

Chapter 8

Training and Developing Employees

The Insider-Outsider Passage :

Socialization, or “onboarding” is a process of adaptation to a new work role

The Socialization Process

- **Prearrival** Individuals arrive with a set of values, attitudes, and expectations developed from previous experience and the selection process.
- **Encounter** Individuals discover how well their expectations match realities within the organization. Where differences exist, socialization occurs to imbue the employee with the organization’ s standards.
- **Metamorphosis** Individuals have adapted to the organization, feel accepted, and know what is expected of them.

Orientation

- may be done by supervisor, HR staff, computer-based programs, or some combination
- can be formal or informal, depending on the organization’ s size
- teaches the organization’ s culture, or system of shared meaning

Employee Training

Employee training is now-oriented.

- designed to achieve a relatively permanent change in an individual that will improve his or her performance
- training goals should be tangible, verifiable, timely, and measurable
- training is either on-the-job or off-the-job

Employee development is future-oriented.

- helps employees to understand cause and effect relationships, learn from experience, visualize relationships, think logically.
- not only for top management candidates; all employees benefit

Organization Development

Organizational development facilitates long-term organization-wide changes.

OD techniques include:

1. survey feedback gets workers’ attitudes/perceptions on the change
2. process consultation gets outside experts to help ease OD efforts
3. team building strives for cohesion in a work group

4. intergroup development achieves cohesion among different work groups

Evaluating Training Programs

- **typically**, employee and manager opinions are used,
- these opinions or reactions are not necessarily valid measures
- influenced by things like difficulty, entertainment value or personality of the instructor
- **performance-based measures** (benefits gained) are better indicators of training's cost-effectiveness
- **Divide the benefit of the training** by the cost of the training to determine ROI

Let's Play Jeopardy-style!

1. A process of adaptation to a new work role.

What is socialization/onboarding?

2. Individuals adjust to new situations in similar ways.

What is an assumption of employee socialization?

3. Prearrival, encounter, metamorphosis

What are the steps in the socialization process?

4. A central source on company mission, history, policies, benefits, and culture.

What is an employee handbook?

5. Job rotation, assistant-to positions, committee assignments, lectures/seminars, simulations.

What are the employee development methods?

6. They help employees adapt to OD efforts.

What are change agents?

7. Post-training method, pre-post-training, pre-post-training w/control group.

What are performance-based evaluation methods?

Chapter 9

Career Development

Introduction

- **traditionally**, career development programs helped employees advance within the organization
- **today**, each individual must take responsibility for managing their career

What is a Career?

A career

- is a pattern of work-related experiences that span the course of a person's life
- reflects any work, paid or unpaid
- is a broad definition helpful in today's work environment where employees and organizations have diverse needs

organizational career planning develops career ladders, tracks careers, and provides opportunities for development

- **individual career development** helps employees identify their goals and the steps to achieve them
- **career development** looks at the long-term career effectiveness and success of employees
- **employee training and development** focuses on performance in the immediate or intermediate time frames

Career development adds value to the company. It :

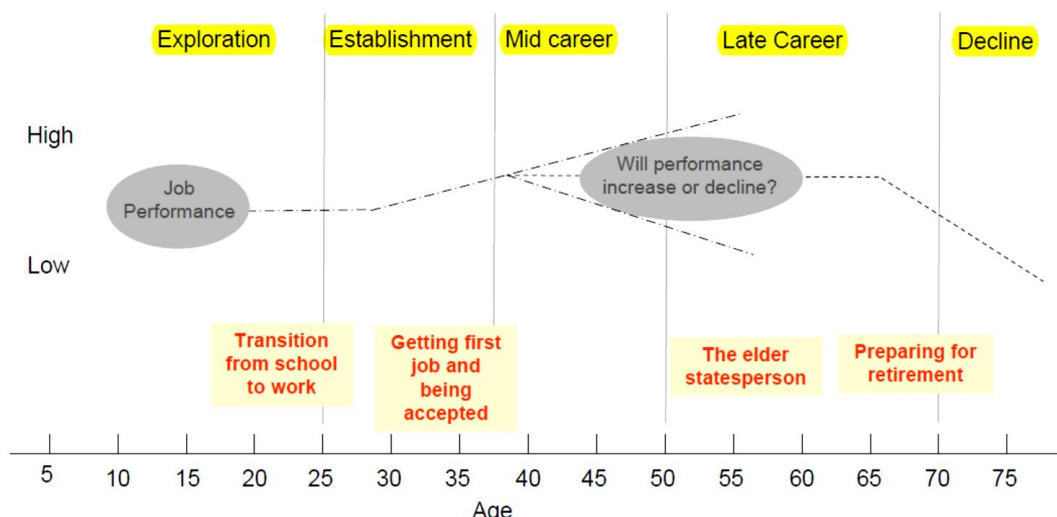
1. ensures needed talent will be available
2. improves the organization's ability to attract and retain talented employees
3. ensures that minorities and women get opportunities for growth and development. New legislation:
http://en.wikipedia.org/wiki/Lilly_Ledbetter_Fair_Pay_Act_of_2009
4. reduces employee frustration
5. enhances cultural diversity
6. promotes organizational goodwill

individuals' **external career** success is measured by criteria such as:
progression up the hierarchy
type of occupation
long-term commitment
income

• **internal career** success is measured by the meaningfulness of one's work and achievement of personal life goals

Traditional Career Stages

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True or False?

1. Your employer is ultimately responsible for your career path.

False!

2. A career is a pattern of work-related experiences that span the course of a person's life.

True!

3. Career development looks at the short career effectiveness and success of employees.

False!

4. Establishment is the first traditional career stage.

False!

5. The Holland Vocational Model identifies six vocational themes.

True!

6. The Myers-Briggs Typologies (four dimensions that identify 16 personality types) help match job characteristics to individual preferences.

True!

Chapter 10

Performance Management

Introduction

➤ employees see performance evaluations as having a direct effect on their work lives

➤ questions regarding the performance management process:

Why evaluate?

Who benefits from the evaluation?

What format should be used?

What problems might arise?

Performance management systems have three main purposes:

1. **two-way feedback** – performance measures mutually set between employee and employer
2. **development** – identify areas in which employees have deficiencies or weaknesses
3. **documentation** - to meet legal requirements

Appraisal Process :

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- establish performance standards with employees
- compare actual performance with standards
- discuss the appraisal with the employee
- if necessary, initiate corrective action
- measure actual performance
- communicate expectations and set goals

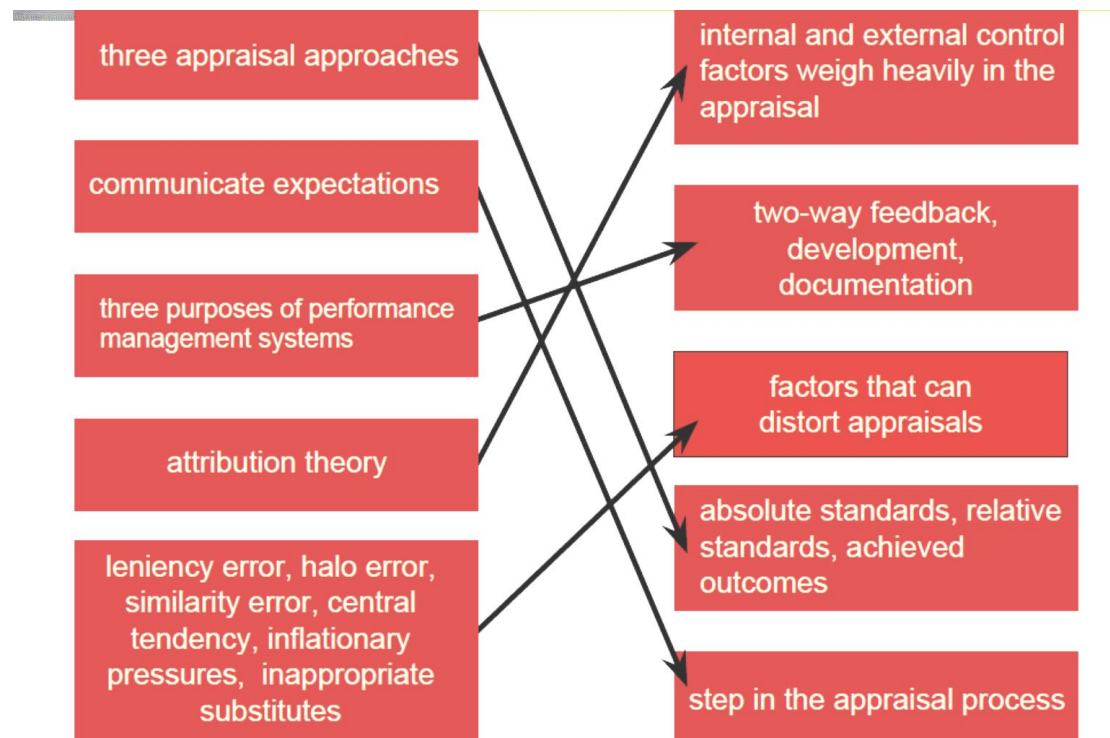
Appraisal Methods

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The Three Appraisal Approaches

- absolute standards
- relative standards :
 - **group order ranking:** employees are placed in a classification reflecting their relative performance, such as “top one-fifth”
 - **individual ranking:** employees are ranked from highest to lowest
 - **paired comparison:** each individual is compared to every other final ranking is based on number of times the individual is preferred member in a pair
- achieved outcomes

Matching



Chapter 11

Compensation



Types of Reward Plans

- **intrinsic rewards** (personal satisfactions)
 - come from the job itself, **such as:**
 - pride in one's work
 - feelings of accomplishment
 - being part of a work team
- **extrinsic rewards** come from a source outside the job, mainly by management:
 - money
 - promotions
 - benefits

Financial versus Nonfinancial Rewards

- **financial rewards:**
 - wages
 - bonuses
 - profit sharing
 - pension plans
 - paid leaves
 - purchase discounts
- **nonfinancial rewards:**
 - make life on the job more attractive;
 - employees vary greatly on what types they like

Performance-based versus Membership-Based

performance-based rewards are tied to specific job

performance criteria

- commissions
- piecework pay plans
- incentive systems
- group bonuses
- merit pay
- **membership-based** rewards such as cost-of-living increases, benefits, and salary increases are offered to all employees

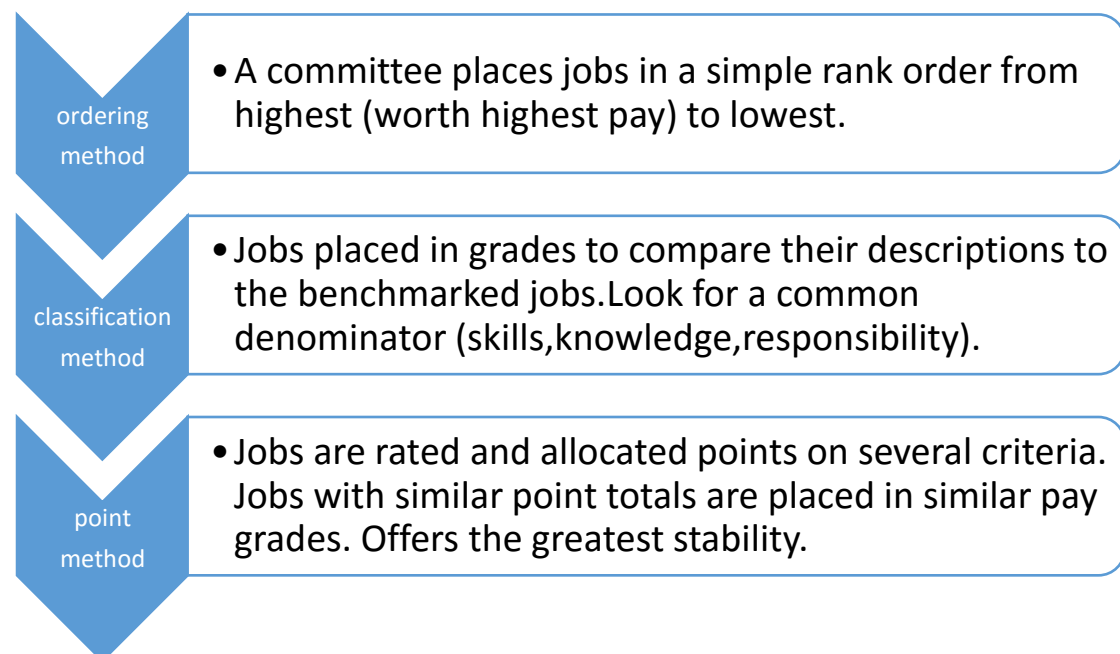
Job Evaluation and the Pay Structure

• Job analysis information determines the relative value, or rank, of each job in the organization.

Other pay structure factors:

- labor market conditions
- collective bargaining
- individual skill differences

Job Evaluation Methods



External factors also influence pay structure.

- geographic differences (local supply and demand)
- labor supply (low supply = higher wages and vice versa)
- competition (HR can match, lead, or lag)
- cost of living as determined by the CPI
- collective bargaining (unions)

Incentive Compensation Plans

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- individual
- group

- organization wide

incentives can be added to the basic pay structure to provide rewards for performance

Paying for Performance

- **Competency-based compensation**
 - Rewarded for skills, knowledge and behaviors
 - leadership
 - problem solving
 - decision making
 - strategic planning
- **Broad-banding:** pre-set pay levels that determine what people are paid based on their type and level of competency.

Supplemental Financial Compensation

- **deferred bonuses** - paid to executives over extended time periods, to encourage them to stay with the company
- **stock options** - allow executives to purchase stock in the future at a fixed price
- **hiring bonuses** - compensate for the deferred compensation lost when leaving a former company

Fill-in-the-blanks

1. _____ rewards come from the job itself; _____ rewards come from outside the job.
Intrinsic; extrinsic
2. Wages, bonuses, and pension plans are examples of _____ rewards.
financial
3. The _____ is the source of companies' compensation programs.
job evaluation
4. Scanlon and IMPROSHARE are examples of _____ incentives.
organization-wide
5. Using pre-set pay levels that determine what people are paid based on their type and level of competency is called _____.
Broad-banding
6. _____ protect executives when a merger or hostile takeover occurs by providing severance pay or a guaranteed position.
Golden parachutes

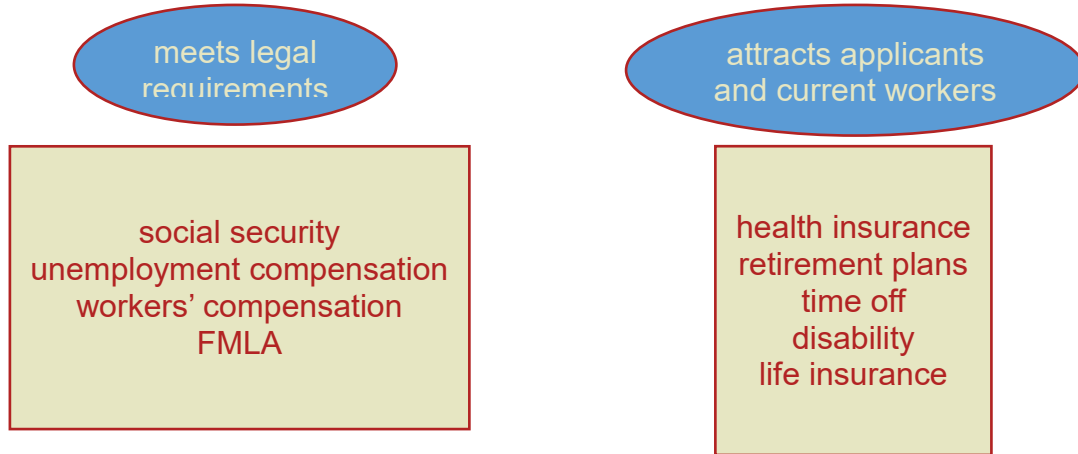
Chapter 12

Employee Benefits

- have grown in importance and variety
- are typically membership-based rewards offered to attract and keep employees
- do not directly affect a worker's performance, but inadequate benefits lead to employee dissatisfaction
- benefit and service offerings add about 30% to an organization's payroll cost

- benefits become the focus of negotiations with employees when large wage and salary increases are not feasible

Contemporary Benefits Offerings



Unemployment Compensation

- funded by employers who pay combined federal and state tax imposed on taxable wage base
- tax varies based on organization's unemployment experience: the more layoffs, the higher the rate
- provides employees with some income continuation during periods of involuntary unemployment
- typical coverage is for 26 weeks

Family and Medical Leave Act

- requires employers with 50 or more employees to allow up to 12 weeks of unpaid leave for family or medical reasons
- specifies record-keeping and communication requirements
- employer must maintain health benefits.

| Legally Required Benefits | Voluntary Benefits |
|--|---|
| <ul style="list-style-type: none"> ➤ Social Security ➤ Unemployment Compensation ➤ Workers' Compensation ➤ Family and Medical Leave Act ➤ Employee Retirement Income Security Act (ERISA) ➤ Money Purchase Pension Plan ➤ Profit-Sharing Plans ➤ Individual Retirement Accounts (IRAs) | <ul style="list-style-type: none"> ➤ Health Insurance ➤ Preferred Provider Organizations (PPOs) ➤ Point-of-Service Plans (POS) ➤ Consumer-driven Health Plans ➤ Employer-operated Coverage |

Survivor Benefits

The Service Side of Benefits

- a. employee assistance programs
- b. credit unions
- c. housing
- d. tuition reimbursement
- e. uniforms
- f. company-paid transportation
- g. social and recreational events
- h. parking

An Integrative Perspective on Employee Benefits

Modular Plans

employees choose a pre-designed package of benefits from several options

Core-Plus Options Plans

employees given core coverage (e.g. medical, life, disability) with option to select other benefits

Let's Play Jeopardy-style!

1. Social Security, unemployment compensation, workers' compensation, FMLA.

What are legally required benefits?

2. Benefits that pay expenses and/or compensate for losses resulting from work-related accidents or illness, regardless of fault.

What is workers' compensation?

3. Health insurance, retirement plans, time off, disability, life insurance.

What are voluntary benefits?

4. Requires employers with 50 or more employees to allow up to 12 weeks of unpaid leave for family or medical reasons.

What is the Family Medical Leave Act?

5. Money purchase pension plans, profit-sharing plans, IRAs, 401Ks.

What are defined contribution plans?

6. Flexible spending accounts, modular plans, core-plus plans.

What are flexible benefits?

Chapter 13

Health and Safety

OSHA's Six Inspection Priorities

1. imminent danger: where an accident is about to occur
2. fatalities and catastrophes accidents that have led to serious injuries or death: Employer must report within 8 hours
3. employee complaints: employees have right to call OSHA
4. referrals from other federal, state or local agencies, individuals, or news media OSHA's Six Inspection Priorities The Occupational Safety and Health Act
5. Follow-up inspection of industries with the highest injury or illness rates
6. Planned or Programmed Investigations random inspection

OSHA's Record-Keeping Requirements

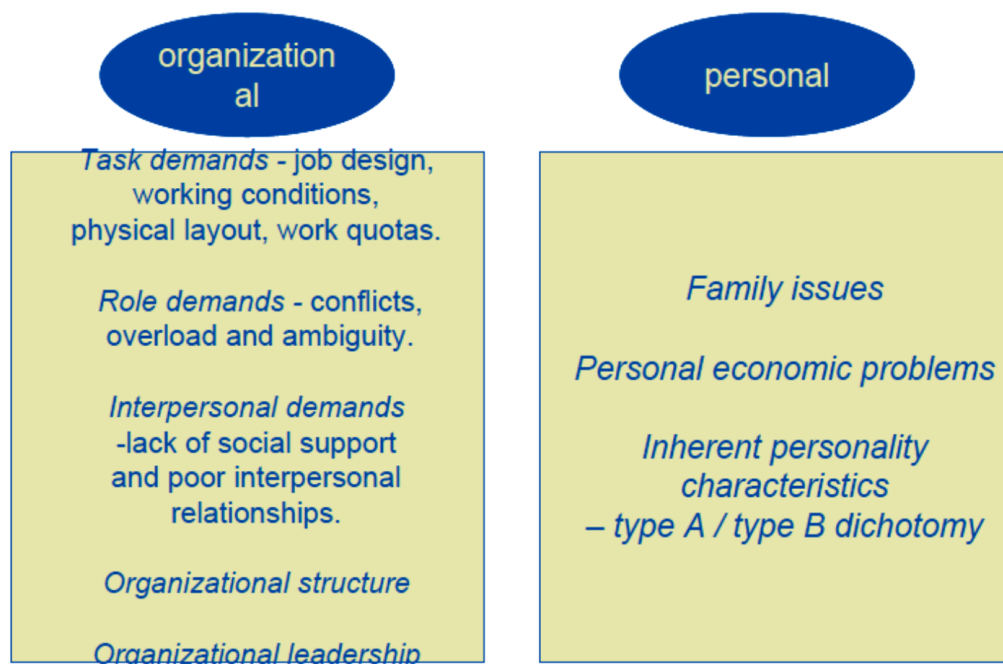
- industries with high incidences of injury (incident rates) must keep records for OSHA
- basis for record-keeping is Form 300
 - must report any work-related illness; report injuries that require medical treatment besides first aid, involve loss of consciousness, restriction of work or motion, or transfer to another job
 - **incidence rate:** number of illnesses, injuries or lost workdays as it relates to a common base of full-time employees

Contemporary Safety and Health Issues

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- Workplace violence
- Indoor air quality
- smoke-free environment
- repetitive stress injuries
- STRESS!

Common Causes of Stress



True or False?

1. It' s not management' s responsibility to provide a safe and healthy workplace.
False!
2. OSHA applies to almost every U.S. business engaged in interstate commerce.
True!
3. Most attorneys recommend companies cooperate with OSHA inspectors.
True!
4. Smoking bans work best when they take a “cold turkey” approach.
False!
5. HR should clarify expectations of employees in an effort to reduce worker stress.
True!
6. EAPs give employees visits with counselors at the company' s expense.
True!

Chapter 14

Labor Relations and Collective Bargaining

Why Employees Join Unions

- **higher wages and benefits:** the strength of large numbers and negotiating skills of professional bargainers give unions an advantage over individuals
- **greater job security:** collective bargaining contracts limit management's ability to arbitrarily hire, promote, or fire
- **influence over work rules:** unions represent workers and define channels for complaints and concerns

The Wagner Act

Unfair labor practices include:

- interfering with an employee's right to bargain collectively
- Interfering with or discriminating against anyone because of union activity
- discriminating against employee who gave testimony under the act
- refusing to bargain collectively with employee representatives

What is collective bargaining?

- the negotiation, administration, and interpretation of a written agreement between two parties, at least one of which represents a group that is acting collectively, that covers a specific period of time

Collective Bargaining

four issues appear in all labor contracts; the first three are mandated by the Wagner Act

- terms and conditions of employment
- wages
- grievance
- procedures hours

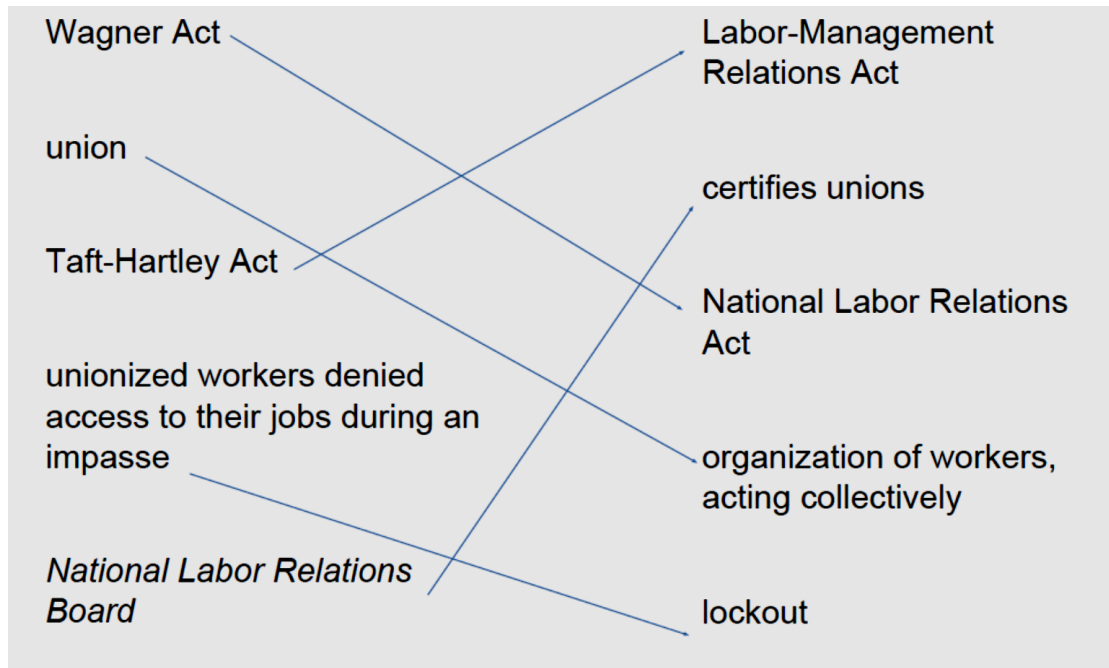
Collective Bargaining Participants

1. large corporations have HRM departments with industrial relations experts; corporate executives, and company lawyers also participate
2. in small companies, the president typically represents the company
3. union bargaining teams include an officer of the local union, local shop stewards, and reps from the international/ national union
4. government watches to ensure rules are followed
5. financial institutions set limits on the cost of the contract

The Collective Bargaining Process

- Prepare for next negotiation
- Contract negotiations
- Agreement
- Union
- Ratification Contract administration

Matching



بالتوفيق للجميع ،، ولا تنسوني من دعواتكم اذا حللتموا زين و ماجبتوا العيد
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