severance pay or benefits
- Provide support/counseling for surviving employees
- Reassign roles according to individuals' talents and backgrounds
- Focus on boosting morale:
 - Offer individualized reassurance
 - Continue to communicate, especially one-on-one
 - Remain involved and available

Contemporary Issues in Managing Human Resources

- **Work-Life Balance**

- Employees have personal lives that they don't leave behind when they come to work.
- Organizations have become more attuned to their employees by offering **family-friendly benefits**:
 - On-site child care
 - Summer day camps
 - Flextime
 - Job sharing
 - Leave for personal matters
 - Flexible job hours

Contemporary Issues in Managing Human Resources

- Controlling HR Costs
 - Employee health care
 - Encouraging healthy lifestyles
 - Financial incentives
 - Wellness programs
 - Charging employees with poor health habits more for benefits
 - Employee pension plans
 - Reducing pension benefits
 - No longer providing pension plans

Self Assessment

- How does HRM affect all managers?
- List the factors that influence employee compensation and benefits.
- Why Orientation is important?

References

Stephen P. Robbins & Mary Coulter,
—Management, Prentice Hall (India) Pvt.
Ltd., 10th Edition, 2009.