- By Dr. Peterson Magutu

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CONTENTS

1. Managing Operations

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MANAGING OPERATIONS

Dr. Magutu, Peterson Obara (PhD)

University of Nairobi, School of Business

Département of Management Science

A Seed Enterprises Management Institute (SEMI) 2015 Training

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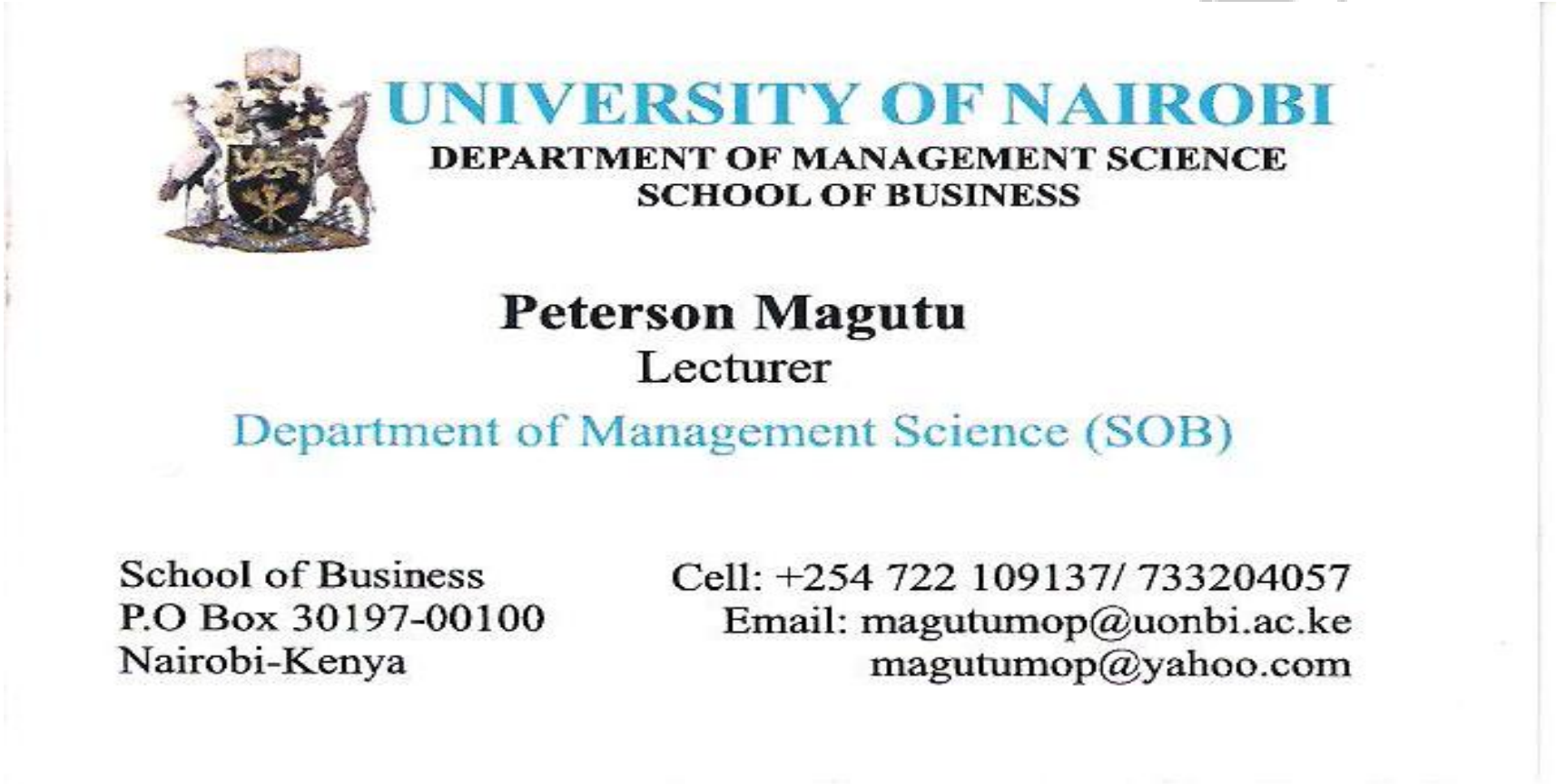
BUSINESS CARD



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OBJECTIVES

- Describe basic operations management concepts
- Describe core operations performance objectives
- Introduce basic capacity management concepts

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INTRODUCTION

Concept of Operations Management

- Operations is not just concerned with what goes on at the point of production…, but is also directly concerned with supplying the materials, the location and layout of facilities, the programming of operations and the motivation of employees.

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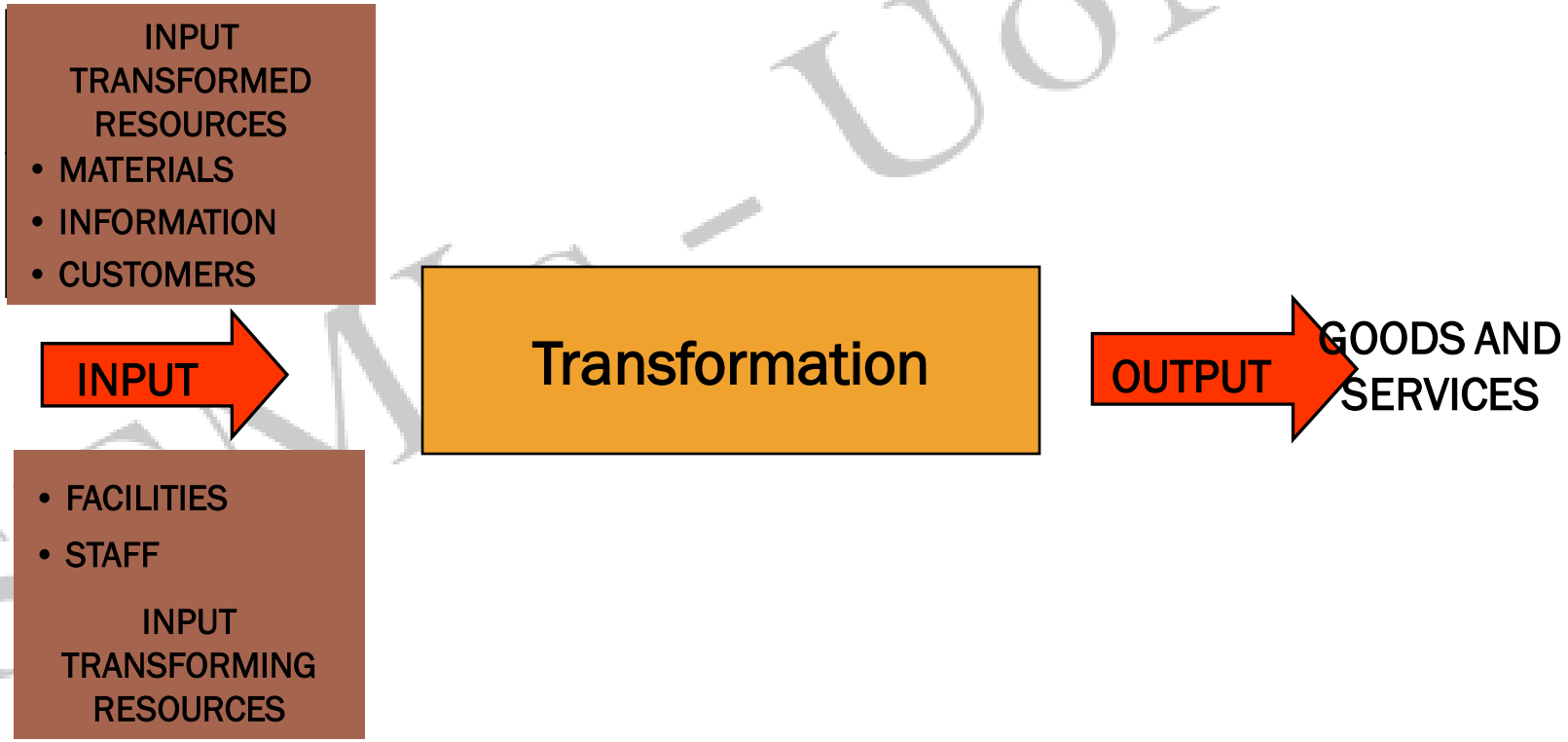
The Activities of Operations Management



Source : Slack et al Operations Mgmt Pearson 2001

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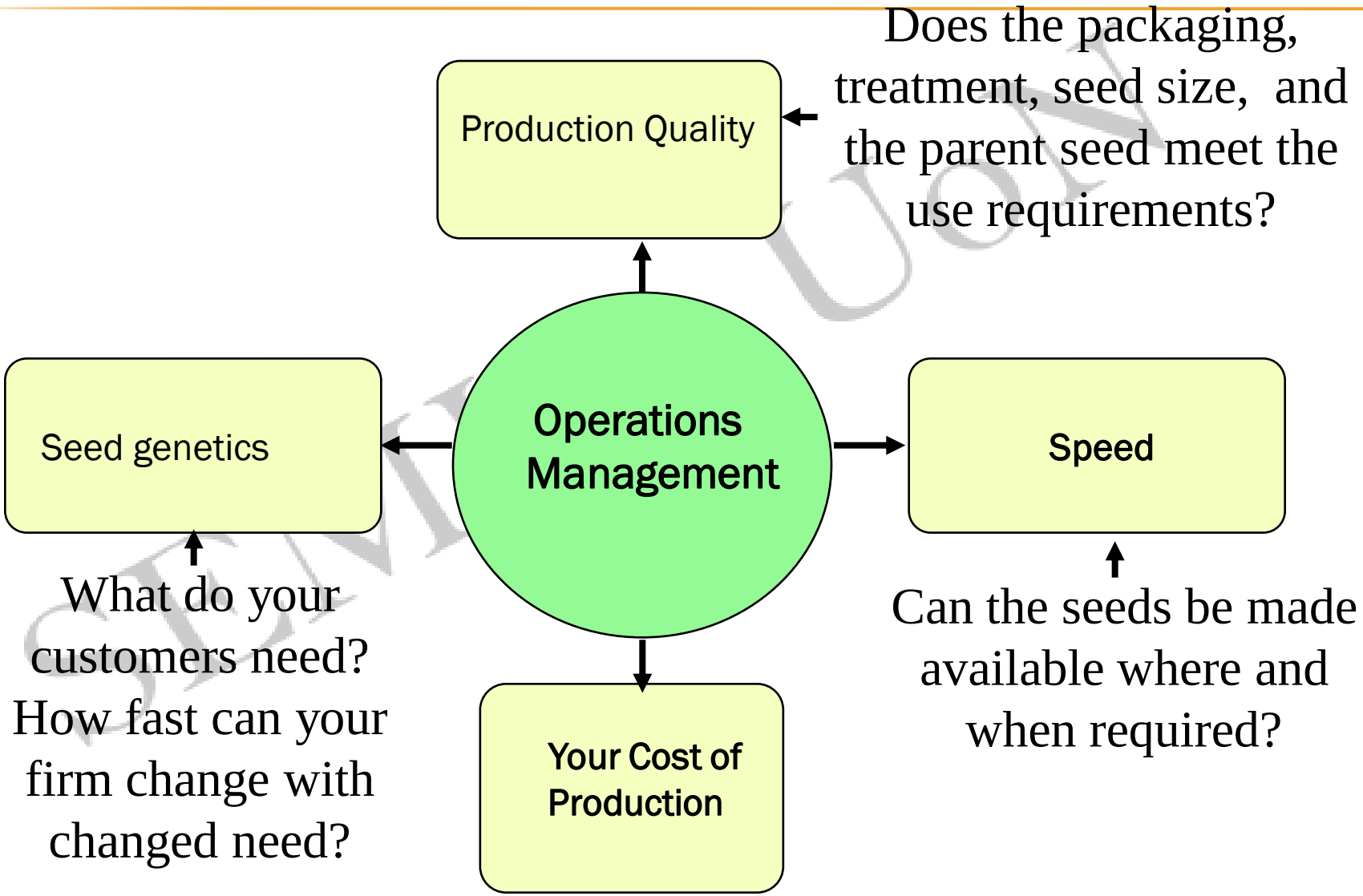
CORE OPERATIONS PERFORMANCE OBJECTIVES



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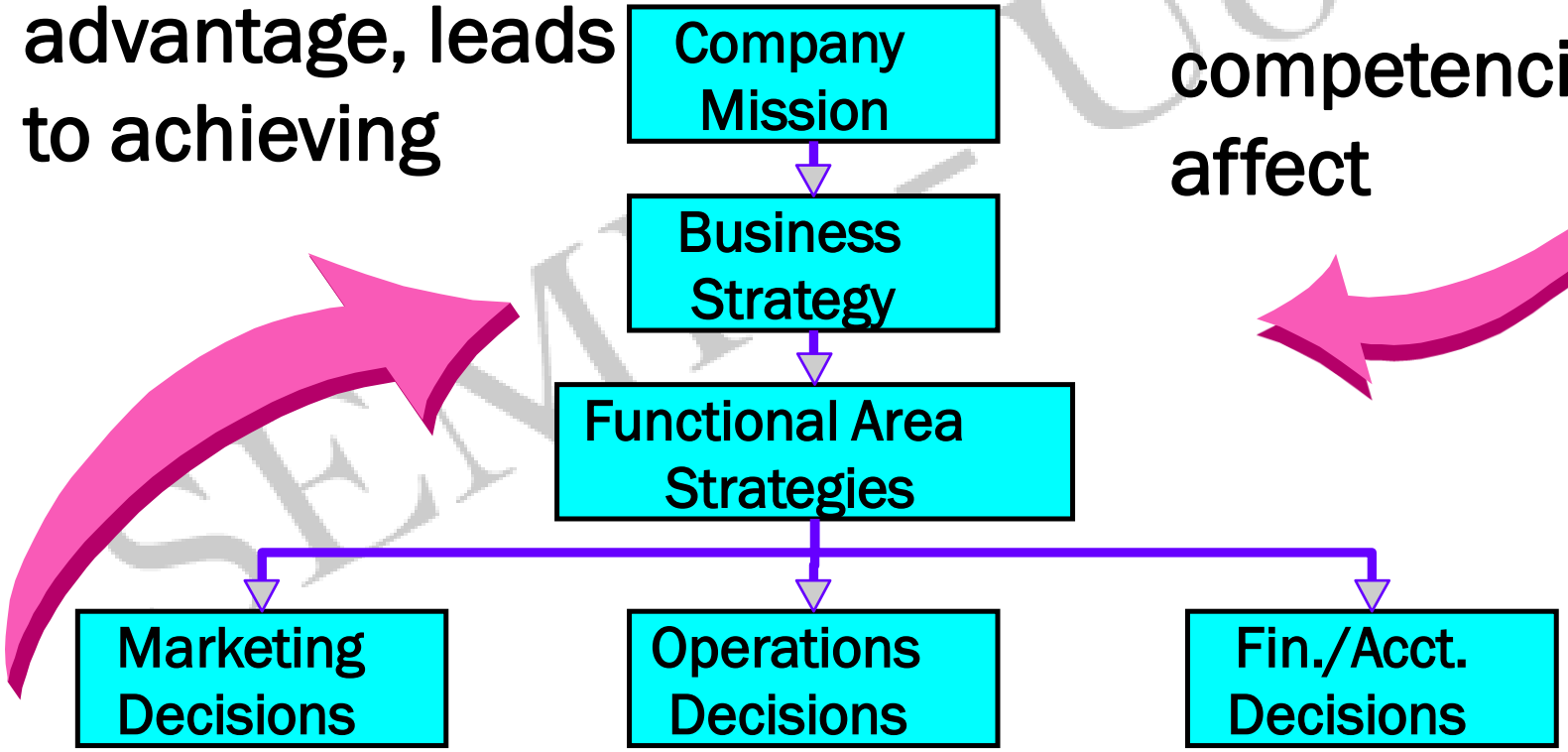
HOW IT WORKS

If competitive advantage, leads to achieving

Distinctive competencies affect



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STRATEGIC OPTIONS MANAGERS USE TO GAIN COMPETITIVE ADVANTAGE

- 28% - Operations Management
- 18% - Marketing/distribution
- 17% - Momentum/name recognition
- 16% - Quality/service
- 14% - Good management
- 4% - Financial resources
- 3% - Other

If one argues that the quality/service categories really belong in OM, the total for OM reaches 44%.

STRATEGIC OPTIONS MANAGERS USE TO GAIN COMPETITIVE ADVANTAGE

- 28% Operations Management
  - Low- cost product
  - Product-line breadth
  - Technical superiority
  - Product characteristics/differentiation
  - Continuing product innovation
  - Low-price/high-value offerings
  - Efficient, flexible operations adaptable to consumers
  - Engineering research development
  - Location
  - Scheduling

VALUE-ADDED & OPERATIONS MANAGEMENT

- Value-added is the difference between the cost of inputs and the value or price of outputs.

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A Supply Chain for Bread

Stage of Production	Value Added	Value of Product
Farmer produces and harvests wheat	$0.15	$0.15
Wheat transported to mill	$0.08	$0.23
Mill produces flour	$0.15	$0.38
Flour transported to baker	$0.08	$0.46
Baker produces bread	$0.54	$1.00
Bread transported to grocery store	$0.08	$1.08
Grocery store displays and sells bread	$0.21	$1.29
Total Value-Added	**$1.29**	

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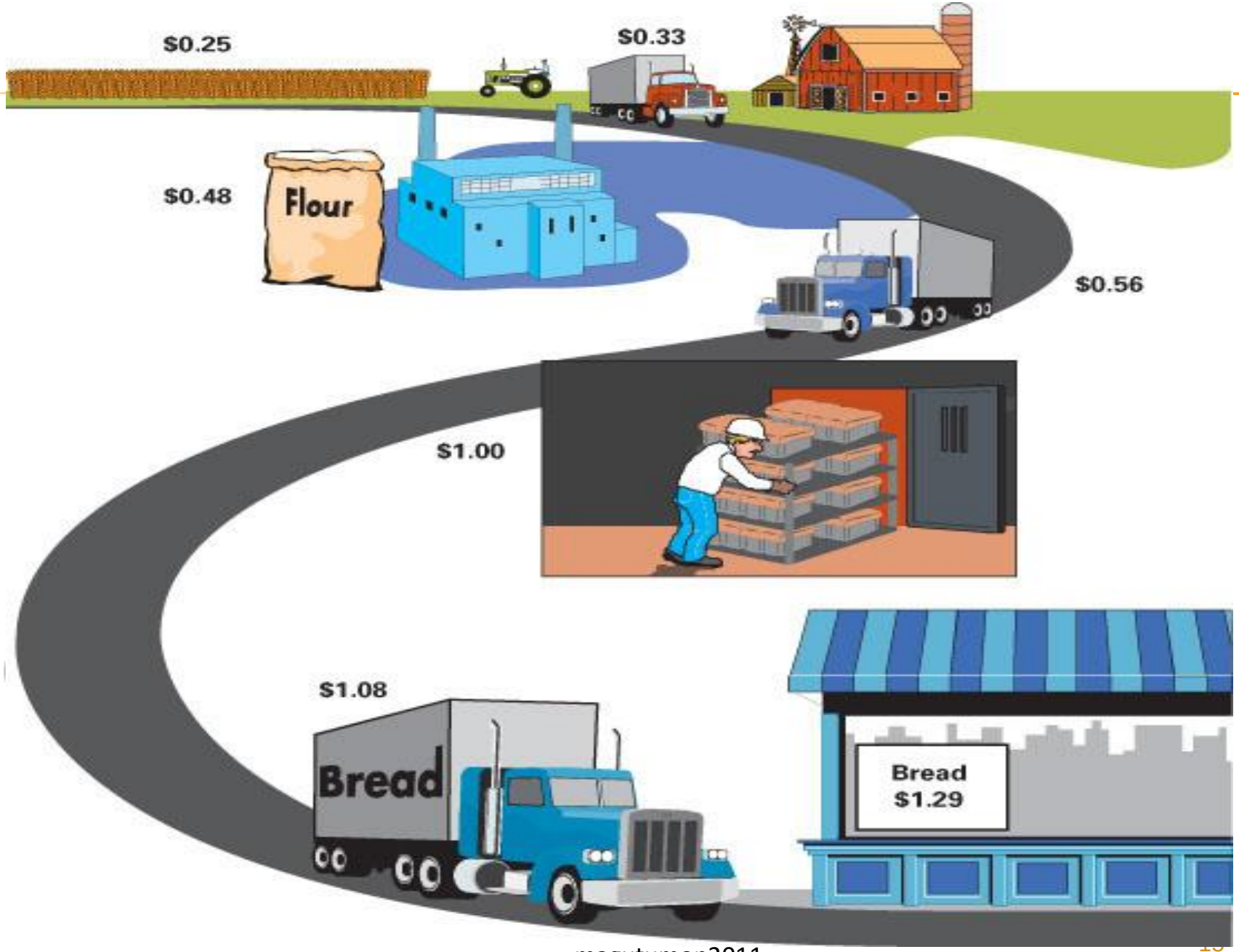
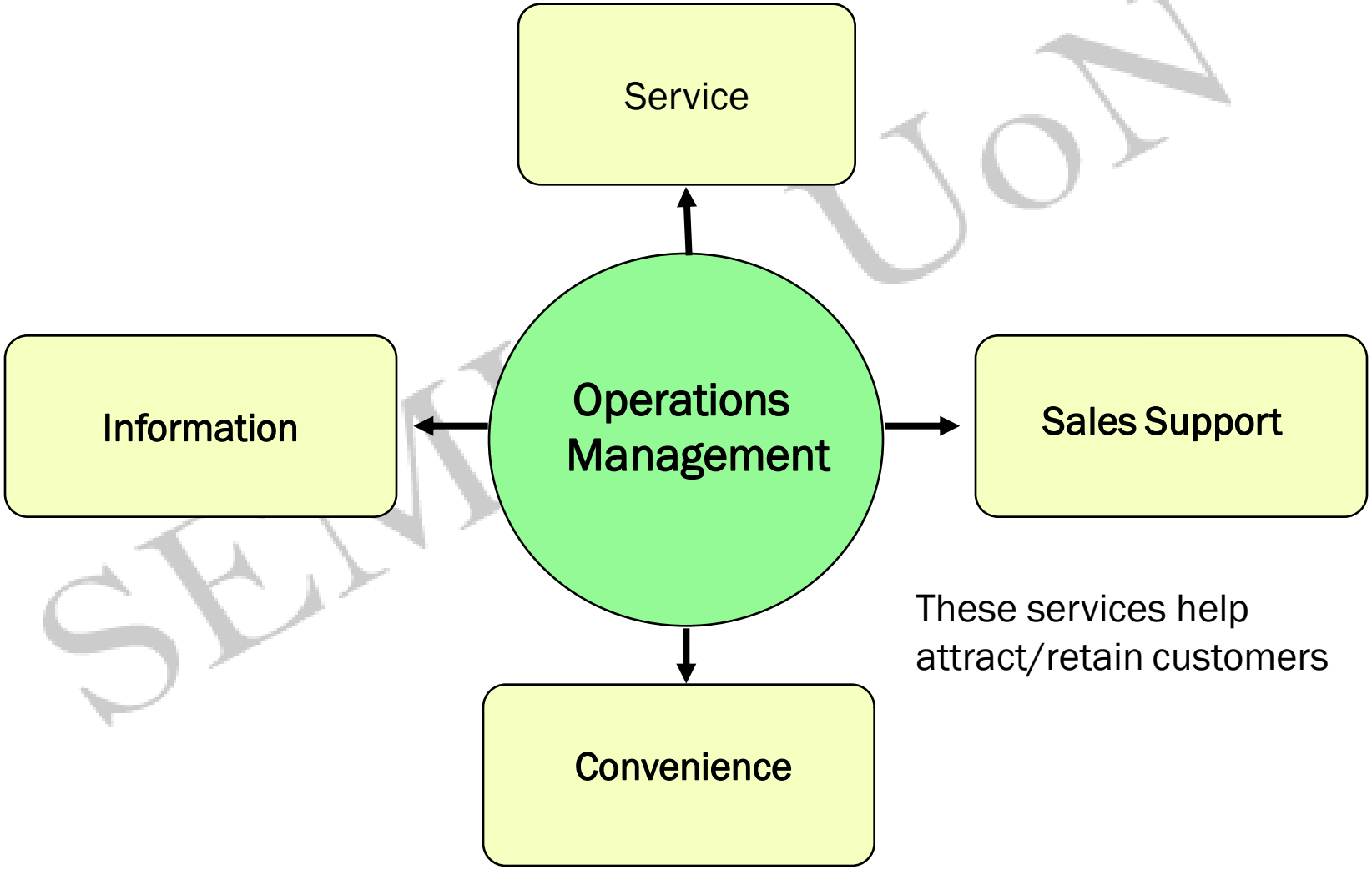


VALUE-ADDED SERVICE CATEGORIES



These services help attract/retain customers

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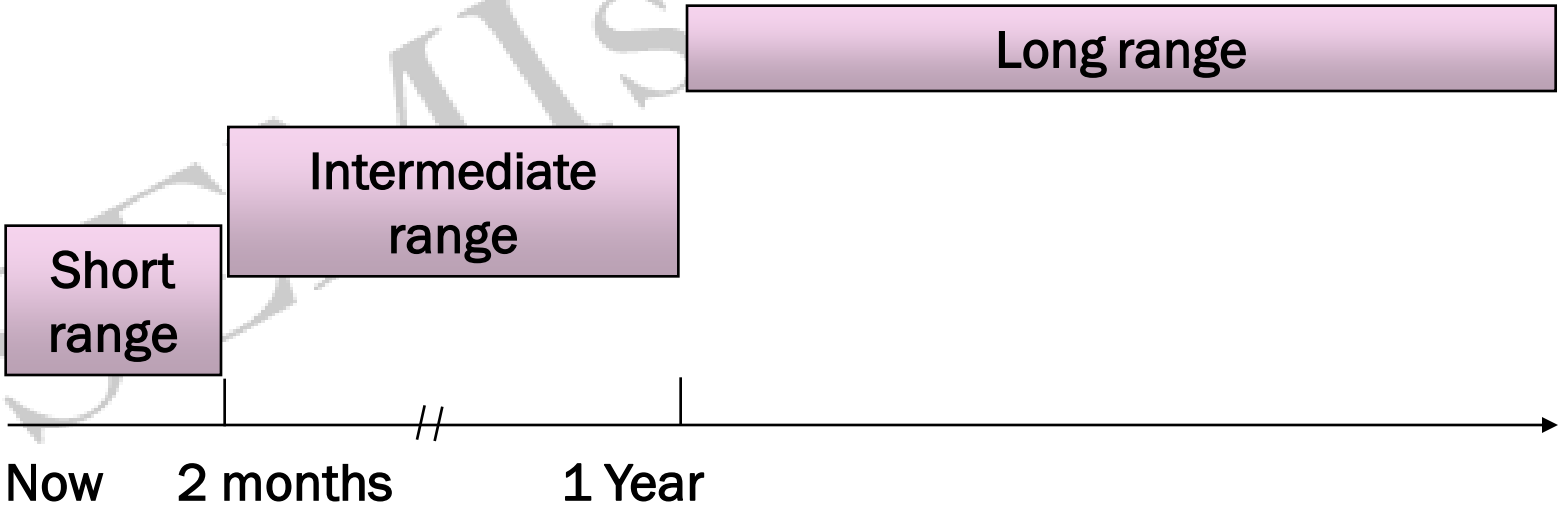
PLANNING HORIZON

Intermediate-range Capacity Plans: Usually covering 2 to 12 months.

Comes from what is referred to as aggregate planning



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Steelmaker DOFASCO Does A Turnaround Through Strategic Refocusing

- It is no secret that Canadian steelmakers are under pressure. The industry is increasingly facing competition from steelmakers in developing countries such as Brazil, China, and India where labour costs are low. While some other Canadian steel makers struggle, Hamilton based Dofasco, in business since 1912, has turned around its losses from a decade ago through a revised strategy. The company also owns or has partial ownership in facilities in the United States and Mexico.

- Until the late 1980s, the company competed on price by producing as much steel as possible at the lowest possible prices. However by the early 1990s increased competition resulted in Dofasco not being able to compete profitably. As a result, by 1992 it found itself in debt and losing money.

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COMPETITIVE PRIORITIES

Cost: Providing low-cost products. To successfully compete in this niche, a firm must necessarily, therefore, be the low-cost producer. But, as noted earlier, even doing this doesn't always guarantee profitability and success.

Quality: Providing high quality products. Quality can be divided into two categories: product quality and process quality. The level of quality in a product's design will vary as to the particular market that it is aimed to serve.

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COMPETITIVE PRIORITIES

Delivery: Providing products quickly. Another market niche considers speed of delivery to be an important determinant in its purchasing decision. Here, the ability of a firm to provide consistent and fast delivery allows it to charge a premium price for its products.

Flexibility: Providing a wide variety of products. flexibility consists of two dimensions, both of which relate directly to how the firm's processes are designed. One element of flexibility is the firm's ability to offer its customers a wide variety of products. The greatest flexibility along this dimension is achieved when every product is customized to meet the specific requirements of each individual customer. This is often referred to as mass customization.

Service: How products are delivered and supported. To obtain an advantage in such a competitive environment, firms are now providing "value-added" service. This is true for firms that provide goods and services.

Why improve operations?

Improving market support

Figure 12.1 **Examples of how to review performance and typical improvements to meet alternative order-winners and qualifiers**

Order-winner or qualifier	Reviewing current performance	Typical improvements
Price	• Review actual material, direct labour and overhead costs • Map current processes and identify areas of material and labour waste • Review the mix of operations volumes • Review annual operations volumes within a service/product range • Review production run lengths • Review the contribution per machine hour • Review product pricing	• Reduce large areas of costs –70–90 per cent of the total cost is usually accounted for by materials and overheads • Reduce material and labour waste • Reduce changeover and set-up times for the manufacturing process • Reallocate products across operations • Focus each operation on a particular market or resource

Why improve operations?

Improving market support

Quality conformance	• Review quality conformance levels for the following areas: services, products, orders, customers and market segments	• Reduce quality conformance errors • Build quality control into the system rather than checking conformance after the event
Delivery reliability	• Review the delivery performance for services/products, orders, customers and market segments • Analyse and compare the delivery lead-times that customers have requested against the actual delivery lead-times that operations supplies • Compare the actual processing with the overall operations lead-time	• Improve the scheduling of activities • Improve process reliability • Hold inventory at varying stages in the process

Why improve operations?

Improving market support

Delivery speed	• Analyse and compare the delivery lead-times that customers have requested against the actual delivery lead-times that operations supplies • Compare the actual processing with the overall operations lead-time • Map the actual operations process and identify any areas of material and labour waste	• Eliminate any waiting time between the steps in the process • Reduce the lead-time of steps in the process • Eliminate wasteful activities
Service or product range	• Review the capability of the process to meet the service or product range required now and in the future	• Develop the capability of the system to cope with the service or product range • Develop employee skill levels • Reduce changeover and set-up times

Why improve operations?

Improving market support

Demand fluctuations	• Assess the ability of the available capacity to respond to known or anticipated changes in demand	• Invest in capacity or inventory
Speed of new service or product development	• Map the new service/product development process and identify waste • Determine the length of activities and their dependency on other activities or key resources • Identify activities for which operations has responsibility	• Eliminate wasteful activities • Increase the capacity of any constraining resources • Reschedule activities so they are completed in parallel (rather than in sequence) with other parts of the process

Why improve operations?

Reducing costs

1. Review where COSTS can be reduced:
- Material, direct and overhead
2. Map activities to identify and eliminate areas of WASTE
- Review and reduce mix of VOLUMES
- Review and increase PRICE of services or products
- Where appropriate
- Review and STOP selling services or products
- Where appropriate

- By Ms Margaret Kariuki

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Contents

1. Job Analysis And Job Design
2. Human Resource Planning
3. Recruitment and Selection
4. Orientation, Training and Development

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Job Analysis and Job Design

- The procedure through which you determine the duties of positions in the organization and the characteristics of the people to hire for them.
- A systematic way of determining which employees are expected to perform a particular function or task that must be accomplished.

Definition

- **Job analysis** – a purposeful, systematic process for collecting information on the important work related aspects of a job
- Job Analysis is a process to identify and determine in detail the particular job duties and requirements and the relative importance of these duties for a given job.
- Job Analysis is a process where judgements are made about data collected on a job.

PTO

- Job analysis produces information for writing **job descriptions** (a list of what the job entails and **job specification** (what kind of people to hire for that job)

PTO

- Job Analysis is used to show the *relatedness* of employment procedures used by the employer. The procedures supported by job analysis include:
  - Training
  - Recruitment and selection
  - Job evaluation
  - Performance appraisal

Why it is done

- **Job description** –the principal product of a job analysis. It represents a written summary of the job as an identifiable organisation unit
- **Job specification** – a written explanation of the knowledge, skills, abilities, traits and other characteristics (KSAOs) necessary for effective performance on a given job

Definition of terms

- **Tasks** – coordinated and aggregated series of work elements used to produce an output (e.g. a unit of production or service to a client
- **Position** – consists of the responsibilities and duties performed by an individual. There are as many positions in an organisation as there are employees

Definition of terms (cont..)

- **Job** – group of positions that are similar in their duties , such as accountant, or IT administrator
- **Job family** – groups of two or more job that have similar duties

Definition of terms (cont..)

- *Work activities* - such as cleaning, selling, teaching etc. the list may also include how, why and when the worker performs each activity
- *Human behavior* – like sensing, communicating, deciding , writing.
- Included here may be information regarding job demands such as lifting weights or walking long distances

Types of information collected for job analysis

- *Machine,, tools, equipment and work aids*. This category includes information regarding tools used, material processed, knowledge dealt with or applied (such as finance or law) and services rendered (such as counseling or repairing)
- *Performance standards* - in terms of quantity and quality levels of each job duty

- *Job context* - such matters as physical working conditions, work schedule, and the organizational and social working context – for example the number of people with whom the employee would normally interact
- *Human requirements* – included information such as job related knowledge or skills (education, training, work experience) and required personal attributes (aptitude, physical characteristics, personality, interest)

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Questions answered by job analysis

- Job analysis provides answers to questions such as:
  - How much time is taken to complete important tasks
  - Which task are grouped together and hence considered a job
  - How can a job be designed or structures so that the employee's performance can be enhanced

- What kind of behaviours are needed to perform the job
- What kind of person (in terms of traits and experience) is best suited for the job
- How can the information acquired by a job analysis be used in development of HRM programmes

Questions answered by job analysis (cont…)

- Step 1:
- Examine the total organization and the fit of each job
- Provides a broad view of how each job fits into the total fabric of the organization
- Organizational chart and process chart are used to complete step 1
- Step 2
- Determine how the job analysis information will be used
- Encourages those involved to determine how the job analysis and design information will be used – will it be used for job description

Steps in job analysis

- Step 3
- Select jobs to be analyzed. These would be representative job positions especially if there are too many jobs to be analyzed
- Step 4
- Collect data by using acceptable job analysis techniques.
- The techniques are used to collect data on the characteristics of the job, the required behaviours and the characteristic an employee needs to perform the job

Steps (cont…)

- Step 5: prepare job descriptions
- Step 6: prepare job specification
- Step 7: Use the information in step 1 – 6 for job design, planning, recruitment, selection and training, performance evaluation, compensation and benefits etc

Steps (cont..)

- *1.To validate* or assess the accuracy of organizational selection procedures
- *2.Recruitment and selection"*:
  - Job analysis information helps recruiters seek and find the right person for the organisation.
  - And to hire the right person, the selection test must access the most critical skills and abilities needed to perform a job. This information comes from a job analysis

The uses of job analysis

- *3.Training and career development*:
  - Knowing the skills necessary for jobs is essential to building effective training programmes.
  - Moreover, helping people to move efficiently from one career stage to another can only be accomplished with information from job analysis

The uses of job analysis (cont..)

- *4. Compensation*:
- Compensation is usually tied to the duties and responsibilities of a job.
- Thus, proper compensation demands accurate assessment of what various jobs entails
- 5. Performance appraisal
- 6. Job evaluation

The uses of job analysis (cont..)

- 7. Strategic planning
  - More and more, managers are beginning to realize that job analysis is another important tool in an organization's overall strategic planning effort.
  - Effective job analysis can help organizations to change, eliminate or otherwise restructure work or work flow process to meet the changing demands of uncertain environments

The uses of job analysis (cont..)

- In conclusion, it should be noted that job analysis covers the entire domain of HRM as it would be difficult to be effective in hiring, training, appraising , compensation or utilize HR without the information derived from job analysis

The uses of job analysis (cont..)

- If a organisation has only an occasional need for job analysis information, it may hire a temporary job analysts from outside
- Other organisations will have job analyst experts on full time
- Others will use supervisors, job incumbents, or some combination these to collect job analysis information

Who should conduct job analysis

- Each of these choices has strengthen and weaknesses
- Use of job incumbent - strengths
- Job incumbent are a good source of information about what work is actually being done rather than what work is supposed to be done
- Also involving incumbents in the job analysis process might increase their acceptance of any work changes stemming from the result of the analysis

Who should conduct job analysis (cont…)

- Use of job incumbent –
- Job analysis should describe the work activities the work of a job independent of any personal attributes of a given job incumbent.
- Because incumbents tend to exaggerate the responsibilities and importance of their work, this objectivity might be difficult to achieve when incumbents conduct the job analysis

Who should conduct job analysis (cont…)

- The choice of who should analyse a job depends therefore on many factors:
- Location
- Complexity of the job
- How receptive incumbent might be to external analysis
- The intents purpose of the result of the job analysis

Who should conduct job analysis (cont…)

Methods of data collection

- There are four basic methods of data collection which can be used separately or a combination:
  - Observation
  - Interview
  - Questionnaire
  - Job incumbent diaries or logs

- Direct observation is used for jobs that require manual, standards, and shot-job cycle activities e.g. job of a assembly line work, a filing clerks,
- The job analysis observes a representative sample of individuals performing the jobs

observation

- Observation method is not appropriate where the job involves significant mental activity such as work of a research scientist, lawyer, teacher etc
- The observation method requires that the job analyst be trained to observe relevant job behaviours
- He/she must also keep out of the way so that work must be performed

Limitations of observation method

- Can be conducted with a single job incumbent, or with group of individuals or with a supervisor who is knowledgeable about the job
- Involves face to face talk with the job incumbents
- Must be structure in such a way that answers from different individual can be compared

interviews

Advantages of interview

- Its relatively simple and quick way of collecting information including information that might never appear in written form
- A skilled interviewer can unearth important activities that occur only occasionally, or informal contacts that wouldn’t be obvious form the organizational chart
- The interview also provide an opportunity to explain the need for and functions of the job
- The employee might also vent frustration that might otherwise go unnoticed by management

- However, it should be noted that interview guides are difficult to standardize – different interviewers many ask different questions and the same interviewer might unintentionally ask different questions of different respondents
- There is also possibility that the information provided by the respondents will be unintentionally distorted by the interviewer.
- Finally the cost of interviewing can be very high

Limitations of interview

- What is the job being performed
- What are the major duties of your position, what exactly do you do
- What physical location do you work in
- What education, experience, skills and (where applicable) certification and licensing requirements
- In what activities do you participate
- What are the job responsibilities and duties

Typical questions in an interview

- What are the basic accountabilities or performance standard that typify your work
- What are your responsibilities? What are the environmental and working conditions involved
- What are the jobs physical demands ? The emotional and mental demands
- What are the health and safety condition
- Are you exposed to any hazards or unusual working conditions

Typical questions in an interview (cont..)

Questionnaire method

- This is usually the least costly method of collecting information
- It is an effective way to collect a large amount of information in a short period of time
- The questionnaire includes:
  - Specific questions about the job
  - Job requirements
  - Working conditions
  - Equipment

- A less structures, more open-ended approach would be to ask job incumbents to describe their jobs in their own terms
- This open-ended format would permit job incumbent to use their own words and ideas to describe the job

Questionnaire method (cont..)

- ***Keep it as short as possible*** – people do not generally like to complete forms
- ***Explain*** what the questionnaire is being used for – people want to know when it must be completed. Employees want to know why the questions were being asked and how their response will be used
- ***Keep it simple*** – do not try to impress people with technical language. Use the simplest languages to make a point or ask a question
- ***Test*** the questionnaire before using it – in order to improve the questionnaire, ask some job incumbents to complete it and to comment on its features. The test will permit the analyst to modify the format before using the questionnaire in final form

Hints that will make the questionnaire easier to use

Job incumbent dairy or log

- The diary or log is a record by job incumbent of job duties. It includes:
  - Frequency of the duties
  - When the duties were accomplished
- This technique requires the job incumbent to keep a diary or log
- Unfortunately, most individuals are not disciplined enough to keep such a log a diary.

Job incumbent dairy or log (cont..)

- If a diary if kept up to date, it can provide good information about a job
- Comparison on a daily, weekly or monthly basis can be made
- This permits an examination of the routineness or nonroutininess of the job duties

- A daily log is useful when attempting to analyse jobs that are difficult to observe such as those performed by engineers, senior executives etc

- FJA identifies performance standards and training requirements.
- Functional job analysis rates the job not just on data, people, and things, but also on another dimensions: worker instructions, reasoning, mathematics, language.

Other methods – Functional Job analysis (FJA

- Functional Job Analysis includes scales (numbers) that measure:
- **Worker-instruction** scale.
- Scales that measure **reasoning, mathematics, language.**
- Worker-function scales: measure % of time spent with **data, people and things**
  - **Total 7 scales**

Contents of FJA method / technique

- Any or a combination - a ***multimethod job analysis approach***
- It is recommended a combination because each of the method has its strengths and can elicit more of some specific information
- The choice of method may also be determined by circumstances such as the purpose of the job analysis, and time and budgetary constraints

Which method to use

Job description

- A job description, is a written description of what the job entails
- Written statement of what the worker actually does, how he does or she does it, and what the working conditions are
- job description clarifies work functions and reporting relationships, helping employees understand their jobs.
- Job descriptions aid in maintaining a consistent salary structure.
- Performance evaluations may be based on job descriptions

Information contained in a JD

- Job title/job identification
- Job summary
- Relationships
- Authority of the incumbent
- Standards of performance
- Environmental conditions

- Job title/job identification -Includes:
  - Job title
  - location of the job in terms of department, division or section.
  - May also include immediate supervisor’s title
  - Information regarding salary and /or pay scale
  - grade/level of the job

Job identification

- Brief one or two sentence statements describing the purpose of the job and what outputs are expected from the incumbents
- Describes general nature of the job and includes only the major functions of the job or activities e.g. the marketing managers job is to plan, direct and coordinate the marketing

Job summary

- Shows job holders relationship with others inside and outside the company. Includes:
  - reporting to
  - Supervises
  - Works with
  - Outside the company

Relationships

- List each of the job major responsibilities separately, and describes it in a few sentences
- Responsibilities and duties , includes:
  - description of the job duties, responsibilities, and behaviour performed on the job.
  - Describe the social interaction associated with the work (for example, size of the work group, amount of dependence in the work)
  - This section should also define the limits of the jobholders authority, including his or her decision making authority, direct supervision of other personnel and budgetary limits.
- Includes general statements like “perform other assignments as required” purpose is to give supervisor more flexibility in assigning duties.

Responsibilities and duties

- List the standard the employee is expected to achieve under each of the job descriptions main duties and responsibilities .g. accurately post accounts payables, meet daily production targets etc

Standard of performance

- Environment/conditions – description of the working conditions of the job, the location an environment such as hazards and noise levels

Environmental conditions

- This evolves form the JD
- It is a statement of employee characteristics and qualifications required for satisfactory performance of defined duties and tasks comprising a specific job or function.
- It addresses the question “what personal traits and experience are needed to perform the job effectively”
- the JS is specifically useful in offering guidance for recruitment and selection e.g. the job for HR manager would require a university degree, six year of experience in HRM

Job specification

Components of a Job Specification

- **Personal characteristics** such as education, job experience, age, sex, and extra co-curricular activities.
- **Physical characteristics** such as height, weight, chest, vision, hearing, health, voice poise, and hand and foot coordination, (for specific positions only).

  Mental characteristics such as general intelligence, memory, judgment, foresight, ability to concentrate, etc.

  Social and psychological characteristics such as emotional ability, flexibility, manners, drive, conversational ability, interpersonal ability, attitude, values, creativity etc.

- Various contents of a job specification can be prescribed in three terms:
  - Essential qualities which a person must possess;
  - Desirable qualities which a person may possess; and
  - Contra-indicators which are likely to become a handicap to successful job performance.

Human resource Planning

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HR planning defination

- Human Resource planning is the process by which an organisation ensures that:
  - It has the right number and kinds of people,
  - At the right places,
  - At the right time,
  - Capable of effectively and efficiently completing those tasks that will help the organisation achieve its overall strategic objectives.

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Definition

- It is the process of assessing the future supply of and demand for human resources.
- It also provides mechanisms to eliminate any gaps that may exist between supply and demand
- It is a process of determining what positions in the firm will have to be filled and when

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- Human Resource planning translates the organization’s overall goal into the number and types of workers needed to meet those goals.
- Without clear-cut planning, estimation of an organization’s human resource need is reduced to mere guesswork.

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Definition (cont..)

- Thus, HR planning determines the number and types of employees to be recruited into the organisation or phased out of it

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Factors affecting planning

1. Organisation policy on recruitment, retirement, workforce mix etc
2. organizational values and strategies
   - values - If it values longevity of employees, then the HR plan might adopt that a strategy to recruit and promote from within.
   - Strategy - if an organisation is pursuing a diversification strategy, then the HR plan should ensure that it is prepared with staff that can help the firm achieve its strategy

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3. Changing demographic - more young, more old, more educated

If the markets of labour changes to more young, more old, more women or more educated people etc, then the job descriptions, compensations strategies and general way of working might have to change to suit these groups

4. Government policy. Requirement for gender balance, disability employment, mandatory retirement age

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Factors affecting planning (Cont..)

- 5. The type of people employed and the task they perform.
  - An organization may not need to plan very far in advance for unskilled labor, since they will usually be in abundant supply.
  - Certain high skills job require planning activities that project a year or two into the future. Planning for executive replacement may need 10 years ahead

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Process of HR planning

- Review your current organizational strategic plan
- Review the current human resources situation
- Forecast on the future HR needs (supply and demands)
- Planning on meeting HR needs
- Implement the plan – recruit, select, training , downsizing

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Reviewing the current strategic plan

- HR planning goes hand in hand with the organizational *strategic planning*
- *Strategic planning* refers to the organizational decision about how it wants to accomplish its mission and strategies
- The first stage of HR planning is the point at which HRM and strategic planning initially interact.
- What is the future direction of the company and what are the implications of HR
- Future direction in terms of technology, markets, organizational structures, etc

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HR planning and SP (cont..)

- the strategic planning takes into consideration the following:
  - Technological forecast
  - economic forecast
  - market forecast
  - organizational planning
  - investment planning
  - annual operational plans

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A model for HR planning process (cont..)

- The role of HR is to ensure that the implementation of the strategic is successful, by putting in place the right HR
- The acknowledgement that HR policies and practices have a critical linkage with the overall organizations strategy is generally termed *strategic human resources management (SHRM*)

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- Without an effective HR plan to support the recruitment and selection function in the organisation, it would be impossible to move fast enough to stay competitive

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Review the current human Resource situation

- This is done by studying personnel records
- In studying personnel records one need to know the following:
  - How many do we have in what category? Quality and quantity
  - Who is leaving the organization and when (project turnover as result of resignation and termination)

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Forecasting Future Human Resource Needs

I. Forecast Staff demand
II. Forecast Staff supply

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Forecasting demand

- How many,what levels when
- The demand is closely tied to the strategic direction that the organisation has decided to take. – are we engaged in reengineering that will shrink the workforce in the coming years

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Forecasting demand (cont…)

- Consider:
  - major customer requirements and hence forecast on revenue and seasonal fluctuations
  - Projected staff turnover (as a result of resignation or termination or retirement)
  - Strategic decisions to upgrade the quality of products or services or enter new markets
  - Technological and other changes resulting in increased productivity
  - Financial resources available to you
  - Staff movements and transfers

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Techniques of forecasting demand

- Experts estimates
- Trend projections
- Statistical modeling
- Unit demand forecasting
  - All these require close collaboration between HR department and line management

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Experts estimates

- Expert(s) provide the organisation with demand estimates based on experience, guesses, intuition, and subjective assessment of available economic and labour force indicators
- This can be done an individual providing estimates, which are then revised based on estimates of other individuals estimates. This is called *Delphi technique*
- Or individuals develop estimates, followed by a group brainstorming sessions in the hope of generating one group decisions. This is called *nominal group technique (NGT)*

Trend projections

- This involves developing a forecast based on past relationship between a factor related to employment and employment itself
- E.g.. for many businesses, sales levels are related to employment needs. The planner can develop a table showing past relationship between sales and employment

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Modeling and multiple-predictive technique

- This is using sophisticated forecasting and modeling techniques. This method uses many factors such as sales, GDP, incomes etc and develop mathematical models for forecasting

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Unit demand forecasting

- The unit (which can be an entire department, a project team or some other group of employees) demand is forecast and the sum total of these units becomes the employment forecast.
- The unit manager analysis person by person, job –by-job needs in the present as well as in the future.

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- By analyzing the present and future requirements of the job and the skills of the incumbent, this method focuses on the quality of workers

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Forecasting supply

Internal supply.

- The main task is to determining which current employees might be qualified for the projected openings
- This determines how many, and what kind of employees are currently available in terms of skills and training necessary for the future.
- The major tool used to assess the current supply of employees is the *skills inventory*
- In some organisations, there will be a separate inventory just for managers called a *management inventory*

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- Both of these serve the same purpose: to note what kind of skills, abilities, experiences, and training the employees currently have.
- By keeping track of these, the organisation can quickly determine whether a particular skill is available and when it will be needed
- Skills inventory are also useful in career planning, management development and related activities

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Contents of a skills inventory

- Once a decision has been made to create a skills inventory, the HR manager must determine what information will be contained in the system.
- The only data available to the organisation for late use will be whatever has been designed into the system

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Contents of a skills inventory (cont..)

- The list of data that can be coded into the skills inventories is endless and it must be tailored to the needs of each organisation.
- Some of the most common items include:
  - Name and Employees number
  - Present location
  - Date of birth, date of employment

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Contents of a skills inventory (cont..)

- Job classification
- Specific skills and knowledge
- Education and field of education(formal education and course taken since leaving school)
- Knowledge of a foreign language
- Professional qualification
- Publication, licenses, patents, hobbies,
- A supervisors evaluation of the employees capabilities

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Contents of a skills inventory (cont..)

- Salary range,
- Items often omitted, but become increasingly important
- Employees stated career goals and objectives, including geographical preferences and intended retirement date

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Components of a skills inventory

- Components of a skills inventory are therefore as follows:

1. Data summarizing the employees past:
2. Data summarizing status of present skills
3. Data that focus on the future

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Data summarizing the employees past

- a) Title and brief job description highlighting positions held in the last two to five years either in the organisation or previous organisations
- b) Critical skills needed or developed in these positions – manual, cognitive, creative

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Data summarizing the employees past (cont..)

- C) Educational achievements – high school, job relevant classes, college (major minor)
- D) significant special project accomplished during the last three years (within this organisation or the previous organisation)

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Data summarizing the status of the present skills

- A) skill related highlights last three performance appraisals
- B) Employee perception of what is done well on present job e.g. skill competencies, perception of how skills could be improved
- C) Employees supervisor perception of the same

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3. Data that focus on the future

- A) personal career goals – one year, three years, identify specific positions and aspiration. Avoid global generalities like “higher up”
- B) view of the individuals present supervisors as to what he or she could be prepared to become. List specific position
- C) specify training and development efforts that the individual is motivated to undertake – on the job, off the job, classroom or experiential

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- The above three components are just a sample and some organisations may have a skill inventory cataloguing different job classification

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Maintaining the skills inventory

- The skill inventory is maintained by continuous gathering, handling and updating data. Decisions to be made include:
- Method of data gathering: The two principle method of gathering data are interviewing and questionnaire
- When to update: Updating must be planned – e.g. annual update, or where changes are frequent, monthly update
- Manual or computerizes: A decision will also have to be made on whether to store data manually or to computerize it

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Forecasting external supply

- From the labour market
- Consider: economic indicators – competition and wage levels, cost of living, education levels, unemployment levels
- Forecast on the availability of potential job candidates in specific occupation e.g. IT administrator, HR personnel, is there an under or over supply.

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Action decisions in HR planning

- After HR planning system has analyzed both the supply and demand for future workers, these two forecasts are compared to determine what if any actions should be taken.
- Whenever there is a discrepancy between the two estimates, organisations need to choose a course of action to eliminate the gaps

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Action decisions on a shortage of employees

- When the employment specialist find that the supply is less than the demand, several possible are open to the organisation.
- 1) if the shortage is small and the employees are willing to work overtime, it can be filled with present employees
- 2) If there is a shortage of highly skilled employees, training and promotion of present employees, together with recruitment of less skilled employees are possibilities.

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Action decisions on a shortage of employees (cont..)

- Other decision can also include:
- recalling employees who were laid off
- Use of part time workers, subcontracting,

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Action decisions in surplus conditions

- When supply is more than demand solutions include:
- attrition – not replacing those who leave
- Early retirements to accelerate attrition (this must be carefully planned, so that it does not lead to acute shortage of skill that will negatively affect companies ability to compete)
- Demotions Layoffs
- Termination
- Transfers
-

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- As an approach to dealing with a surplus, most organisations avoid lay offs and rely more on attrition, early retirements and creation of work etc

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Plan on how to meet Human Resource need

I. Training and development
II. Recruitment and selection
III. Retirement
IV. Rightsizing

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RECRUITMENT AND SELECTION

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Reported misconceptions about R and S

- First, research is not well disseminated and remains buried in jargon laden pages of academic journals , rather than translated into “something useful” and made accessible to HR executives

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- Second, research is focused on the situation in the abstract and seldom takes into account the many contextual factors (e.g., budget, time constraints) an HR practitioner must juggle in making decisions about what tools and strategies to employ.

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- Third, many HR professionals in staffing functions and particularly those in tight labor markets face constant pressure to deliver qualified candidates quickly and lack the time to create new recruiting and selection programs that take into account current research findings.

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- Fourth, some stakeholders' perceptions and goals for hiring are not compatible with the research making it difficult for the HR professional to incorporate the research findingsinto a hiring program

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- Fifth, many HR professionals find myriad legal requirements confusing. Consequently, they avoid testing and other systematic approaches to selection despite the research because they believe erroneously that testing will create legal problems rather than solve them.

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Meaning of Recruitment

- According to Edwin Flippo: “Recruitment is the process of searching the candidates for employment and stimulating them to apply for jobs in the organisation “
- Recruitment is the activity that links the employers and the job seekers

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Other definitions

- A process of finding and attracting capable applicants for employment
  - process begins when new recruits are sought and end when their applications are submitted.
  - The result is a pool of applicant form which new employees are selected

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Other definition cont..

- It is a process to discover sources of manpower to meet the requirement of staffing schedule and to employ effective measures of attracting that manpower in adequate numbers to facilitate effective selection of an efficient workforce

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Other definitions cont…

- Recruitment is the first step in filling a vacancy. Includes:
  - Examine the vacancy
  - Considering the source of suitable candidates
  - Making contacts with the candidates
  - Attracting applications from them

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Other definitions cont…

- Recruitment is the function preceding the selection which helps create a pool of prospective employees for the organization so that the management can select the right candidates from this pool (to expedite the selection process

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Recruitment needs

- Are of three types
  - Planned – arising form changes in organizational g structure, policy of retirement etc
  - Anticipated – movement in personnel which an organisation can predict by studying trends in internal and external environment
  - Unexpected – resignation, death, accident, illness

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Purpose and Importance of effective recruitment

- The increasing unemployment means that the labour market is large, hence the need to ensure that you attract the right candidates for the jobs
- High turnover for some occupations are another problem for recruiting
- Finding the right inducements for attracting and hiring employees can be a problem also

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purpose

- Attract and encourage more and more candidates to apply in the organisation
- Create a talent pool of candidates to enable the selection of the best candidates for the organisaion
- Determine present and future requirements of the organisation in conjunction with its personnel planning and job analysis activities as

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- Minimize unwarranted cost of selection
- Help increase the success rate of selection process by decreasing the number visibly under qualified or overqualified job applicants
- Help reduce probability that job applicants once recruited and selected will leave the organization only after a short period of time
- Meet the organisaion legal and social obligation regarding composition of workforce

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- Increase organization and individual effectiveness of various recruitment techniques and sources for all types of applicants

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Recruitment process

- Identifying the vacancy : - post to be filled, number of persons, duties to be performed, qualifications required
- Preparing the JD and JS
- Locating and developing the sources of required number and type of employees
- Short listing

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Factors affecting recruitment

- Internal factors
  - Recruitment policy
  - HR planning and strategy
  - Size of the firm
  - Cost of recruitment
  - Growth and expansion

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Factors affecting recruitment

- External factors
  - Supply and demand
  - Labour market
  - Image/goodwill
  - Political-social-legal environment
  - Unemployment rates
  - Competitors

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Sources of recruitment: internal and external

Internal:

- Seeks to fill positions from among the rank of those currently employed
- Best suitable in succession planning – the process of ensuring a suitable supply of successors for current and future senior or key jobs

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Advantages:

1. It is less costly than external recruiting
2. Organisations have a better knowledge of internal applicants skills and abilities than that which can be acquired of candidates in an external recruiting effort

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3. Through performance appraisal and other sources of information about current personnel, decision makers typically will have much more extensive knowledge on internal candidates and thus make more valid selection decisions
4. An organisation policy of promotion from within can enhance organizational commitment and job satisfaction, leading to lower employee turnover and productivity
5. Best used for succession planning

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Disadvantages:

1. If the organisation has decided to change its business strategy, entrenched managers are problem not the best “change masters”” since the internal recruitment approach simply propagate the old way of doing things
2. Complaints of unit poaching good employees from another unit
3. Politics have a greater impact on internal recruitment. Personal biased decisions towards specific candidates not necessarily based on performance or job requirements

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4. Employees who apply for jobs and do not get them may become discontented,: telling unsuccessful applicants why they were rejected and what remedial action might take to be more successful in future is thus crucial

5. Although many times managers post job opening and interviews to all candidates, the manager often knows ahead of time exactly whom he or she wants to hire . Requiring the person to interview a stream of unsuspecting candidates can be a waste of time for all concerned

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6. Groups are sometimes not as satisfied when their new boss is appointed form within their own ranks as when he/she is a newcomer. It may be difficult for the insider to shake off the reputation of being “one of the gang”
7. Inbreeding is another potential drawback. When all managers come up through the ranks, they may have a tendency to maintain the status quo, when a new direction is what is required. Balancing the benefit of morale and loyally with the possible inbreeding problem can be a challenge

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Sources of internal recruitment

- **Job posting/advertising**
- The most efficient way to do it is to have a job-posting system where announcement for positions is made available to all employees through newsletters, bulletin boards and so on.
- When properly done, job posting can substantially improve quality of job placement that are made within the organisations
- **Personnel records**
- Another way is to examine personnel records which may reveal employees who are working in job below their education or skill levels, or/and have potential for further training or who already have the right background for the opening

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External recruitment

- Can be important when:
  - A firm cannot get all the employees they need from the current staff
  - When the firm wants to inject a new perspective into running the organisation

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EXTERNAL SOURCES

- External sources
  - Advertising
  - Colleges
  - Agency Search and Selection
  - Head Hunting
  - Open Evening
  - Referrals and walk –ins
  - Recruitment on the internet

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Advertising

- For this to be successful the firm must address tow issues:
- The advertising media
- The advert construction

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Advertising media

- The selection to the media depends on the positions which the firm is recruiting for
- Local newspapers – for blue collar jobs and jobs whose labour is in plenty supply
- Specialized jobs will be adverted in trade and professional journals like the economists , etc
- Jobs with an international focus will be advertised in international dailies or magazines

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Constructing an Ad

- Should have the following four point guide (AIDA):
  - Attention – must attract attention to the Ad or readers may just miss it or ignore it
  - Interest – you can create interest by the nature of the job itself, or with lines such as “will thrive on challenging work”, or use other aspects such as location
  - Desire – by spotlighting the job interest factors with words such as *travel* or *challenge*
  - Action - Make sure the ad prompts action with statements such as “call today”

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- Should contain the following information:
  - Job content (primary task and responsibilities)
  - A realistic description of the work conditions
  - The location of the job
  - The compensation including fringe benefits
  - Job specification (e.g. education and experience)
  - To whom one should apply

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Employment agencies

- Agencies that charge employees or employers for the placement services
- Major functions:
- To increase the pool of possible applicants and to do preliminary screening

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Why turn to employment agencies

- Your firm doesn’t have its own HR department and is not geared to doing recruitment and screening
- Your firm has found it difficult in the past to generate a pool if qualified applicants
- You must fill a particular opening quickly
- You want to reach currently employed individual who might feel more comfortable dealing with agencies than with competing companies
- You want to cut down on time you are devoting to interviewing

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Executive recruiters (headhunters)

- Are special employment agencies retained by employers to seek out top management talent for their clients
- Usually for crucial execute and technical positions
- Executive recruiters are becoming more and more specialized to recruit for specific functions or industries

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advantages of using head hunters

- The recruiters may have many contacts and are especially experts and skilled at contacting qualified, currently employed candidates who aren't actively looking for a change in jobs
- They can also keep the firms name confidential until late into the search processes
- The recruiters save top management's time of advertising and screening

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Pitfalls of headhunting

- As an employer, you must explain completely what sort of candidate is required and why,
- Some recruiters are also sales people than professionals – they may be more interested in persuading you to hire a candidate than finding one who will really do the job
- Recruiters also claim that what their clients say they want is often not accurate, therefore be prepared for

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College recruiting

- Sending an employers representative to college campuses to prescreen applicants and create an applicant, pool from that college graduating class is an important source of management trainees, promotable candidates, and professional and technical employees

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- Problems with on campus recruiting:
- Its expensive and time consuming – schedules must be set well in advance, company brochures printed, record of interview kept, and much time spent on campus
- Some recruiters are ineffective and/or show little interest in the candidates and act as superiors

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Referrals and walk-ins

- The firm posts announcements of openings and request for referral's in its bulleting and on its wall boards and intranet.

- Pros:
  - Current employees can and usually provide accurate information about the job applicants they are referring, especially since their are putting their own reputation at risk
  - The new employee may come with more realistic picture of what working in the firm is like after speaking with friends there
  - Cons: employees bringing their friends who are not necessity qualified

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Recruiting on the internet

- Firms post job description and vacancies on their websites

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Developing and using application forms

- Once you have a pool of applicants, the selection process can begin, and the application form is usually the first step in this process
- A filled application form provides four types of information:
  1. You can make judgment on substantive maters, such as whether the applicant has the education and experience to do the job.
  2. You can draw conclusion about the applicants previous progress and growth, a trait that is especially important for management candidates

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3. You can draw tentative conclusion regarding the applicants stability on previous work record (here, however, be careful not to assume that an unusual number of job changes necessarily reflects on the applicants stability

4. You may be able to use the data in the application form to predict which candidates will succeed on the job and which will not

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Employee selection

- With a pool of applicants, the next step is to select the best candidate for the job.
- This means whittling down the application pool by using the screening tools such as test, assessment centers, background and reference checks

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Why careful selection is important

- Selecting the right employee is important for three main reasons:
- 1. Performance:
  - Your own performance always depends in part on your subordinates.
  - Employees with the right skills and attributes will do a better job for you and the company.
  - Employees without these skills or who are uncompromising or obstructionist won’t perform effectively and your own performance and that of the firm will suffer.
  - The time to screen out undesirables is before they are in the door, not after

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2. It is costly to recruit and hire employees in terms of interviewing time, reference checking, traveling etc

3. Legal implication of incompetent hiring can be costly and lead to court redress. If you hire a criminal who swindles customers, you will be liable

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Basic tests for selection

- For effective recruiting, therefore, the selection test must be valid and reliable
- Validity:
  - The test should measure what is supposed to measure. The evidence that is being tested should be job related, in other words, the performance on the test is a valid predictor of subsequent performance on the job

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- There are two ways to demonstrate test validity: **criterion validity** and **content validity**
  - Criterion validity – shows that those who do well in the test also do well on the job and vise versa
  - Content validity – show that the test constitutes a fair sample of the content of the job 1l

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Reliability

- Reliability refers to its consistency.
- It is “the consistency of scores obtained by the same person when retested with the identical test or with an equivalent form of test”
- If a person score 90% on Monday, then they should score the same on Tuesday for the same test

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Types of tests

- We can classify test according to whether they measure:
  - Cognitive (mental) abilities.
  - Or psychomotor (motor and physical)
  - Personality
  - Interest or achievements

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Test for cognitive abilities

- These includes:
  - Test of general reasoning ability (intelligence)
  - Test of specific mental abilities like memory and reasoning, verbal comprehension, numerical ability
- (these are normally referred to as aptitude tests)

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- Test for motor and physical abilities
  - These includes test such as manual dexterity, reaction time, speed of hands, arms, mechanical ability, weight lifting, body coordination etc
- Measuring personality and interest
  - These includes persons motivation and interpersonal skills , attitudes, temperaments etc
  - It will measure basic aspects of a applicants personality such as introversion, stability and motivation. These test are done in a projective manner – for example being presented with a picture and asked what you see, picking two statements from one etc

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Achievement tests

- Measure what a person has learned
- Measure your “job knowledge” in areas like marketing, human resources. E.g. giving people a problem in human resources to solve

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Management assessment centre

- Is a 2 to 3 days simulation in which 10 – 12 candidates perform realistic tasks (like making presentations, meetings, case study analysis – each under watchful eye of experts. Also included are interviews, leadership group discussions, management games,

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Other selection techniques

- Background investigation and reference check
- Polygraph (lie detector) and honesty testing
- physical examination
- Substance abuse screening

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Background investigation and reference checks

- Purpose is to verifying job applicants background information and references:
- These include making telephone enquiries, credit rating, use of reference letters
- Commonly verified data include legal eligibility for employment, dates of prior employment, education and identification (dates of birth, address to confirm identity)

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Reasons to conduct background check

- Two main reasons to conduct employment background investigation and/or reference check:
  - To verify faction information previously provided by the applicants
  - To uncover damaging information such as criminal records

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Physical/medical examination

- Takes place once the person is hired or sometimes after the person is hired
- Reasons:
  - To verify that the applicant meets the physical requirements for the
  - Discover any medical limitations you should take into account in placing the applicants
  - To establish a record and baseline of the applicants health for future insurance or compensation claims
  - By identifying health problems, the examination can reduce absenteeism and accidents and, of course determine communicable diseases that may be unknown to the applicant

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Interviewing candidates

- An interview is a procedure designed to obtain information form a person through oral responses to oral enquires. On the basis of these responses the interviewer is able to predict future job performance
- Interview is by far the most widely used personnel selection method

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Types of interviews

- We can classify selection interviews according to:
  - How they are structured - directive or non directive
  - content – type of questions they contain
  - How the firm administers the interview

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Unstructured or non directive

- There is generally no set format to follow so the interview can take various direction
- Lack of structures allow the interviewer to ask follow up questions and pursue points of interest as they develop

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Structured or directive interviews

- The questions and acceptable responses are specified in advance and the responses rated for appropriateness of content
- All interviewers generally ask all applicants the same questions, and hence:
  - Tend to be more reliable and valid
  - It increases consistency across candidates
  - Enhances job relatedness
  - Reduces overall subjectivity (and thus the potential for bias)
  - May enhance ability to withstand legal challenges
- On the other hand structured interviews do not provide opportunity to pursue points of interest as they develop

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Interview content – type of questions

- These could be **situational interview questions** **-** asking candidates how they would behavior in a given **hypothetical** situation and evaluating the applicant based on the choice made
- **Behavior** interview questions asks interviewees to describe how they would reacted to an **actual** situation in the pasts

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- **Job related** interviews – the interviewer tries to deduce what the applicant on the job performance will be base on his or her answers to questions about past behavior. The question here do not revolve around hypothetical questions but ask job related questions e.g. what does human resources recruitment and selection involve

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- **Stress interview** – seeks to make the applicant uncomfortable with occasionally rude questions
- Aims is supposedly to spot sensitive applicants and those with low or high level of stress tolerance
- Stress interviews may help unearth hypertensive applicants who might overreact to mild criticism with anger and abuse

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Administering interviews

- **Personal interviews (one on one)** - two people meet alone and one interviews the other by seeking oral responses to oral inquires
- **Sequential** – several persons interview the applicant in sequence, before a decision is made. This can be structured or unstructured
- **Panel** – a group of interviewers question the candidate. This may have advantage over the others because in sequential candidates may cover the same ground over and over again with each interviewer. But panel format lets the interviewers ask follow up questions based on the candidates answer. This may elicit more responses

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- **Computerized interview** - in this case a job candidate's oral and/visual responses are obtained in response to computerized oral or visual or written questions and/situation
- A candidate is presented with a series of specific questions regarding his/her background,, experience, education, skills, knowledge and work attitudes that relate to the job for which the person has applied
- The questions are presented in a multiple choice and questions come in rapid sequence
- After the computerized interview there is usually a one on one

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What can undermine an interviews usefulness –pitfalls/errors

- **First impression** – which one gets from the interviewees application form and personal appearance
- **Misunderstanding of the job** - interviewers who do not know precisely what the job entails and what sort of candidate is best suited for it usually make their decisions based on incorrect stereotype of what a good applicant is

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- **Candidates-order (contrast) error and pressure to hire** - The order in which you see applicants affect how you rate them. After first evaluating unfavorable candidates, an average candidate can score quite highly
- Pressure to hire accentuate problems like the error or contrast

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- **Non verbal behavior and impressions management -** - eye contact, energy levels , low voice etc can influence the interviewers decision
- Body language, smile, posture may interfere with the interviewers judgment
- **Effect on personal characteristics stereotyping :**
- Involves categorizing groups according to general traits then attributing those traits to a particular individual once the group membership is known
- attractiveness, gender, race - in general, individuals ascribe more favorable traits and more successful life outcomes to attractive people
- Some see men or women as more suitable or a certain race as more suitable

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- **Interviewer's behavior** - some interviewers talk so much that the applicant have no time to answer questions. On the other extreme, some interviewers let the applicant dominate the interview and so don't ask questions. Neither is good situation
- Others play the role of a judge or psychologist

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Designing and conducting an effective interview – steps

The structured situational interview –procedure:

1. Job analysis -write a job description and list of duties, knowledge, skills and abilities
2. Rate the job duties
3. Create the interview questions –situational questions, job knowledge questions etc
4. Create benchmark answers with a five point rating scale
5. Appoint an interview panel and conduct interview – 3 – 6 members preferably the same employees who wrote the questions , also include job supervisor and/or incumbent, and an HR representative
6. Meet to allocate interview responsibilities and train if need be.

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Interview question structure

- **Structure your interview questions so** that it is standardized, consistent and relevant. This will include ensuring that :
  - You base your questions on action job
  - Use knowledge, situational and behavior oriented questions and an objective criteria to assess the interviewees response
  - Train your interviewers
  - Use the same questions for all candidates
  - Use rating scales to rate answers
  - Use multiple interviewers for panel interviews to reduce bias
  - Control the interview – limit the interviews follow up questions

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- 2. **Prepare for the interview**
- The interview should take place in a private room with minimum interruptions
- Prior to the interview, review the candidates application and resume and not areas that are vague or that may indicate strengths or weaknesses
- Remember the duties of the job and the specific skills and traits that you are looking for – review the job specifications
- Start the interview with an accurate picture of the traits for the ideal candidate.

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- 3. **Establish rapport** – put the person at ease – greet the applicant, drop in some courtesy words and start interview with non related question, e.g.. About the whether
- Be aware of peoples background and make additional efforts to make such people relax
-

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- 4. **Ask questions** – follow your list of questions.
- Don’t ask questions which can be answered with yes or no, don’t push words into the applicants mount, don’t interrogate the applicant as if the person is a criminal , don’t be patronizing, sarcastic – ask open ended questions, listen to the candidate, , encourage them
- 5. **Close the interview** – leave time to answer any questions the candidates may have
- End the interview with a positive not, tell the applicant the next steps, make any rejections diplomatically
- **6. Review the interview** – review notes and fill in the structured interview guide

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ORIENTATION, TRAINING AND DEVELOPMENT

Employee Orientation Programs - purpose

- Reduce newcomer stress and anxiety - fear of failure on the job. It is a normal fear of the unknown, focused on the ability to do the job
- Reduce start-up costs
- Expedite proficiency/Skills/abilities
- Assist in newcomer assimilation
- Enhance adjustment to work group and norms

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Purpose (cont…)

- To introduce new employees to the organization and to the employees new tasks, managers and work groups
- Help the new employee get started in the right direction and with a positive attitude and feeling
- Make the employee the person more comfortable, knowledgeable and ready to work within the firms culture, structure, and employees mix

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Purpose (cont…)

- Send clear messages and provide accurate information about the company culture, jobs and expectations.
- Reduce turnover -If employees see themselves as ineffective, unwanted or unneeded, they may react to these feelings by quitting. Turnover is high during the break-in period and effective orientation can reduce this costly reaction

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Purpose (cont…)

- To save time – improperly orientated employees must still get the job done, and to do so they need help. The most likely people to provide this help are co workers and supervisors, who will have to spend time breaking in new employees. Good orientation programs save everyone's time

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Purpose (cont…)

- To develop realistic expectation - new employees must learn realistically what the organisation expects of them and their own expectations of the job must be neither too low nor to high.

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Orientation Program Content

- Information about company as a whole
- Job-specific information

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Company Information

- Overview of company
- Key policies and procedures
- Mission statement
- Company goals and strategy
- Compensation, benefits, safety
- Employee relations
- Company facilities

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Job-Specific Information

- Department functions
- Job duties and responsibilities
- Polices, rules, and procedures
- Tour of department
- Introduction to departmental employees
- Introduction to work group

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Who orients employees

- For smaller firms – operations manages do all the orientation
- Union officials will be involved where unions exists
- Ideally orientation starts with HRM who explain personal policies.
- Orientation should begin with the most relevant and immediate kind of information and then proceed to more general polices of the organisation – give the employee handbook which explains things like working hours performance review, payroll information, vacations etc

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- The supervisor takes over from HR to explain the exact nature of the job, introduce the person to his/her colleagues, familiarizes the employee to the work place and help reduce first day jitter.
- Them how long it should take to reach standards of effective work and encouraging them to seek help
- Show the new worker the immediate environment

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Induction of the employee

- Once orientation is complete, the employee is inducted into the new job but showing him details of how the job is done, identifying any gaps, and on job training to improve performance.
- The period of induction can be short or long depending on the expected scope of work for the employee. For some managers, they may require to spend some time in every department

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TRAINING AND DEVELOPMENT

- Training and development are processes that attempt to provide an employee with information, skills, and understanding of the organisations of the organisation and its goals
- T & D is designed to help a person continue to make positive contribution in the form of good performance

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Defining Training and Development

- *Training* is defined as:
  - Any attempt to improved employees performance on a currently held job or one related to it
  - This usually means changes in specific knowledge, skills, attitudes or behavior
  - It is the methods used you give new or present employees the skills they need to perform their job. It may mean job orientation, showing employees how to use new equipment or showing a sales persons how to sell

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Training (cont..)

- It is a systematic process of altering the behavior of employees in a direction that will achieve organizational goals.
- Training is related to present job skills and abilities

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Training (cont..)

- To effective, training should involve:
  - Learning experienced
  - Be a planned organizational activity
  - Be designed in response to identified needs
  - Should be designed to meet the goals of the organisation while simultaneously meeting the goals of the individual

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Development

- Development refers to:
- Learning opportunities designed to help employees grow
- Such opportunities to not have to be limited to improving employees performance on their current job

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Differences between training and devt

training	Development
Training usually refers to some kind of organized (and finite it time) event -- a seminar, workshop	Development is a process
Training has a beginning and end. Participants are exposed to knowledge and skills associated with new concepts during the event.	Employee development is a much bigger, inclusive "thing". For example, coaching and rotating of job responsibilities to learn about the jobs of their colleagues

Training	Development
Results of training is changes performance	**Results of development is to changes lives**
When we train people, we focus on the job	When we develop people, we focus on the person
When we train people, we're adding value to specific things, such as what their job description is.	When we develop people, we add value to everything. They not only become better in their jobs, they become better in life.

Training	Development
Employee training is a necessity for any business that wants to remain competitive in today’s marketplace.	But leaders who want to make a lasting difference also recognize that training by itself is not enough and development will do
Training people is helpful for a short time,.	Developing people is helpful for a lifetime
Training often focuses on the immediate period to help fit any current deficit in employees skills.	The focus on development is on the long term to help employees prepare for future work demand

The five steps to training and development process

- Training programmes consist of five steps:
- 1.Needs analysis – identifying the specific job performance skills needed, analyzing the skills and needs of the prospective trainees, and developing specific measurable knowledge and performance objectives

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- 2. Determine type of training
- 3.. Instructional design – decide on, compile and produce training programme content, including workbooks, exercises, and activities
- 4. Validation – pilot testing the programme
- 4. implementation
- 5. Evaluation and follow up

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Training needs assessment

- Needs assessment results in data and information on:
- *What* type of training is needed
- *Who* should be trained
- *When* the training should be conducted
- And whether the training is the preferred *approach*

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Analysing training needs

- The needs assessment is a process that is used to determine if and what type of training is necessary.
- It usually involves
- *organizational analysis,*
- *person analysis,*
- *Task analysis*

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Organizational analysis

- Involves examining the firms mission, resources, and goals to determine if training can be used to improve the firms success, growth and strategy
- It tries to answer the question on where the training emphasize should be placed in the company and what factors may affect training
- To do this an examination should be make of the organizational goals, personnel inventories, performance data and climate and efficiency indices
- The organisation financial, social, human resources, growth, and market objectives need to be matched with the human talent, structured, climate and efficiency

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Organizational analysis (cont…)

- This examination should ideally be conducted in the context of the labour supply forecasts and gap analysis
- Organizational systems that may hamper training process should be explored
- Training does not exist in a vacuum and the context in which it occurs has an impact on whether individuals will learn

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Organizational analysis (cont…)

- The review of short term and long term goals of an organisation and any trends that may affect the goals is done to channel the training toward specific issues of importance to the firm (e.g. international expansion, improved customer satisfaction, increased productivity etc)
- So if you are predicting layoff, you could retrain you employees for other roles which will be in demand

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Organizational analysis (cont…)

- a human resources inventory can reveal projected employees mobility, retirement and turnover
- A review of climate and efficiency indexes is important to identify problems that could be alleviated with training
- Climate indexes are quality of work life indicators and include records of turnover, grievances, absenteeism, productivity, accidents, attitude survey, strikes etc

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Organizational analysis (cont…)

- Job satisfaction indexes derive data on employees attitude towards work itself, supervision and coworker
- Efficiency indexes consists of cost of labour, material and distribution; quality of the products, downtime; waste; late deliveries; repairs
- These data are examined to find any discrepancy between desired and actual

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Organizational analysis (cont…)

- It is also important to identify any organizational systems constraint on training. E.g.. if the benefits of training are not clear to top management, they may not plan and budget appropriately for training

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Personal analysis

- *Personal analysis* involves the determination of who needs training, what type of training and the readiness for training
- Examining an employees *performance* against a standard or compared with that of co-workers can help identify strengths, weaknesses and needs
- A process of verifying that there is a performance deficiency and determining if such deficiency should be corrected through training or through some other mean (like improving the working environment)
- Determining whether training could reduce the employees weaknesses

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Personal analysis (cont..)

- There are several methods that can be used to determine the employees needs
  - Supervisor, peer, self and 360 performance reviews
  - Job related performance data (including productivity, absenteeism, accidents, sickness, grievances, waste downtime, customer complaints etc)
  - Observation by supervisor or other specialists
  - Interviews with the employee or his or her supervisor
  - Test of things like job knowledge, skills and attitude surveys
  - Individual employees daily diaries
  - Use of assessment centres

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Personal analysis (cont..)

- The first step in performance analysis is comparing the persons performance with what it should be (actual vs. desired)
- E.g. how many new contacts a salesperson is expected to make per week and how many is John doing
- Distinguish between *can't do* and *won't do* problems

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Personal analysis (cont..)

- If it's a case of *can't do* – find out the causes. E.g. The employee do not know what to do or what your standard are, there are obstacles in the system such as lack of telephone facilities, transport, tools or supplies; does not have the skills; inadequate training

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- *Won't do* problem – here employees do a good job if they wanted to.
- Perhaps you need to change the reward system
- identifying the causes of the problem will help determine whether training will fix the problem

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Task analysis

- *Task analysis* involves the identification of the task, knowledge, skills attitudes (K, S, A) that should be included in the training programme in order to improve on job performance
- Answers the question, what should be taught so that the trainee can perform the job satisfactorily
- Especially useful for determining the needs of employees new to the job
- When conducting a job analysis to determine training needs, both *worker oriented approach*, which focuses on Knowledge, Abilities, Skills and Other Related Charactersics (KASOCs), and a *task oriented* approach, which describes the work activities performed, should be used

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Task analysis (cont..)

- The tool used for task analysis is mainly job description and job specifications because they list the specified duties and skills for a specific job and thus provide a basic reference point for the training required
- You could also uncover training needs by reviewing the performance standards, or you yourself performing the job, or questioning the current job holders and their supervisors

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Task analysis (cont..)

- You could supplement the job description and specification with a task *analysis record form* which consolidates information regarding required tasks and skills in a form that's specially helpful in determining training requirements

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Task analysis (cont..)

- Included in this form is
- List of tasks and for each task:
  - When and how often it is performed
  - Quantity and quality performance – e.g. 100% safety
  - Conditions under which performed – noisy pressroom
  - Skills or knowledge required
  - Where best learned – on the job, formal training etc

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Training methods

- On job training
- Apprenticeship training
- Informal learning
- Job instruction training
- Lectures
- Programmed learning

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On job training (OJT)

- Means having the person learn on the job by actually doing
- Commonly used for new employees, or when introducing new work methods
- Most common type of OJT is the *coaching* or *understudy methods*
- Here an experienced worker or the trainees superior trains the employee.
- It is used at lower levels, there a trainee may acquire skills by observing the supervisor.
- Also today it is being used at top management level too, where a potential future CEO might spend a year understudying the currently CEO
- *Job rotation*, common for management trainees is also another form of OJT
- Special assignments similarly give lower level executives firsthand experience in working on actual problems or specific locations

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Requirements for a successful OJT

- Train the trainers themselves on OJT process
- Provide the necessary training material
- Train the trainers on the principles of learning

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OJT steps

- PESOS formula
- Prepare
- Prepare yourself and the learner
- Prepare all equipment, materials etc
- Put the learner at ease
- Explain whey he or she is being taught
- Create interest, encourage, find out what the learners knows,

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Explain (present the operation)

- Explain the whole job and relate it to some job the worker knows already
- Familiarize the worker with equipment, materials, tools and terms
- Explain the quantity and quality requirements

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Show

- Show the learner how the job is done
- Go through the job at a slow pace several times, explaining each steps and key points
- Have the learner explain the steps to you

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Observe (do a tryout)

- Have the learner go through the job several times, slowly, explaining each step to you. Correct mistakes and if necessary do some of the complicated steps again
- Have the learner do the job at the normal pace

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Supervise (follow up)

- Supervise the learners gradually decreasing supervision, checking from time to time against quality and quantity standards
- Correct faulty work patterns before they become a habit
- Complement good work; encourage until able to meet quality and quantity standards

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Advantages of OJT

- It is relativity inexpensive
- Trainees learn while producing
- There is no need for expensive off site facilities like classroom
- Immediate feed back is given

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Apprenticeship

- Apprentice training is a structured process by which people become skilled workers through a combination of classroom instruction and on the job training
- Widely used to train individuals for many occupations
- Involves have a learner/apprentice study under the tutelage of a master craftsperson

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Informal learning

- Informal learning is any learning that occurs in which the learning process is not determined or designed by the organisation
- Involves day today unplanned interactions between a new worker and his or her colleagues

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Formal classroom training

- A quick and simple way to provide knowledge and skills to a large group of trainees,
- Uses several techniques:
  - Lectures
  - Case study methods
  - Role play
  - Group discussions
  - Management games (emphasizing development of problem solving skills)

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Outdoor oriented programmes

- Are real life action oriented programmes
- Used for leadership, teambuilding and risk taking programmes
- Programmes conducted in remote areas, combining outdoor skills with classroom seminars .g. outward bound programs

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Simulated training

- Is a method in which trainees lean on the actual or simulated equipment they will use on the job , but are actually trained off the job – necessary which its too cost or dangerous to train employees on the job

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Computer based training

- The trainee uses computer-based and or CD-ROM systems to interactively increase his or her knowledge and skills
- <u>Distant and internet based training</u>
  - Includes traditional paper and pencil correspondence courses, teletraining, video conferencing and internet based classes

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Which training approach to use?

- Deciding on an approach or a combination of approaches must be done by within various criteria:
  - The number of people to be trained
  - Availability of materials
  - Cost per person
  - Employees ability for training
  - The objective of training – what skills, knowledge, attitudes do you want to impart

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Instructional design

- Once the needs have been identified the next step is to design the training programme
- This may involve:
- Creating the instructional content and programme yourself – by in-house staff or consultant
- Use already existing instructional content and packages

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instructional package

- Developing an instructional package includes:
- 1. Developing learning objectives for the performance discrepancies identified (they should be SMART)
- 2. Develop content of the training which will enable you to achieve objectives
- Develop training materials to help you deliver your content effectively – handouts, case studies, experiment instructions etc
- Determine the training aids to be used

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Management development

- Training for managers tend to be more future oriented , and more complex
- Definition – any attempt to improve managerial performance by imparting knowledge, changing attitudes, or increasing skills.
- The ultimate aim is of course to enhance future performance of the company itself

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Process of management development

- Consists of:
  1. Assessing the company's strategic needs (for instance to fill future executive openings or to boost competitiveness)
  2. Appraising the managers' performance
  3. Developing the managers (and future managers)

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Management development programmes

- Can be companywide and involve all or most of the new or potential managers
- Can be specific aimed at filling specific positions – usually this involves succession planning

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Why management development

- Organizations and their environment are dynamic and constantly changing
- New technologies are developed
- Competitors enter and leave markets
- Inflation increases
- Productivity fluctuates
  - These are the kind of changes that managers face

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Why management development (cont…)

- Hence the need to develop managers on a continuous basis
- Management development should be planned, and requires systematic diagnosis, development of programmes and the mobilization of resources (trainers, participants and teaching aids)

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Target areas for management development

1. Individual
2. Group
3. Organizational

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Individual management development

- One way is through goal setting
  - Goal setting is designed to improve individuals ability to set and achieve goals
- Another way is behaviour modification which is individual learning through reinforcement of desired behaviour.
- For this to be effective the manager must identifying the specific behaviour and this behaviour must be specifically observed and reliably recorded

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Group based management development

- This is especially to improve the effectiveness of groups e.g. in:
- *Team building* – this is a development process which helps to prepare organisation member to work more effectively in groups

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Organizational wide management development

- Here a total system is involved or that a clearly identified unit or department is the target
- E.g.
- TQM involves everyone in the firm

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Evaluation of training and Development

- This is the final phase in training and development
- Evaluation is done by comparing the results (benefits) with the objectives of the training programme that were set at the assessment phase.

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Criteria for evaluation

- The criteria used to evaluate training depends on the objective of the training
- There are three types of criteria for evaluating training
  - Internal
  - External
  - Participants reaction

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Criteria for evaluation (cont…)

- Internal criteria are directly associated with the content of the programme – for example whether the employees learned the facts covered by the programme
- External criteria are related more to the ultimate purpose of the programme –for example improving the effectiveness of the training

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Criteria for evaluation (cont…)

- Possible external criteria includes:
  - Performance rating
  - The degree of learning transferred from training and development sessions to on job situations
  - Increases in sales volume or decreases in turnover

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Criteria for evaluation (cont…)

- Participants reaction or how the subject feels about the benefits of a specific training or development experience

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Multiple criterion

- Some people say a multiple criterion should be used. This involves measuring the following:
- *Participants reaction* – whether the subjects liked or disliked the programme
- *Learning* – the extent to which the subject have assimilated the knowledge and skills offered (is assessed by giving tests)

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Multiple criterion (cont..)

- *Behaviour* – an external measure of change or lack of change in job behaviour; the ratings a participant received in performance appraisal (comparison of "before" and "after" ratings)
- *Results* – the effect of the programme on organizational dimensions such as turnover, productivity, volume of sales, waste etc
- ROI – money value of the results (benefits of training minus training costs)

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- By Azariah Soi

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Contents

1. Access To Quality Seed

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ACCESS TO QUALITY SEED IS KEY TO SUCCESS IN AGRICULTURE.

An increase in the supply of supply of quality seeds of improved varieties is critical to food security. This is particularly true to Africa where access to quality seeds by farmers is a major constraint to improvement in agricultural productivity.

Studies indicate that over 90% of the farmers in developing countries use farm saved seeds in their farms. Smallholder farmers represent a yet untapped opportunity to meet global food security challenges. By improving access to quality seeds of appropriate varieties, coupled with the right agronomic practices, the seed industry can play a major role in unlocking this potential.

Engagement of the private sector is high on the global sustainable development agenda. In its evaluation of the Millennium Development Goals, the United Nations highlighted the importance of improved crop varieties that have enabled farmers in the advanced agricultural systems to triple their yields. Based on that, it sees the seed industry as a crucial partner in addressing global food security challenges.

"The International Seed Federation (ISF) recognizes the important role played by seeds and genetic improvements in the fight against hunger and poverty. Seed companies the world over work hard to provide farmers with high-quality seed.
Seed is, however, only part of the solution to increasing agricultural output, and increasing output is only part of the solution to food security worldwide. ISF members and companies are working directly with farmers on a global level to find sustainable solutions to the problem of world hunger."

Michael Keller, Secretary General of the International Seed Federation

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Table 1: **The Stages of Development of the Seed Sector and Their Main Characteristics**

Stage	**Main Characteristics**
Pre-industrial	∉ Subsistence agriculture, traditional varieties or landraces grown from farm- saved seed or seed obtained through exchange with other farmers. ∉ Varietal improvement is in the hands of farmers. ∉ No formal varietal registration or quality control standards. ∉ No seed legislation, seed policies or intellectual property laws applying to seed.
Emergence	∉ Farming is still primarily subsistence, but surpluses may be sold on fledgling markets. ∉ Some farmers adopt improved self- and open-pollinated varieties, fewer still experiment with hybrids. ∉ Public sector organizations begin plant breeding and producing seed. Most seed is still farm-saved, but increasing numbers of farmers buy commercial seeds. ∉ Public extension services play a key role in informing farmers of characteristics and benefits of new varieties and connecting farmers to sources of seed. ∉ Legal framework for control of seed industry begins to take shape, often by adopting standards from more developed countries and international organizations. ∉ Need for Intellectual Property Rights is still weak, as primary source of seed is still in the hands of the public sector.
Expansion	∉ Increasingly commercial crop production, with more of the crop sold rather than for home consumption. ∉ Many farmers have adopted hybrid seeds of major crops, with very little farm-saved seed of these crops. ∉ Open-pollinated varieties (OPVs) still dominate less commercial crops and 'orphan' crops, and farm-saved seed continues to dominate for these varieties. ∉ Private sector becomes involved in plant breeding and seed production, and increasingly involved in providing technical information and 'extension'. ∉ Quality control strengthens, but plant variety protection is still weak

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Maturity	• Agriculture is largely commercial, with hybrids dominating in high value crops. • Most farmers purchase seed annually. • Plant breeding increasingly in the private sector, although low-value, high-volume OPVs are still largely the domain of public sector breeding and small-to medium-scale seed enterprises. • Seed production is entirely in the private sector, and the private sector is increasingly the source of technical information for farmers. • Quality control standards are strongly enforced, and plant variety protection is in place and effectively implemented.

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Table 2: **Adoption of Policy Support to the Respective Stages of the Development of the Seed Sector**

Stage	**Best Practice**
Pre-industrial	∉ Raise awareness of improved agricultural practices, and the importance of improved cultivars and the quality of seeds. ∉ Support the production and supply of quality seed by promoting the best landraces or improved varieties available from elsewhere that is suited to local agroclimatic conditions. ∉ Link farmer seed producers with sources of seed of improved varieties. ∉ Make seed available through extension agents and key farmers, and support appropriate systems for marketing farmer-produced seed. ∉ Develop farmers' participatory evaluation of cultivars and landraces, and invest in collecting and characterizing traditional landraces and potentially suitable modern cultivars, and in training in all aspects of seed production, health and storage. ∉ Develop a national seed policy, seed plan and flexible seed legislation to provide the framework of institutional mechanisms for seed production, quality control and trade. ∉ Develop policies based on own circumstances and interests, and avoid importing non-adapted policies from mature seed industries.

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Emergence	∉ Focus is on strengthening the foundations established during the pre-industrial phase. ∉ Promote demand for improved seed including multilocational variety testing and demonstration trials. ∉ Strengthen extension services to ensure that farmers are aware of new varieties and their characteristics. ∉ Establish public-sector seed production, certification and quality control Agencies and seed-testing laboratories to provide the foundations of the fledgling seed sector. ∉ Support low rate credit schemes to establish seed-processing and quality-control facilities, to facilitate the establishment of small-scale seed enterprises. ∉ Support agricultural universities and public-sector research centres for plant breeding, seed research and business management for seed enterprises. ∉ Train in seed production, quality control and seed certification. ∉ The policy environment should be supportive of the smallholder seed producers and the informal seed sector. ∉ Plant breeders' rights may need to be introduced as a foundation for private-sector involvement in the seed sector, but policy should provide for 'farmers' privilege'.
Expansion	∉ Continue to build demand for seed, and to provide a policy environment that encourages private-sector involvement in seed production and marketing. ∉ Public sector may reduce its direct involvement in such activities as seed production, quality control and certification and seed supply systems, allowing these to be taken up by the private sector, albeit with continued public-sector oversight. ∉ Public sector will still be the primary locus for breeding and improvement of open- and self-pollinated crops. ∉ Support infrastructure development for seed production (processing and storage), distribution (transport network) and marketing. ∉ Policy should aim to ensure availability of low rate

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	credit both to seed enterprises (and contract growers) and to farmers to purchase seed.
Maturity	∉ Provide a policy environment that encourages a balance of public and private investments in the seed sector. ∉ IPRs will need to be provided to stimulate private- sector investment in plant breeding and extension activity. ∉ Continued need for public-sector involvement in low-value open- or self-pollinated crops which do not offer adequate returns for private sector investment. ∉ Seed certification and variety registration policies can be more strictly applied at this stage, with many associated activities privatized, albeit with standards set and monitored by government agencies. ∉ Government should continue its investment in fundamental research and education, but training in technical skills in seed production and processing can increasingly be taken on by the private sector.

Source: FAO, KEPHIS

Key Factors for Successful Seed Enterprise Development

- ∉ Conducive policy environment
- ∉ Demand for quality seed
- ∉ Access to improved varieties
- ∉ Technical skills and capacity
- ∉ Access to affordable credit
- ∉ Infrastructure
- ∉ Communication and marketing
- ∉ Efficient distribution network
- ∉ Sustainability (no dependency on external support)

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CONLUSION

Agriculture remains the mainstay of our economies in the developing countries thus, the demand for high quality seed for crops that are adaptable to various agro ecological zones (AEZs) across Africa is far beyond the supply. The small and medium seed enterprises need to play the crucial role of ensuring availability, easy access by farmers and consistent supply of high quality seed to meet the ever growing demand. There is also a need for the enterprises to lobby governments for a favourable policy environment to enable them to prosper in order to effectively produce and distribute quality seeds.

Azariah Soi General Manager
Simlaw Seed Co. Ltd www.simlaw.co.ke

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