Human Aspects of Organizing

Staffing Technical Organization

Finding, attracting and keeping personnel of the quantity and quality needed to meet organizational goals.

Staffing Technical Organizations

- u Identifying the nature & number of people needed
- u Planning how to get them
- u Selecting the best applicants
- u Orienting & Training
- u Evaluating their performance
- u Providing adequate compensation

Hiring Technical Professionals

- Inventory # of Tech. Personnel
- Estimate the need
- Estimate the attrition (resignations, transfers, retirements, etc.)
- Calculate the need of recruitment
- Develop recruitment plan
  - College Graduates
  - Experienced
  - Technician support
  - Other resources

Hiring Managers

- Similar plan needed for staffing management positions
- Most middle and upper level management positions filled by promotions
- A healthy organization needs large number of first line managers each year

Selection

- Resume & cover letter
- Employment application
- Interview
- Reference checks
- Site visits
- Starting salary
- Job offer

Resume and Cover Letter

- Name, address and telephone numbers
- Current Job Position
- Current and longer term employment objectives
- Summary of education
- Employment Experience
- Publications, presentations and patents
- Awards and honors
- Professional Affiliations
- References (available by request)

Writing effective Résumé is an important skill.

Cover Letters: Do's and Don'ts

Do follow rules of a standard business letter

Do make sure no spelling, grammar, or punctuation errors

Do limit letter to one page

Do keep a copy of everything that you send out

Do make sure your original signature is on everything you mail out

Don't be generic and impersonal

Don't start every sentence with "I"

Don't use unprofessional language

Don't include personal information that is not relevant to the position

Don't give false impression

Employment Application

n **If the resume creates a favorable impression the job candidate will be asked to fill out an application**

n **May be redundant with the resume but will usually lead to an interview**

Campus Interview

- Graduating engineer typically makes contact with potential employers on campus
- Successful campus interviews
  - Applicant learns about employment opportunities and other advantages with firm
  - Interviewer learns enough about the applicant

Site (Plant) Visit

- Means company has a substantial interest
- Normally means three or four staff interviews
- Would include a tour of the area in which the candidate will work
- Normally includes a briefing on company benefit programs and general company policies

The Job Offer

- Is a formal letter offering specific position and identifies
  - Salary
  - Reporting date
  - Position and title
  - The supervisor the candidate reports to
  - Provisions regarding moving expenses (if applicable)

Orientation and Training

- Helps newcomer become aware of organization and values
- Some corporations
  - Hold orientation classes
  - Rotate newcomers through short assignments in various key departments
- Includes total socialization of newcomer to the environment and culture of the organization

Appraising Performance

- Provide feedback to the employee
- Provide guidance on how to improve performance
- Provide a performance basis for rewards/promotions
- Provide objective documentation for actions against non-performers

Techniques for Performance Appraisal

- Conventional rating scale
- Forced ranking
- Modified ranking
- Percentile

Table 7-4 Examples of Different Performance Rating Systems

Pure Rating		Forced Ranking	Modified Ranking		Percentile
Superior Performance	Exceeds Expectations			Top (10%)	2nd (20%)
Derek	Ampère	1. Monroe	100.—	Ampère	James
Monroe	da Vinci	2. Derek	99. Monroe	Derek	.
	Einstein	3. Ladd	98.—	Einstein	.
	Galileo	4. Garbo	97. Derek	Garbo	.
	Garbo	5. Einstein	96.—	Hemingway	.
	.	6. Ampère	95. Ladd, Garbo	Ladd	.
	.	7. Truman	94. Ampère, Truman, Einstein	Monroe	.
	.	8. Hemingway		Taylor	.
	Truman	9. James		Truman	.
	Volta	.	93. Hemingway, James		
	Zukendorf	.			
Needs Improvement	Unsatisfactory	.	.	4th (20%)	Bottom (5%)
Abraham	Balderston	.	.	.	Balderston
.	Mozart	77. Newton	5. Glockenspiel, Newton	.	Glockenspiel
.	.	78. Glockenspiel		.	Mozart
.		79. Mozart	4.—	.	Newton
.		80. Balderston	3. Mozart	.	
.			2.—	.	
.			1. Balderston	.	
Zen					

Source: Jack Balderston, Philip Birnbaum, Richard Goodman, and Michael Stahl, *Modern Management Techniques in Engineering and R&D*, Van Nostrand Reinhold Company, Inc., New York, 1984, Figure 14-2, p. 280.

Alternate Techniques for Performance Appraisal

- Management By Objectives
- Self-evaluation
- Peer-evaluation
- Team evaluation

Orientation and Training

Personnel Department's or commonly known as HR Department 's duty

Orient about the work, mission, objectives, quality and safety

Performance Evaluation

Many techniques. Oldest one is rating technique

- Define a table of questions
- Give Rating for each row in table from Outstanding to inadequate

For example,

1. Knowledge of the work
2. Quality of the work
3. Quantity of the work
4. Attendance and Punctuality
5. Carrying out instructions
6. Overall Evaluation

Authority and Power

- Nature of Authority
- Sources of Power
- Status & Culture

Nature of Authority

Formal Authority

Legitimate power, the right, based on one's position in an organization, to direct the work of activities.

Similar approach is in whole society

The rights are guaranteed in the constitutions of societies

Acceptance Theory of Authority

If a directive communication is accepted by one to whom it is addressed, its authority for him is confirmed or established.

Sources of Power

1. Legitimate or position power (authority)

2. Reward power, the power to reward others for cooperation

3. Punishment power, stemming from fear of punishment

4. Expert power, stemming from a person's capability and reputation

5. Referent power, based on an attraction to or identification with another individual that makes the follower want to behave or believe as the other does. Called charisma, a special personal gift for inspiring others.

6. Power through access to important individuals

7. Power obtained through ingratiation or praise

8. Manipulative power

9. Power of persistence or assertiveness

10. Power via coalition

The first three are sufficient to obtain adequate response.

Power is ability to cause action, politics is the art of obtaining power.

Status and Culture

Status: one's standing within a group that may lead to deference or special privileges.
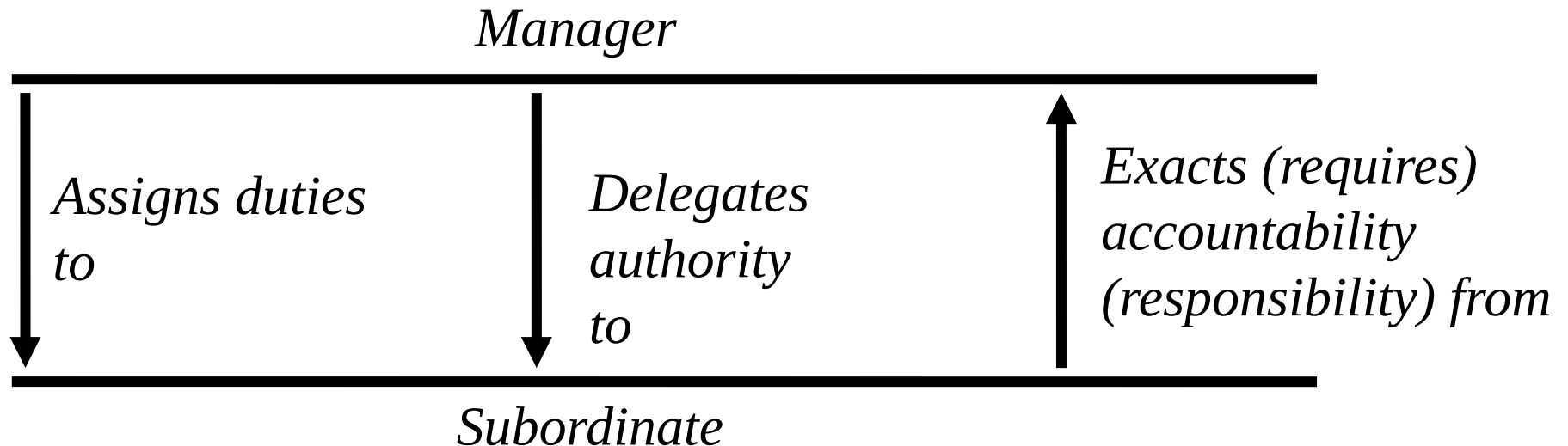- Functional Status derives from one's type of work or profession
- Scalar Status due to one's level in the organization

Corporate culture: collection of corporate practices & habits.

Try to establish a culture that will be most effective in achieving the goals of the organization

Delegation

Assignment, Delegation and Accountability

Manager

Assigns duties to

Delegates authority to

Exacts (requires) accountability (responsibility) from

Subordinate

Authority should be commensurate with responsibility.

You cannot delegate responsibility.

BASIS FOR COMPARISON	RESPONSIBILITY	ACCOUNTABILITY
Meaning	Responsibility is the state of having duty, to do whatever it takes to complete the task.	Accountability is the condition, wherein a person is expected to take ownership of one's actions or decisions.
What is it?	Obligation to perform the delegated task.	Answerability for the consequence of the delegated task.
Nature	Assigned	Accepted
Arises from	Authority	Responsibility
Delegation	Done but not entirely.	Not possible.
Performance	Not measured	Measured

Reasons for Delegation

1. Delegation relieves the manager

2. The subordinate is given a chance to develop his skills

3. Tends to locate decision making closer to work being performed

Barriers to Delegation for Engineers

- Engineer is trained in a rigorous discipline.
  - When he becomes manager he will be responsible for others.
  - He has the responsibility to train his subordinates.
- Insecure managers load themselves with subordinate's problems through inadequate delegation

Management Time: Who's Got the Monkey?

Place the monkey on the desk between you and subordinate and figure out together how the next move might be subordinate's

(Try to put the monkey back on the shoulder of subordinate).

Monkey=Problem

Decentralization

- As organizations become larger, it no longer is effective (or even feasible) to make all decisions at the top.

- Better decisions are possible due to closeness to problem.

- The dangerous result is loss of control at the top.

- Effective Balance of Decentralization and Centralized control of key decisions

- Allocation of Major financial resources have to be central.

Delegation means the passing of authority by one person who is at a superior position to someone else who is subordinate to him.

- It is the downward assignment of authority, whereby the manager allocates work among subordinates.

Decentralization refers to the dispersal of powers by the top level management to the other level management.

- It is the systematic transfer of powers and responsibility, throughout the corporate ladder. It elucidates how the power to take decisions is distributed in the organizational hierarchy.

BASIS FOR COMPARISON	DELEGATION	DECENTRALIZATION
Meaning	Delegation means handing over an authority from one person of high level to the person of low level.	Decentralization is the final outcome achieved, when the delegation of authority is performed systematically and repeatedly to the lowest level.
What it is?	Technique of management	Philosophy of management.
Accountability	Superiors are accountable for the acts done by subordinates.	Department heads are accountable for the acts of the concerned department.
Requirement	Yes, for all organization delegation of authority is very necessary.	No, it is an optional philosophy which may or may not be adopted by the organization.
Liberty of Work	Subordinates do not have full liberty.	A substantial amount of freedom is there.
Control	The ultimate control is the hands of superior.	The overall control vests with top management and delegates authority for day to day control to departmental heads.
Relationship	Creates superior-subordinate relationship.	A step towards creation of semi-autonomous units.

Committees and Meetings

Committees

- ❑ Probably most maligned but one of the most common forms of organization structure.

- ❑ A committee contains two or more people who are officially designated to meet some specific purpose

- ❑ Found in every type of organizations; small or large, public or private etc.

- ❑ Committee is defined as a group of men who keep minutes but waste hours so be careful with committees

Committees and Meetings

Reasons for using Committees

- Policy making and administration – Executive Committee
- Representation
- Sharing knowledge and expertise
- Securing Cooperation in execution
- Pooling of authority – Joint Decision making to solve the problem.
- Training of participants – participation from various functions helps them to understand the mechanics of entire organization.
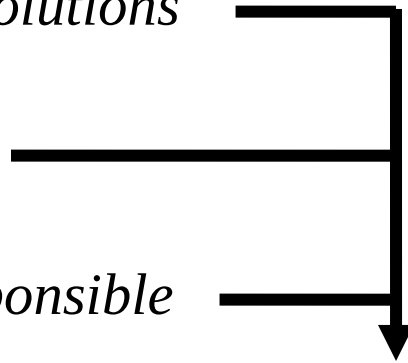
Committees and Meetings

Problems with Committees

Tendency to produce compromise solutions

Committee decisions are inferior

Inability of holding one person responsible

SOLUTION

Treat committee as advisory one and hold responsible someone (usually chairman of committee)

Usually Delay in solving Problems

Making Committees Effective

- *Committee Purpose and Chair*- *Committee should be purpose oriented.*

- *Committee Size and Membership – Careful selection with representation*

- *Preparation for the meeting- Agenda should be circulated prior to meeting*

- *Conduct of the meeting*

Task functions
1. Initiating (tasks, ideas, or procedures)
2. Information or opinion seeking
3. Information or opinion giving
4. Clarifying (status of discussion)
5. Summarizing
6. Testing for consensus

Group Relations functions
1. Encouraging
2. Expressing group feelings
3. Harmonizing
4. Modifying (according to group)
5. Keeping communication open
6. Evaluating

- *Meeting follow-up*