

HUMAN RESOURCE MANAGEMENT

UNIT 1

Dr. T Rocky Devi/ Management Studies



STRATEGIC OBJECTIVES



EMPLOYEE



TRAINING



SUCCESS



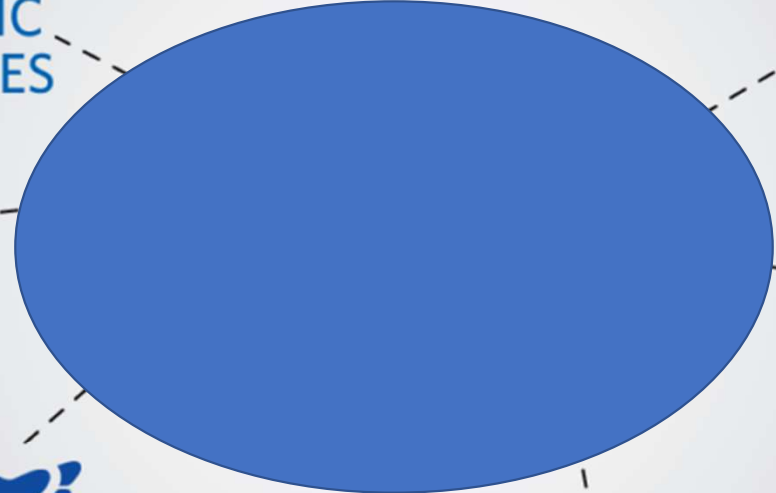
BUSINESS VALUE



EMPLOYEE RECRUITMENT



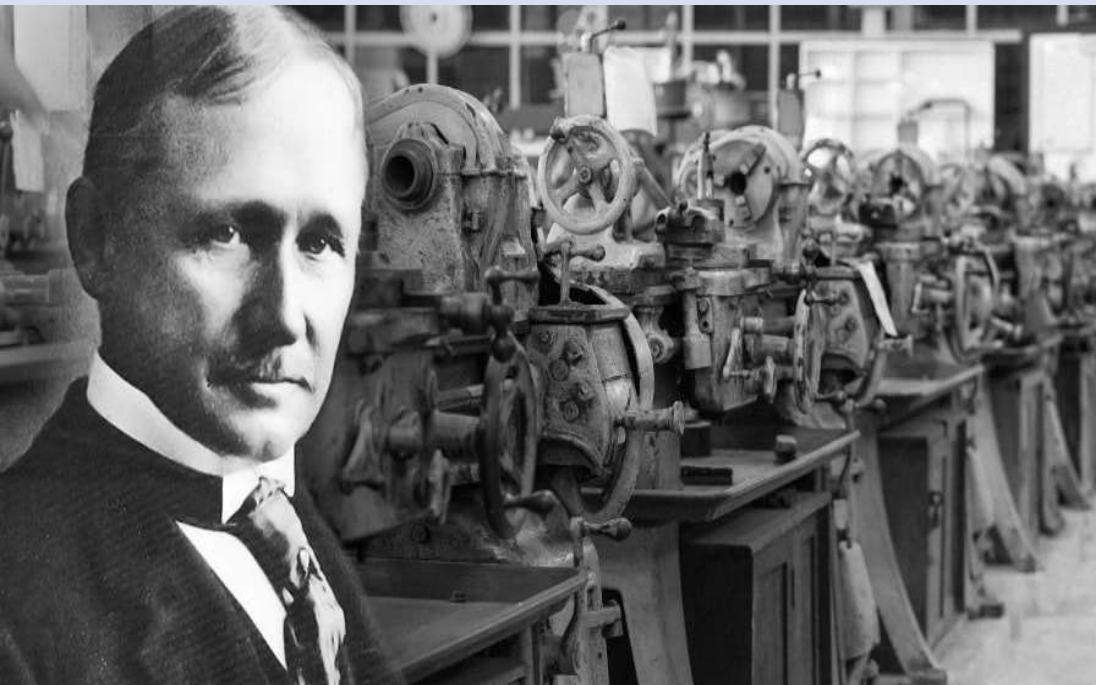
REWARDING



INDUSTRIAL REVOLUTION



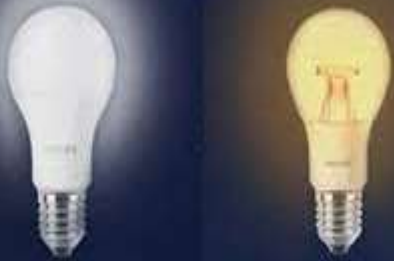
SCIENTIFIC MANAGEMENT



Frederick Winslow Taylor

- ◉ "The Father of Scientific Management"
- ◉ Born in 1856 in Germantown, Pennsylvania
- ◉ Obsessed with order and control
- ◉ Piece rate system Increased productivity among factory workers
- ◉ Philosophy known as Taylorism
- ◉ Died 1915





HAWTHORNE EXPERIMENT

TYPES OF EXPERIMENTS



- ❖ ILLUMINATION EXPERIMENTS .
- ❖ RELAY ASSEMBLY TEST ROOM EXPERIMENT.
- ❖ BANK WRITING OBSERVATION ROOM EXPERIMENT.
- ❖ MASS INTERVIEWING PROGRAMME.

BANK WIRING EXPERIMENT

- AFFECT OF PAYMENT INCENTIVE ON
- EMPLOYEES
 - TOTAL = 14 WORKERS
 - 9 WIREMEN
 - 3 SOLDERMEN
 - 2 INSPECTOR
- FEW SPECIAL CONDITIONS
 - SEGREGATED WORK AREA
 - NO MANAGEMENT VISITS
 - SUPERVISION REMAINS THE SAME
 - OBSERVER WOULD RECORD DATA – NO INTERACTION WITH WORKERS



VIEWING PROGRAMME



changed to Non Directive.



Q & A

- **Who is the father of Scientific Management?**
- **What were the findings of Scientific Management?**
- **Who did the Hawthorne experiment?**
- **What was the finding of Hawthorne experiment?**

Managing slaves



Managing serfs



Managing indentured labourer



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1. Industrial revolution era— 19th century
2. Trade union movement era — close to the 19th century
3. Social responsibility era — beginning of the 20th century
4. Scientific management era— 1900-1920s
5. Human relations era— 1930s-1950s
6. Behavioural science era— 1950s-1960s
7. Systems and contingency approach era – 1960 onwards
8. Human resource management era — 1980 onwards – recruitment, development and welfare – IR dept – personnel Dept - American Society for Personnel Administration (ASPA) – Society for Human Resource Management



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HRM – Human resource management

Human resource management is the art of managing human workforce in an organization in an optimum manner which is beneficial to the employee as well as the organization in achieving the organizational goal.

DIFFERENCE BETWEEN HRM & HRD

HUMAN RESOURCE MANAGEMENT	HUMAN RESOURCE DEVELOPMENT
Subset of the entire management processes of an organization	Subset of HRM
Scope of HRM is wider	Scope of HRD as compared to HRM is narrower
Emphasizes that employees, their abilities and their attitudes -used effectively and efficiently to achieve organizational as well as employees' goals.	HRD emphasizes mainly on training and development , career development, counseling, updating latest technology, mentorship and thus its employee skill development
Takes care of all the human - to motivate to achieve organizational goals	Focuses on upgrading the skills and competencies -performance of the employees on the job

HRD

- According to Rothwell and Kazanas (1989), there are five strategies in HRD. There are employee training, employee education, employee development, organizational development, and non-employee development.

Q & A

- Explain the evolution of HRM
- What is HRM?
- What is the difference between HRM & HRD

Utilization and Max development of Human resources

To develop and maintain a quality of work life



To achieve & maintain high morale among employees



To inculcate team spirit, team work and collaboration



OBJECTIVES OF HRM



To help org reach goals



To develop personality of each employees

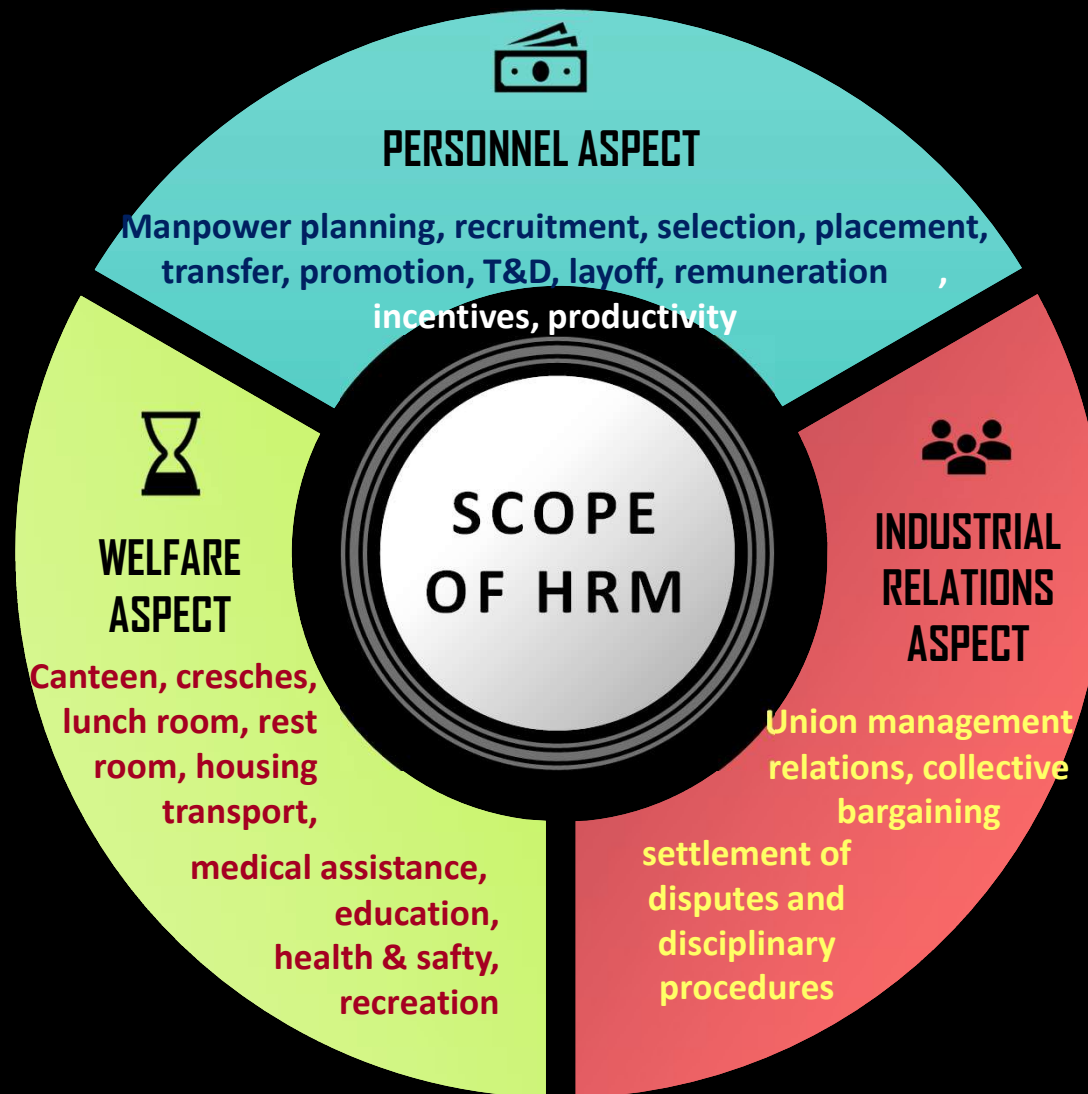


To increase job satisfaction and self actualization



To provide well trained and well motivated employees

Dr. Neelam Reddy, Management Studies

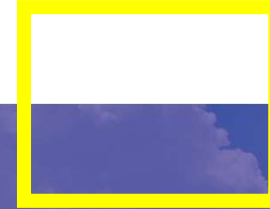


Staffing	Training & Development	Compensation	Administration
HR Planning	Employee Training	Motivation	Safety and Health
Employee Socialization	Management Development	Wages & Salary	Employee Relation
Job Analysis		Job Evaluation	Labor Relations
Recruitment	Career Development	Pay & Benefits	Grievance
Selection	Performance Evaluation	Discipline	Risk Management
Placement	Transition Planning	Resource Allocation	Social Security
Onboarding		Payroll	Welfare
Transfer		Bonus & Incentives	Record Keeping
Promotion			Personnel Audit

David Ulrich's HR Model



HRIS



A human resources management system or human resources information system or human capital management is a form of human resources software that combines a number of systems and processes to ensure the easy management of human resources, business processes, and data.





What is HRIS?



Q & A

1. What are the Scope of HRM?
2. List the functions of HRM.
3. What are the four factors of HR Model developed by _____?
4. What do you understand by HRIS?

WHAT IS HR ANALYTICS?

HR analytics is a data-driven method of improving decisions that impact HR functions. HR analytics depends on the quality of the data collected from HR metrics, such as:

- Time to hire
- Time to fill
- Application drop out rate
- First-year turnover rate
- Top talent retention rate
- Average absenteeism rate
- Training expense per employee
- Employee engagement
- Human capital risk

Why should HR leaders care about HR analytics?

Utilizing data relevant to HR strategies enables HR leaders to identify successful practices and pinpoint weak areas in need of improvement.

HR analytics enables strategic decision-making that can drive business solutions through improving:

- Productivity
- Engagement
- Retention

KEY HR ANALYTICS METRICS



Revenue per employee



Training efficiency



Involuntary turnover rate



Offer acceptance rate



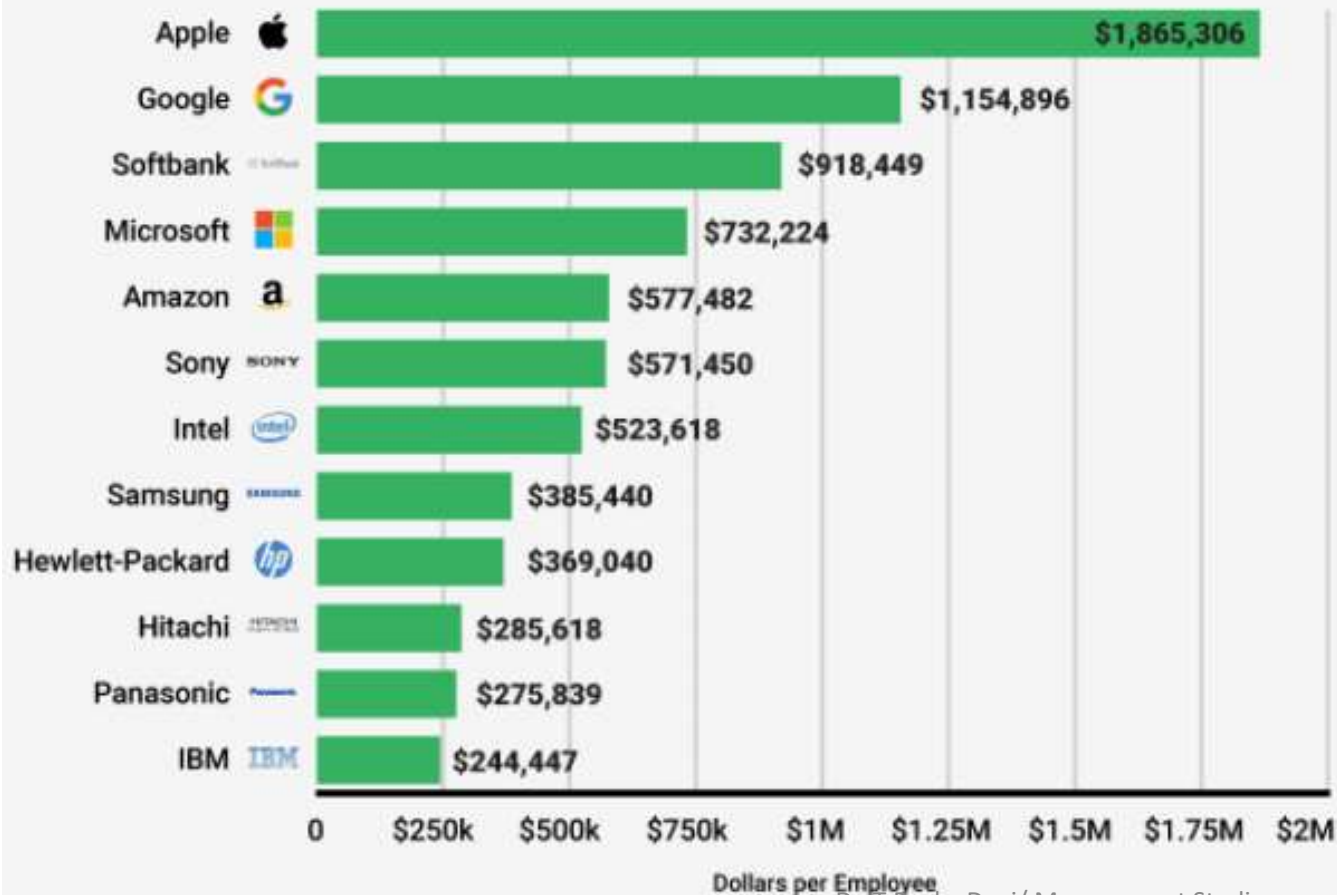
Training expenses per employee



Voluntary turnover rate

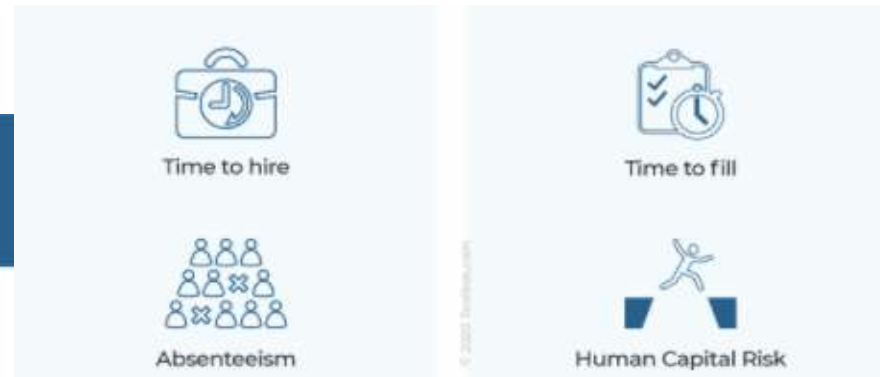
1. Revenue Per Employee = **Total Revenue** / total no. of employees
2. Offer Acceptance Rate = **No. of applicants presented with a job offer** / No. of applicants who accepted a job offer
3. Training Efficiency = **Training expenses per employee** / Training effectiveness
4. Training Expenses per employee = **Training expenses** / Total expenses
5. Involuntary Turnover Rate = **Employees who left the organization involuntarily** / Headcount
6. Voluntary Turnover Rate = **Employees who left the organization voluntarily** / Headcount

HOW MUCH REVENUE TECH COMPANIES MAKE PER EMPLOYEE



Low revenue and many employees give a lower rating than the combination of high revenue and fewer employees. This metric can also be used to benchmark companies.

KEY HR ANALYTICS METRICS



7. **Time to Hire** = **Number of days between the moment a candidate is approached** - the moment the candidate accepts the job
8. **Time to Fill** = **Number of days between publishing a job opening** - hiring the candidate
9. **Absenteeism**
 - **Absence Rate** = **Number of absence days** / total number of working days
 - **Absence rate per dept** = **Number of absence days per unit** / total number of working days per unit
 - **Cost of Absenteeism** = **Total employee hours lost to absenteeism * hourly pay (including benefits) + Supervisor hours lost in dealing with absenteeism * hourly pay supervisor (including benefits) + other costs (including temporary staff, training, loss of productivity, quality loss, overtime, etc.)**
10. **Human Capital Risk**

AI OR NO TO AI

ADVANTAGES OR MERIT OF AI WITH EXAMPLES

DISADVANTAGES OR DEMERIT OF AI WITH EXAMPLES

HR CLOUD

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graph TD; A[HR CLOUD] --> B[What is HR cloud?]; A --> C[Which HR cloud platform is the best? Justify]; A --> D[Which company adopted which HR cloud?]
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What is HR cloud?

Which HR cloud platform is the best? Justify

Which company adopted which HR cloud?

MODULE II

ECONOMICS OF HUMAN RESOURCES AND HRP



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DEMAND AND SUPPLY OF LABOUR

- supply of labour by households and the demand for labour by firms.
- Wages represent the price of labour, which provide an income to households and represent a cost to firms

The law of demand in labour market

Higher salary/ wages
i.e. higher price in
labour market



Decrease in the
quantity of labour
demanded by
employers

The law of supply in labour markets

**Higher salary/ wages
i.e. higher price in
labour market**

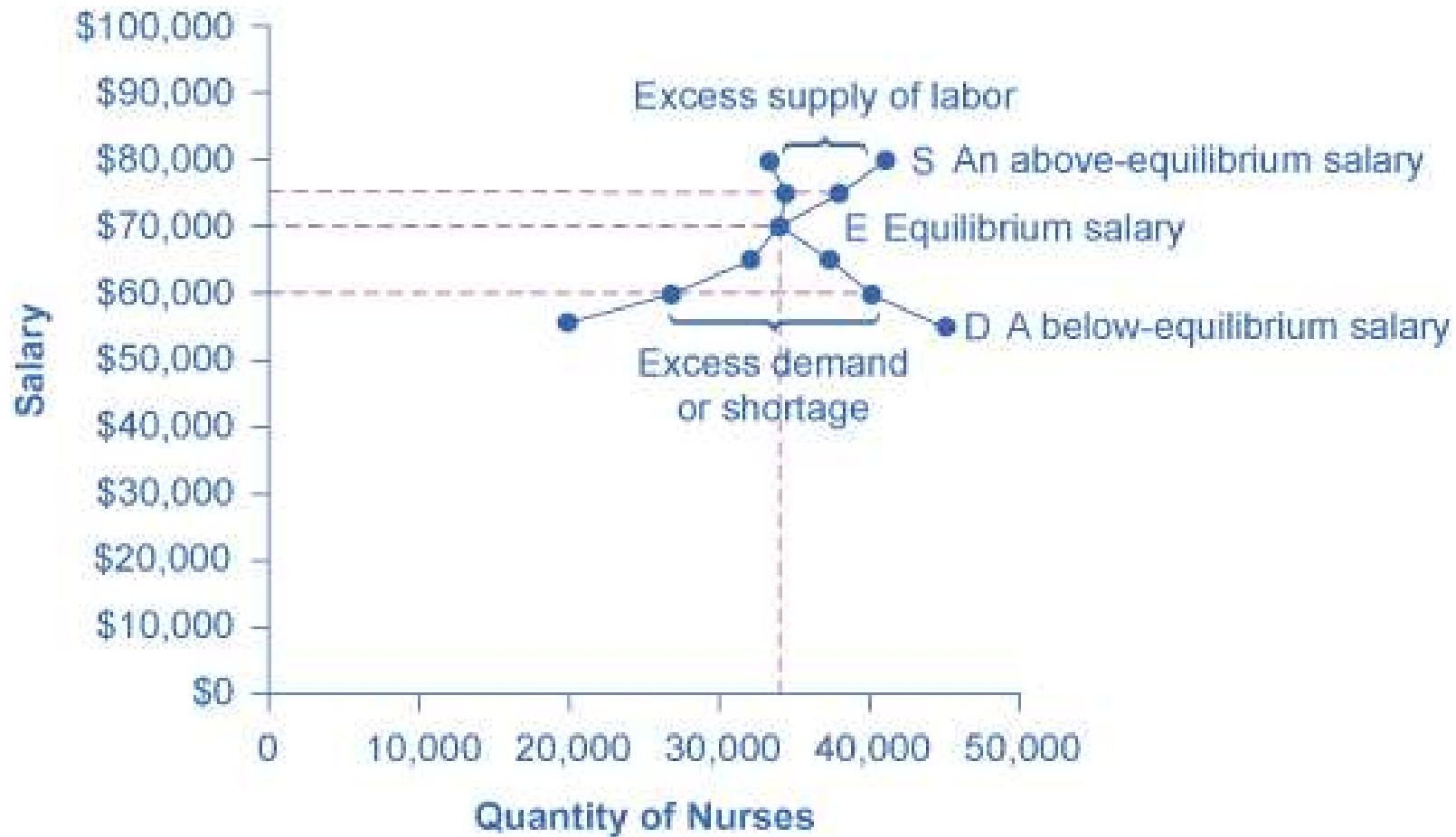


**Increase in the
quantity of labour
supplied by
households**

DEMAND & SUPPLY OF NURSES

Annual Salary	Quantity Demanded	Quantity Supplied
\$55,000	45,000	20,000
\$60,000	40,000	27,000
\$65,000	37,000	31,000
\$70,000	34,000	34,000
\$75,000	33,000	38,000
\$80,000	32,000	41,000

Equilibrium in the labour market

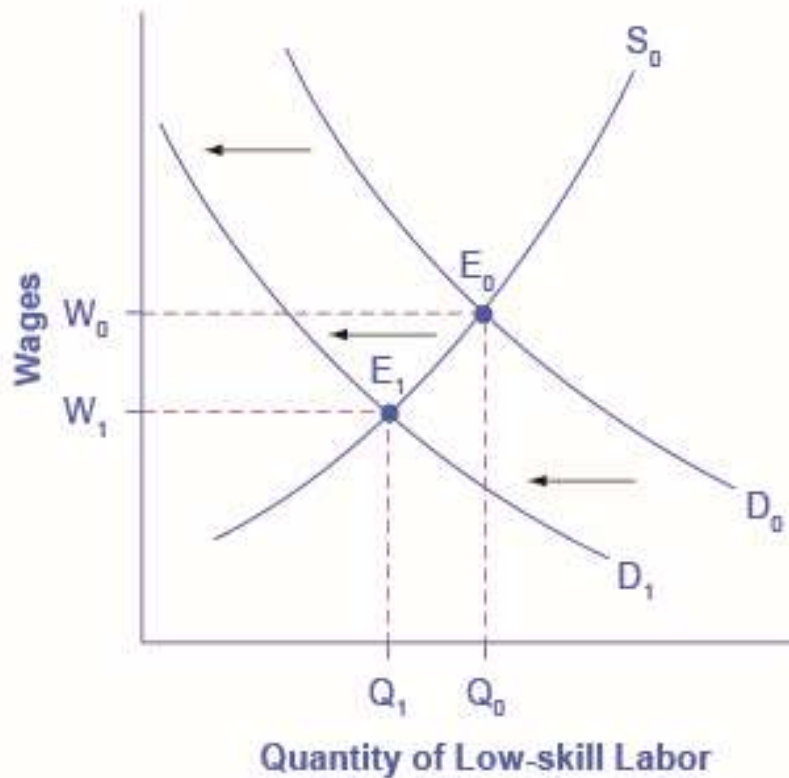


SHIFT IN LABOUR DEMAND

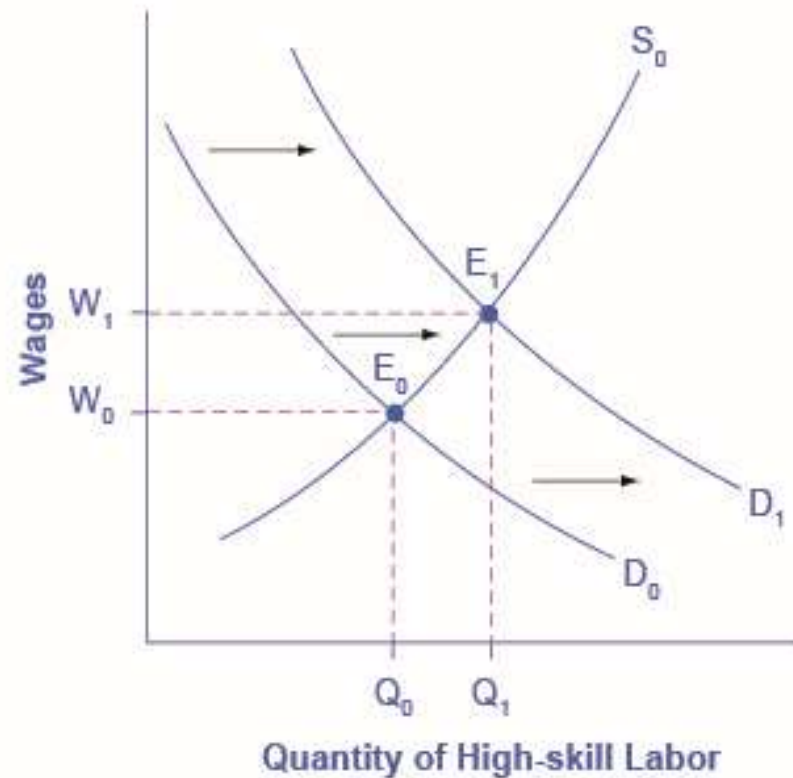
➤ Demand for labour depends on demand for goods/ services
Hence called **derived demand**.

Factors that can shift demand:

- ❖ Demand for output
- ❖ Education & Training
- ❖ Technology
- ❖ Number of companies
- ❖ Government regulations
- ❖ Price and availability of other inputs



(a) Technological change and low-skill labor



(b) Technological change and high-skill labor

Technology and Wages: Applying Demand and Supply (a) The demand for low-skill labor shifts to the left when technology can do the job previously done by these workers. (b) New technologies can also increase the demand for high-skill labor in fields such as information technology and network administration.

SHIFT IN LABOUR SUPPLY

➤ Supply for labour depends on **wage/ salary**.

Factors that can shift supply:

- ❖ Number of workers
- ❖ Required education
- ❖ Government Policies

Q & A

1. In the labor market, what causes a movement along the demand curve? What causes a shift in the demand curve?
2. In the labor market, what causes a movement along the supply curve? What causes a shift in the supply curve?
3. What is the “price” commonly called in the labor market?
4. Are households demanders or suppliers in the goods market? Are firms demanders or suppliers in the goods market? What about the labor market and the financial market?
5. Name some factors that can cause a shift in the demand curve in labor markets.
6. Name some factors that can cause a shift in the supply curve in labor markets.



IN THE LABOUR MARKET

Kenneth Arrow defined labour discrimination as ‘the valuation in the market place of personal characteristics of the worker that are unrelated to worker productivity’

Discrimination in the form of gender, race, age, religion, etc.

1. **Wage Discrimination**
2. **Employment Discrimination**
3. **Customer Discrimination**
4. **Statistical Discrimination**

<https://www.youtube.com/watch?v=f12Cu3fPiFw>

Article 14 guarantees Equality before Law.

Article 15 prohibits state from discrimination on the grounds of religion, race, caste, sex and place of birth.

Article 16 . empowers the state to make reservations with respect to appointment for posts in favour of backward classes of citizens if in the opinion of state such classes are under-privileged

EMPLOYMENT CONTRACT



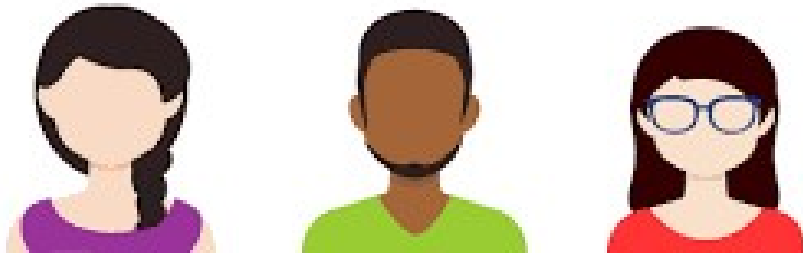
- A kind of contract used in labour law to attribute rights and responsibilities between parties (employee & employer) to a bargain.
- ✓ Terms of employment
- ✓ Employee responsibilities
- ✓ Employee benefits
- ✓ Employment absence
- ✓ Dispute resolution
- ✓ Nondisclosure agreements
- ✓ Ownership agreements
- ✓ Assignment clauses
- ✓ Employment opportunity limitations
- ✓ Grounds for termination

Temporary employee

Permanent employee

Fixed Term contract

Human Resource Planning



According to Geister(1967), it is the process including - forecasting, developing and controlling – by which a firm ensures that it has the right number of people and the right kind of people, at the right places at the right time, doing work for which they are economically most useful.

OBJECTIVES OF HRP

- **Used as planning and control technique**
- Anticipating the needs
- Recruiting the skilled & specially qualified employee's
- Succession planning (Replacement planning)
- To control the wage and salary cost

In India HRP is mainly done on the basis of (manufacturing co.)

- Manning equipment and machinery
- Quantum of production
- Plant capacity
- Maintaining the required workforce by replacing those who left

Banks are anticipating based on branch expansion and not based on the volume of business

A low-angle photograph of a tall skyscraper with a steel frame, reaching towards a blue sky with a white sun. The image is overlaid with a blue geometric pattern. Four blue circles are arranged in a horizontal line across the middle of the image. The largest circle on the left contains the text 'HRP PROCESS'. The three smaller circles to its right contain the text 'Business Plan', 'Workload Analysis', and 'Job Analysis' respectively. The background is a blue gradient with a white sun in the top left corner.

HRP PROCESS

Business
Plan

Workload
Analysis

Job
Analysis



Job Description

Job content and the expectations that an organization has from its employees.

Describes all the duties in detail, degree of authority & supervision

FIND OUR MORE





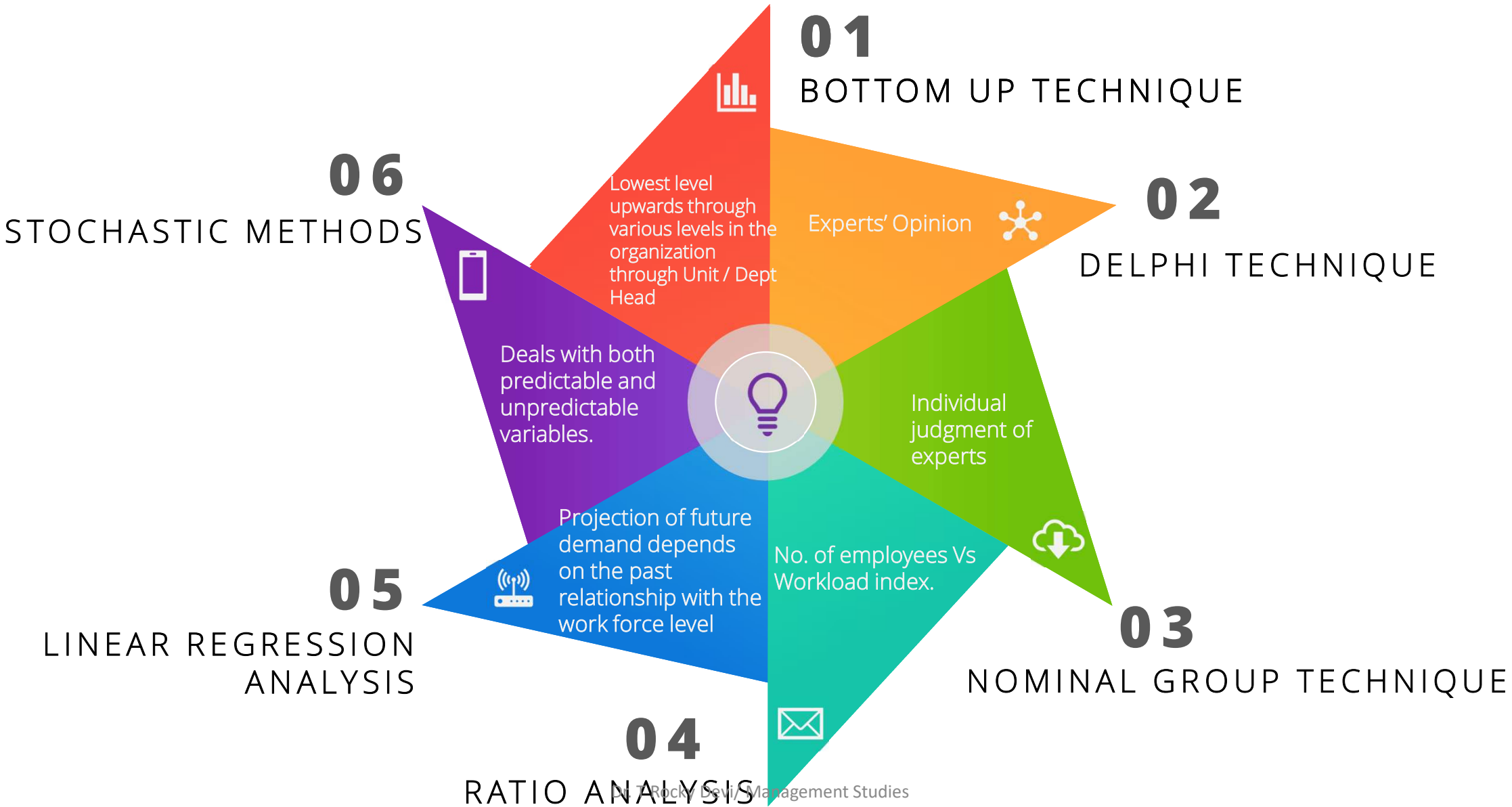
Job Specification

It's the minimum eligibility requirements needed to perform a particular job.

It includes academic qualification, professional qualifications, age, experience (yrs), related experience, skills and attitudes

FIND OUR MORE





MAJOR CONSIDERATIONS OF FORERCASTING



MODULE III

DIFFERENCE BETWEEN RECRUITMENT & SELECTION

To create a talent pool of candidates

The process of searching the candidates for employment and stimulating them to apply for jobs in the organisation

Selection involves the series of steps by which the candidates are screened for choosing the most suitable persons for vacant posts

To choose the right candidate

NEED FOR RECRUITMENT

- Transfer, promotion, retirement, termination, permanent disability or death – **mobility of human assets**
- Expansion, diversification, growth or job reclassification - **due to business growth.**

SOURCES FOR RECRUITMENT

Internal Sources & External Sources

INTERNAL SOURCES:

- **Promotions. ...**
- **Transfers. ...**
- **Recruiting Former Employees. ...**
- **Internal Advertisements (Job Posting) ...**
- **Employee Referrals. ...**
- **Previous Applicants. ...**

SOURCES FOR RECRUITMENT

EXTERNAL SOURCES:

- Compulsory Notification of Vacancies Act, 1959
- Employment Agencies
- Advertisement
- Campus Recruitment
- Deputation
- Professional Association
- Word of Mouth
- Casual Applications
- Raiding
- Social Media Recruitment
- Websites <https://www.youtube.com/watch?v=bKTY33uhuOQ>

DEPUTATION

GOVERNMENT OF INDIA
MINISTRY OF ENVIRONMENT, FORESTS & CLIMATE CHANGE
DIRECTORATE OF FOREST EDUCATION
P.O. NEW FOREST, DEHRADUN - 248 006

No. 2-159/Estt-I/DFT-2019/1133-1269

Dated: 30 July, 2020

VACANCY CIRCULAR ON DEPUTATION BASIS

Applications are invited in the prescribed proforma for filling up of following vacant/anticipated posts by **Deputation** in the Directorate of Forest Education and its constituent Academies under the Ministry of Environment, Forest and Climate Change. Details of the Posts are furnished below:-

S. No.	Name of Post	No. of Posts	Pay Scale (Level as per 7 th CPC)	Where the posts vacant likely to be filled
1.	Assistant Instructor (Core Forestry) Group 'B' Gazetted	03	L-7 Rs. 44900-142400	CAFÉ, Kurseong - 03
2.	Assistant Instructor (Engineering and Surveying) Group 'B' Gazetted	01	L-7 Rs. 44900-142400	CAFÉ, Kurseong - 01
3.	Sports Officer Group 'B' Gazetted	02	L-7 Rs. 44900-142400	CASFoS, Coimbatore - 01 CASFoS, Burnihat - 01
4.	Superintendent Group 'B' Non-Gazetted	01	L-6 ₹. 35400-112400	CASFoS, Dehradun - 01
5.	Accountant Group 'B' Non-Gazetted	01	L-6 ₹. 35400-112400	CASFoS, Coimbatore -01
6.	Stenographer (Grade - I) Group 'B' Non-Gazetted	02	L-6 ₹. 35400-112400	DFE (Hq.), Dehradun -01 CASFoS, Coimbatore -01
7.	Upper Division Clerk Group 'C'	11	L-4 ₹. 25500-81100	DFE (Hq.), Dehradun -02 CASFoS, Dehradun -03 CASFoS, Coimbatore -02 CASFoS, Burnihat -02 CAFÉ, Kurseong -02

For more details including eligibility please visit our website at www.dfe.gov.in. The proforma for application may be downloaded from our website. The applications for the above posts in the prescribed proforma along-with the complete and up to date ACRs/APARs dossiers for the last five years (or Photostat copies duly attested by Gazetted officer) may please be forwarded by their respective organizations to the under signed within 60 days from the date of publication. Applications without the APARs (or attested photocopies of the APARs) or otherwise found incomplete and received after the last date, will not be considered. Candidates applying for the post will not be allowed to withdraw their names later. While forwarding the applications, it may please be ensured that no disciplinary / vigilance case is pending or contemplated against the applicant. The applications must be accompanied with major/ minor penalties statement for the last 10 years and certified copies of prescribed Educational Qualifications.

(R.P. Singh, IFS)
Director, Forest Education

RAIDING/ POACHING



Tagline

- **Don't be evil**
- **Do the right thing**
- **Organize the World's Information**



Case Study: Google's Recruitment and Selection Process

Google Inc., the world's largest and most popular search engine company, is also one of the most sought after companies in the world. Due to the popularity of the company caused by its highly attractive compensation and benefits packages for its employees, millions of job applications are constantly received by Google on an annual basis. While other companies envy Google for attracting and acquiring such highly-talented and highly-skilled individuals from all over the world, the company finds it as a serious cause of dilemma.

Case Study: Google's Recruitment and Selection Process

When Google Inc. topped the ranks for the most popular companies in the world, it could no longer contain the number of applications it receives from thousands of job hunters from all over the globe. And since the company aims to hire only the best employees that fit the organizational culture and standards of Google, the company started thinking of ways to better improve its recruitment and selection process for its would-be employees.

Case Study: Google's Recruitment and Selection Process

In an article released in New York Times in 2007, Google Inc shared its non-traditional, highly creative and unconventional approach of selecting and hiring employees. Initially, the Google management sought the aid of its highly-competent and well-skilled technical staff in order to find ways to quickly go through and review the millions of applications it stored in its recruitment database.

Q&A

1. **What is recruitment?**
2. **How it is different from selection**
3. **What are the sources for recruitment methods?**
4. **Share the advantages & disadvantages of social media recruitment method.**

STEPS FOR SELECTION

1. Choosing a few from those who applied

APPLICATION BLANKS

1. Common method to collect information from applicants

PURPOSES

1. Preliminary screening, aid in interview and a selection device
2. Provides candidate formal introduction to the company
3. Data in uniform formats (easy for cross comparison)
4. Basis to initiate a dialogue in the interview
5. To develop databank
6. Direct feeding into computer (to maintain HRIS)
7. To identify the presentation skills, drafting ability and written expression (any other comments / information's)
8. Weighted application blanks (weighted average)

CONTENT OF APPLICATION BLANKS

1. Personal data
2. Marital data
3. Physical data
4. Educational data
5. Employment data
6. Extra academic data
7. References – 2 major problems

Favorable references

**referee may not have enough
information about the applicant**

INTERVIEW

1. Most widely used method of selection (99% of orgn)
2. Candidates comes face to face with the representatives of the orgn.
3. Participation of Interviewer and Interviewee

ADVANTAGES OF FACE TO FACE INTERVIEW

1. Verification of information given in application blank
2. To evaluate motivation, commitment, hopes and aspirations
3. Applicant also explain certain information which he may not like to put on paper
4. Opportunity to 2 way interaction
5. Overall picture of the applicant (provide insight into the personality of the applicant)

DIFFERENT METHODS OF INTERVIEW

(vary according to purpose of interview and nature of position)

1. Preliminary interview
2. Patterned interview
3. Stress interview
4. Depth interview

OTHERS METHODS OF SELECTION

- 1. e-Recruitment (posting jobs at internet)**
- 2. Business Games**
- 3. Group Discussion**
- 4. Physical Examination**

TYPES OF TESTS

Ability Tests

- Objective- problem stated with alternative answers
- It has correct answer choice
- Time bound
- Negative marking for wrong answer
- Assess maximum performance

1. Similarities

2. Has to be developed and executed by trained professional having psychology & psychometric knowledge
3. Both can be performance type(task/activity to be performed) or paper pencil type
4. Can be practiced to individual as well as group

Personality Tests

- Testee has to agree/ disagree the opinion or statement
- No defined correct answer
- No time constraint
- No such facility as there is no correct answer
- Assess typical behaviour

ABILITY TESTS

1. **Aptitude tests**
2. **Achievement tests**
3. **Intelligence tests**

PERSONALITY TESTS

Measures characteristic way of reacting to a variety of situations.

Four broad categories of personality tests

1. Interest tests
2. Personality inventories
3. Projective tests
4. Attitudes and value tests

PROJECTIVE TESTS

- Usually consists of pictures/ incomplete items and the testee is asked to narrate about it, thus we can find out the motives/ attitudes/ frustrations/ aspirations/ apprehensions..etc

Two Kinds

- **Unstructured**

(Meaningless situation)

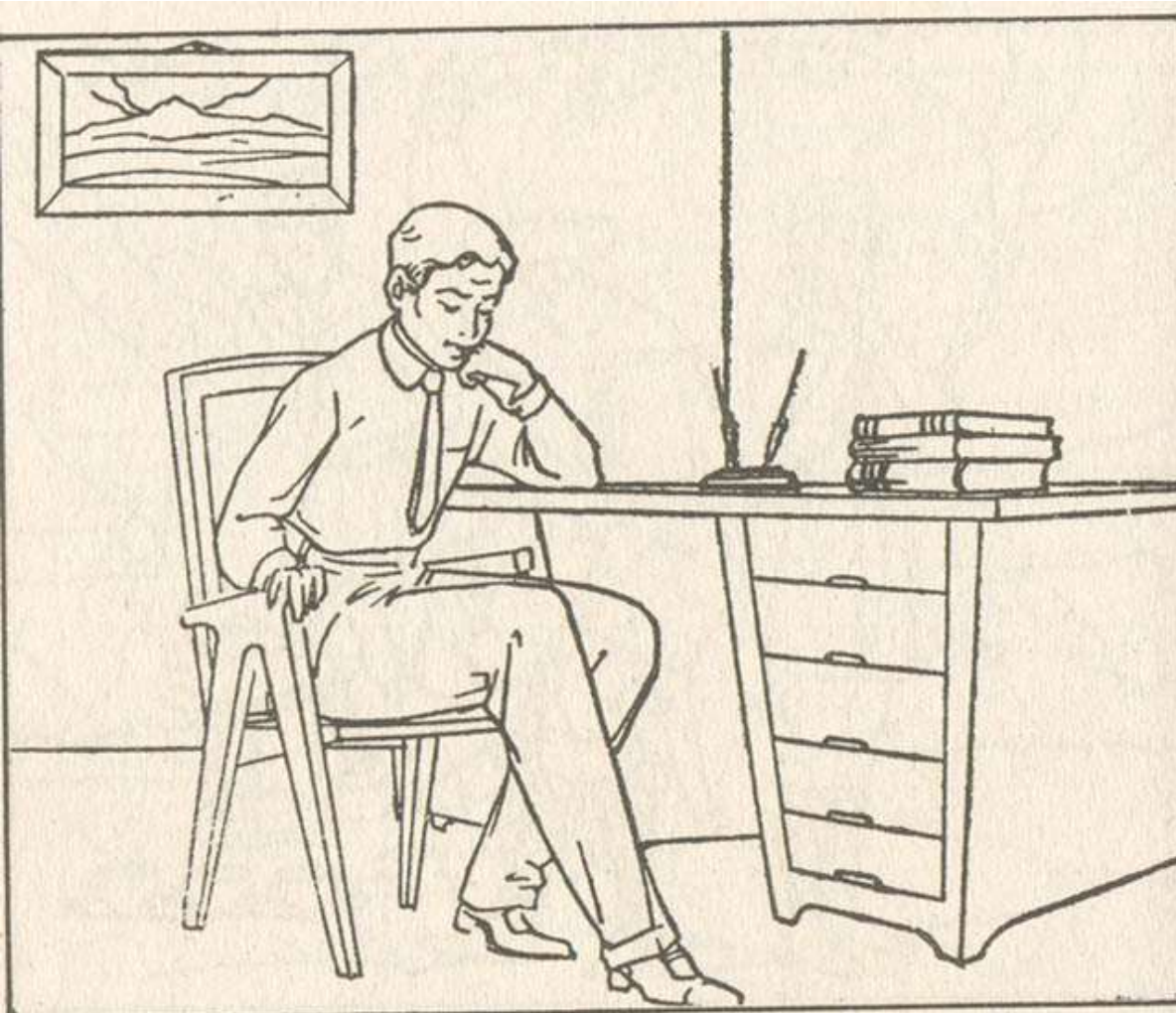
Eg. Ink blot test

- **Structured**

(Meaningful which is reliable)

eg. Thematic apperception test & picture frustration tests





- Explain what is happening in this picture.
- What the character is feeling and thinking? What had led up to the event shown in the picture? What was the outcome?

Q & A

1. **What are the steps for selection?**
2. **What is the purpose for application blanks?**
3. **Explain the different types of interview methods.**
4. **Mention the types of tests.**
5. **How is ability tests different from personality tests?**

ALTERNATIVES TO RECRUITMENT

1. Employee leasing
2. Overtime
3. Outsourcing
4. Temporary employment
5. Subcontracting
6. Internships

PLACEMENT

Assigning of specific jobs to employees may be for a new job or employee on transfer, promotion or demotion.

Importance of right placement

1. Reduced employee turnover
2. Reduced absenteeism rate
3. Increased safety of workers and lower accidents
4. Increased morale of workers
5. Better human relations in the organizations

INDUCTION OF EMPLOYEES

“Induction is concerned with introducing or orienting a new employee to the organisation. It is the welcoming process to make the new employee feel at home and generate in him a feeling of belongingness to the organisation”.

Contents of Induction Programme:

1. Company's history, mission, vision and philosophy.
2. Products and services of the company.
3. Company's organisation structure.
4. Location of departments and employee services.
5. Employees activities like clubs, credit society.
6. Personnel policies and procedures.
7. Standing orders.

INDUCTION OF EMPLOYEES

8. Rules and Regulations.
9. Terms and conditions of services.
10. Grievance procedures.
11. Safety measures.
12. Benefits and services for employees.
13. Training, promotions and transfer facility.
14. Career advancement schemes.
15. Counselling facility.

SOCIALIZATION

Process of adaptation when the individual attempts to learn the values and norms of work roles.

Induction is a part of socialization

Socialization is applicable for promotions and transfer apart of new joinee.

Q&A

1. What are the types of personality tests?
2. What do you understand by projective tests?
3. Discuss the benefits, process of induction, placement & socialization.

PERFORMANCE APPRAISAL

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DEFINITION

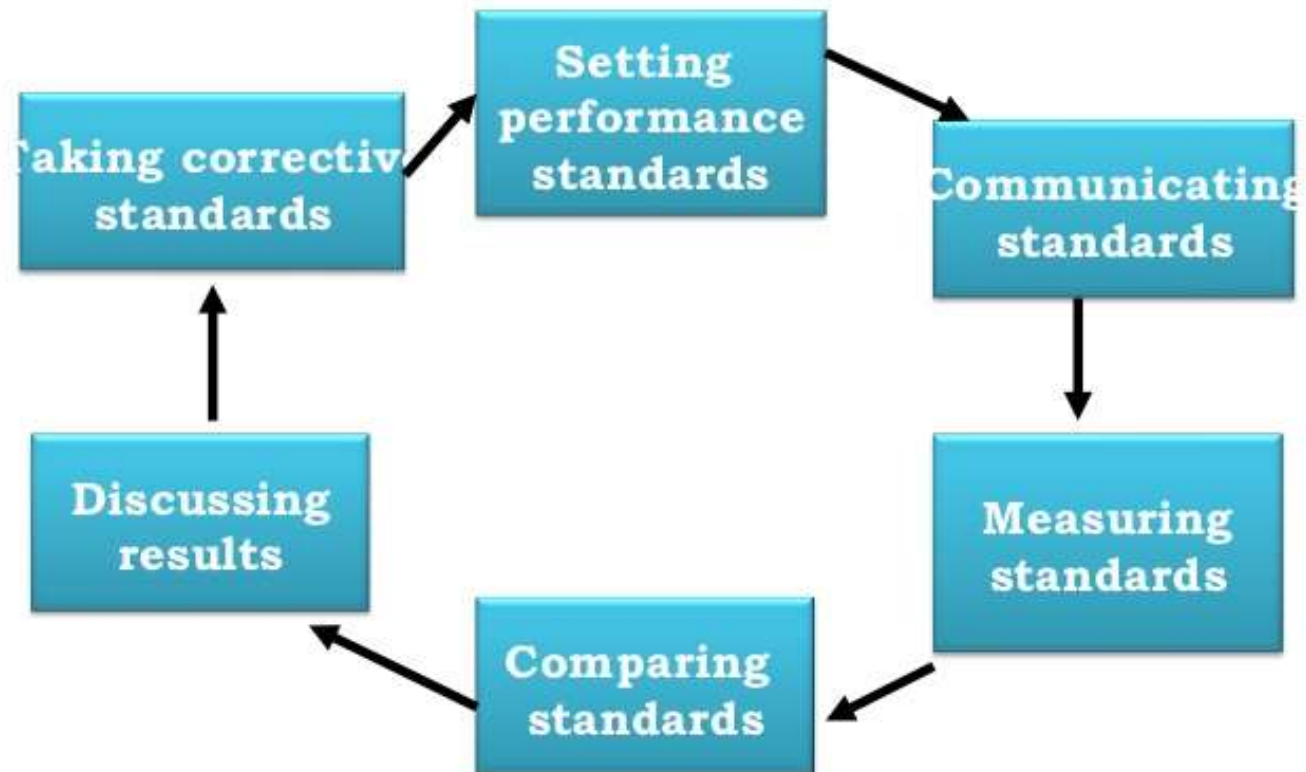
Performance appraisal is a method of evaluating the behavior of employees in the workspot , normally including both the quantitative and qualitative aspects of job performance.

It involves process of determining and communicating to an employee how he or she is performing the job.

OBJECTIVES OF PERFORMANCE APPRIASAL



PROCESS





WHO WILL APPRAISE

SELF APPRAISAL

CONSULTANTS

SUPERVISOR

PEERS

SUBORDINATE



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METHODS OF PERFORMANCE APPRAISAL

Individual evaluation methods

- Confidential report
- Essay evaluation
- Critical incidents
- Checklists
- Graphic rating scales
- Behaviorally anchored rating scales
- Forced choice methods
- MBO

Multi person evaluation methods

- Ranking
- Paired comparison
- Forced distribution

Other methods

- Performance management system
 - Competency mapping
 - Balanced score card
 - 360 degree feedback

Confidential report:

- supervisor evaluates subordinates' characteristics like intelligence, loyalty, attendance, conduct, character, etc..
- The report is not databased.
- Mostly used in government organization
- In recent years, due to pressure from court and trade unions, the details of a negative report are given to the appraisee

Essay evaluation:

- The rater is asked to express the strong as well as weak points of the employee's behavior elaborately
- Normally used with combination of graphic rating scale
- Highly subjective- may write a biased essay
- May write the essay hurriedly without properly assessing it

Employee Performance Appraisal XYZ Company

Employee's Name _____

Title _____

Department _____

Please write comments about the employee's performance in the space below.

Attribute	Comments
What does this employee do well?	
What aspects of his/her job performance should be improved upon?	
Describe performance challenges.	
Aspects of job to continue doing	
Aspects of job the employee should improve	

Date _____

Signature of employee _____

Signature of manager _____

Critical incidents:

- A check lists of good and bad behavior is prepared through a few judges
- Then a train supervisor shall take notes on success & failure of the subordinates

Eg. Customer care representative

Check lists:

- A set of objectives or descriptive statements about the employee and his behavior is rated by the supervisor
- The rater may assign biased weights to the questions
- Difficult for manager to assemble, analyse and weigh a number of statements

Employee Performance Appraisal XYZ Company

Employee's Name _____

Title _____

Department _____

Please select yes or no for each of the statements.

	Yes	No	Comments
This employee works well with the people on his/her team.			
He/she is well liked and respected by people on the team.			
The employee has in depth knowledge of his or her job.			
The employee needs minimum supervision in performing his or her job.			
Aspects of job the employee should improve			

Date _____

Signature of employee _____

Signature of manager _____

Graphic rating scales:

- It measures the degree of characteristics required for adequate performance of the job
- Evaluates on point scales ranging from high to low excellent to low etc...
- Typical rating scale

Employee Performance Appraisal XYZ Company

Employee's Name _____

Title _____

Department _____

Please put an X in the area which best describes this employee's performance.

Attribute	Above Average	Average	Below Expectations
Dependable			
Shows problem solving ability			
Works well in a team			
Takes initiative			
Produces high quality work			
Shows leadership within department			
Communication ability			

Please provide specific comments which describe the ratings for each category.

Date _____

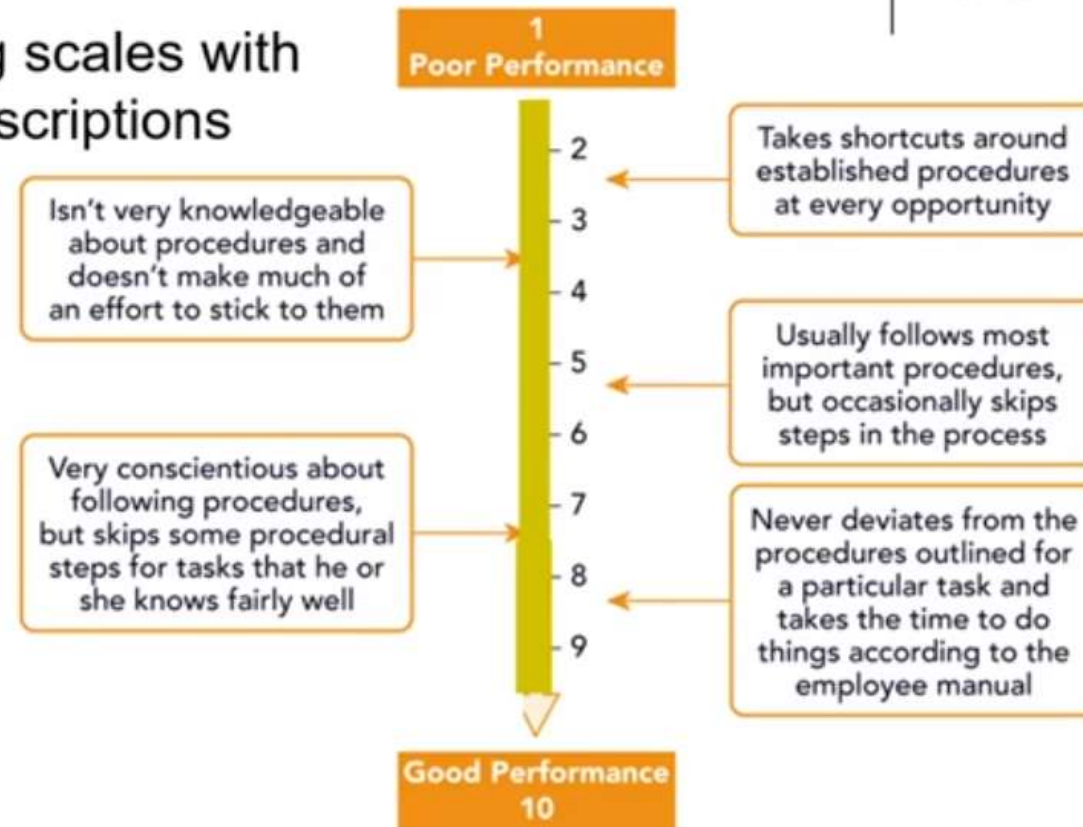
Signature of employee _____

Signature of manager _____

Behaviorally anchored rating scales(BARS):
Combination of the rating scale and critical incident techniques of employee performance evaluation

BARS

- Graphic rating scales with behavioral descriptions as “anchors”



FORCED CHOICE METHOD

Forced choice method:

Judges or the supervisor is asked to choose one 'best fit'

Criteria	Rating	
1. Regularity on the job	Most	Least
<ul style="list-style-type: none">• Always regular• Inform in advance for delay• Never regular• Remain absent• Neither regular nor irregular		



In a graphic rating scale method, the employee is rated on his or her ability to meet each expectation of the job

A sample graphic rating scale for a receptionist

1. Answers calls by the second ring.	1	2	3	4	5
1. Answers calls using the appropriate greetings.	1	2	3	4	5
2. Greets customers in a friendly manner.	1	2	3	4	5
3. Offers customers something to drink within 2 minutes of arrival.	1	2	3	4	5

A sample checklist scale method for janitor

- ___ Arrives at work on time
- ___ Is dressed appropriately at the start of shift
- ___ Maintains cleaning standards
- ___ If completed daily tasks are finished, takes initiative in finding new work to perform

This method shows clear expectations and the manager simply checks them off if the employee meets them

A sample essay method for a mechanic

Please describe the employee's strengths. _____

Please describe the employee's weaknesses. _____

What should the employee improve over the next year? _____

In the essay method, the manager has freedom to write about the employee, which can be an advantage. This method works well combined with one of the other methods.

A sample work standards approach for a salesperson

	Met	Did not meet
Met quota of \$300,000 for the quarter	<input type="checkbox"/>	<input type="checkbox"/>
Made 25 new possible client contacts	<input type="checkbox"/>	<input type="checkbox"/>
Assisted the marketing department in development of sales material	<input type="checkbox"/>	<input type="checkbox"/>

As you can see, the minimum standard is listed for each aspect of the job.

A sample MBO method for a project manager

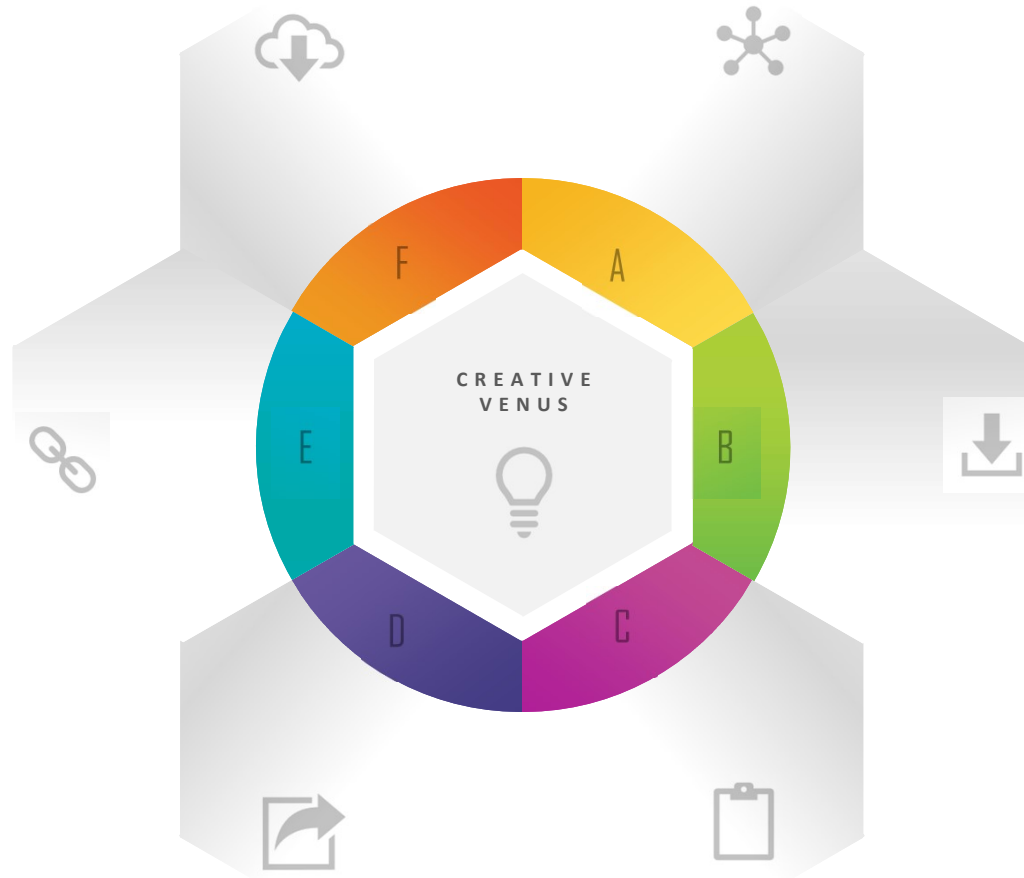
	Met	Did not meet
Casey, Inc. project completed on time	<input type="checkbox"/>	<input type="checkbox"/>
Casey, Inc. project completed on budget	<input type="checkbox"/>	<input type="checkbox"/>
360 review team scores of 3 or higher	<input type="checkbox"/>	<input type="checkbox"/>

MBOs for quarter three:

- 1.
- 2.
- 3.

In an MBO system, the employee and the manager sit down together to figure out goals for the next time period, and review success on previously determined goals.

MANAGEMENT BY OBJECTIVES (MBO)



Dr. T Rocky Devi/ Management Studies

MULTI PERSON EVALUATION METHODS

Ranking method & (2) Paired comparison method:

- One of the simplest method of performance appraisal
- Supervisor ranks the subordinates on an overall basis and ranks them from exceptional to poor
- It can be ranking of an employee by several supervisors under whom he has worked
- It can also be ranking of a person on his job performance against another member of the competitive group



OTHER METHODS

Performance management system(PMS)

It is a mechanism to identify how to create value & how to measure value creating process

HR plays a significant role to create a work environment in which people would choose to be motivated, contributing and satisfied.

PMS are indexed in the following activities

- **Competency mapping**
- **Balanced scorecard**
- **360 degree feedback**



COMPETENCY MAPPING

Competency refers to the skills and behavior of employees that leads to outstanding performance

- Knowledge
- Skills
- Behaviour

Two categories

1. Core competencies (critical for all managerial positions)
2. Threshold competencies(basic attributes that every job holder must possess)



BALANCED SCORE CARD

Introduced by Kaplan & Norton(1992)

Tool used by HR manager to explore multiple data on individual and organizational performance.

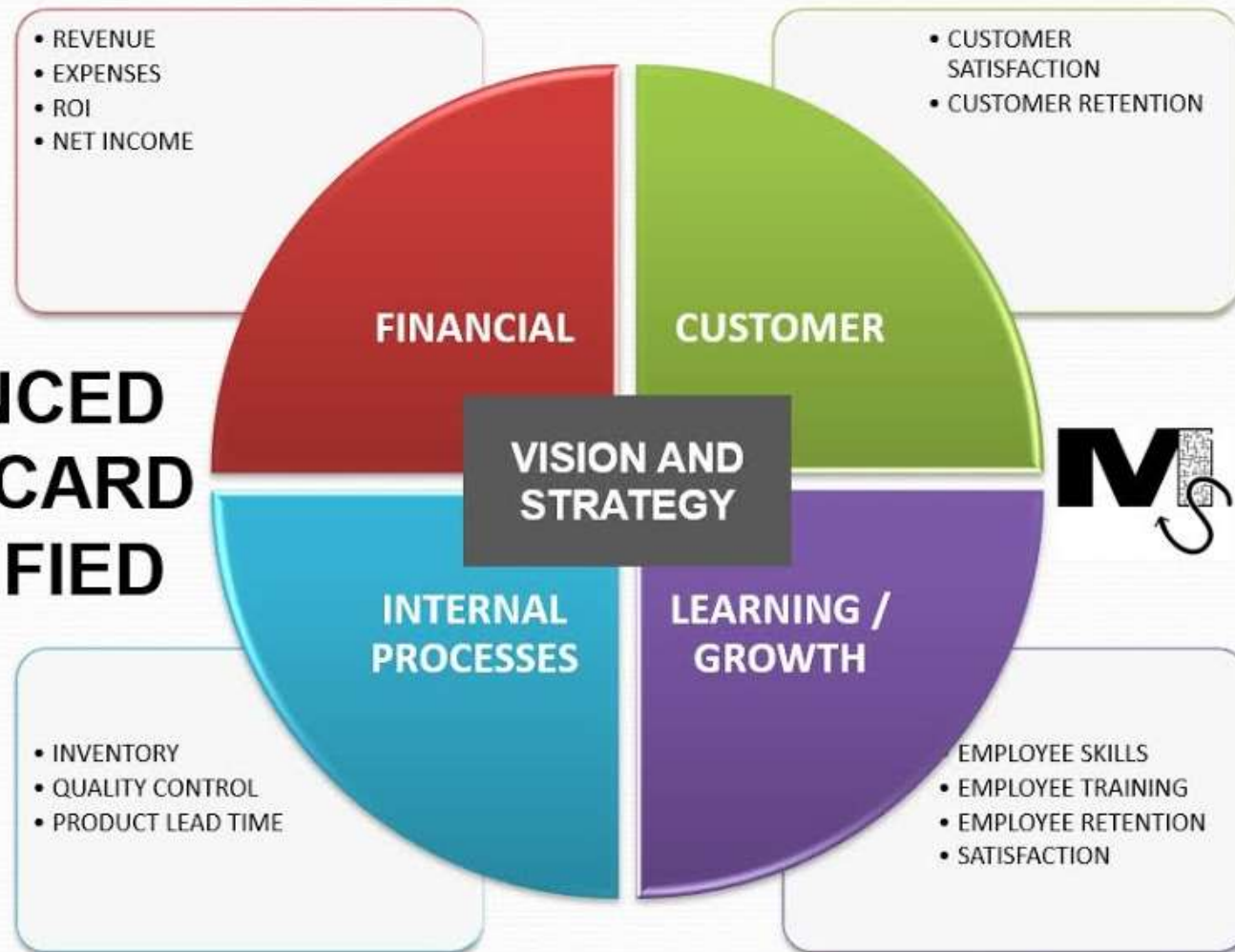
Mechanism to measure change in business process, growth of employees & customer base.

Mechanisms are:

- **Finance perspective measure**
- **Operational perspective measure**
- **Customer perspective measure**
- **Learning perspective measure**



BALANCED SCORECARD SIMPLIFIED



360 DEGREE FEEDBACK

Known as multi rater appraisal

It is provided by the –

- **Immediate supervisor**
- **Employee himself/ herself**
- **Peer group**
- **People reporting to the individual**
- **Customers sometimes if the employee directly deals with end users through product or service**



APPRAISAL ERRORS

Halo Effect:

It's a tendency to influence the evaluation of other traits by the assessment of one trait. This happens when traits are not clearly defined and are unfamiliar

Central Tendency errors:

A hard headed supervisor is never satisfied and rate most of the employees on the lower side whereas a soft headed will rate bunch of them on the higher side
Generally odd-point scale leads to more central tendency error than even number scale, definitions on the scale will reduce this error

Recency Vs Primacy effect:

Recency – Proximity / closeness to appraisal period

Primacy – initial impression influences the decision on the year end appraisal

In both the cases the supervisor get influenced by a sample of on the job behaviour

Such errors can be controlled if appraisal is periodic and continuous



TRAINING

Definition:

Training is teaching, or developing in oneself or others, any skills and knowledge or fitness that relate to specific useful competencies. Training has specific goals of improving one's capability, capacity, productivity and performance

Benefits of training:

- Increased productivity and performance. ...
- Uniformity of work processes. ...
- Reduced wastage. ...
- Reduced supervision. ...
- Promoting from within. ...
- Improved organizational structure. ...
- Boosted morale. ...
- Improved knowledge of policies and goals.



On the Job TRAINING

1. Job rotation:
2. Mentoring
3. Coaching
4. Job instructions:
5. Committee assignments:
6. Internship training:
7. Understudy:



Off the Job TRAINING

1. Lectures and Conferences
2. Vestibule Training
3. Simulation Exercises
4. Sensitivity Training
5. Transactional Training

