

CHAPTER 11 – HRM

PAST HUMAN RESOURCE MANAGEMENT QUESTIONS

<p>2019 - DISCUSS THE REASONS WHY MANAGEMENT CARRIES OUT PERFORMANCE APPRAISAL.</p> <ol style="list-style-type: none"> To review the progress of employees to determine a reward. Goals are set for future performance & targets can be agreed Decide on suitable wages for employees or discuss a pay rise. To provide employees with feedback. To improve staff motivation. To assess employee's potential for promotion or a bonus 	<p>2018 - DISTINGUISH BETWEEN INDUCTION TRAINING AND STAFF DEVELOPMENT.</p> <p>Induction training is necessary for all new employees demonstrates the requirements of every day technical operations/work skills in the business</p> <p>Staff Development is taken with existing employees is focus is on career development and brings all employees to a higher level in terms of their general skills of leadership, and communication.</p>	<p>2018 - DISCUSS THE ROLE OF THE FOLLOWING PERSON SPECIFICATION, JOB DESCRIPTION & PANEL INTERVIEW</p> <p>Person Specification - Sets out the professional qualifications, experience and key characteristics and skills required by the successful candidate. - Allows the business to define the kind of person required</p>														
<p>2018 - DISCUSS THE ROLE OF THE FOLLOWING PERSON SPECIFICATION, JOB DESCRIPTION & PANEL INTERVIEW</p> <p>A job description - relates directly to the nature of the position itself, rather than the person required to fit it. for example, the main duties, tasks and responsibilities involved in the job</p> <p>Panel Interview - A selection technique used to choose the candidate who closely matches the criteria in the person specification. The candidate is interviewed by a group of interviewers who meet the candidate in order to reduce the effect of a single interviewer's personal bias</p>	<p>2016 - BENEFITS OF INTERNAL AND EXTERNAL RECRUITMENT</p> <p><u>Benefits of internal recruitment:</u></p> <ol style="list-style-type: none"> Morale improves in business as staff have greater variety and Employee's skills and attitude to work will be well known working knowledge of how firm operates - reduces need for and cost of induction training. Reduces labour turnover as the opportunity for promotion. Less disruption within the business/vacancy can be filled fast 	<p>2016 - BENEFITS OF INTERNAL AND EXTERNAL RECRUITMENT</p> <p><u>Benefits of external recruitment</u></p> <ol style="list-style-type: none"> Best candidate for the job can be recruited New employee brings fresh ideas/more open to change. Wide ranging experience from previous employment No existing relationships in the business - may reduce chance of conflict 														
<p>2015 - OUTLINE THE BENEFITS OF PERFORMANCE APPRAISAL FOR EMPLOYEES</p> <ol style="list-style-type: none"> Rewards/Monetary and Non Monetary Motivation/Job satisfaction: Training and development Feedback Evaluate the performance Promotional path/Recognition 	<p>2014 - OUTLINE THE STAGES IN A 'RECRUITMENT AND SELECTION' PROCESS, USING THE HEADINGS</p> <p><u>Internal recruitment</u></p> <p>This is recruitment from within the business. The employee is familiar with the culture and work practices of the firm. Training and advertising costs are decreased. Motivation within the workplace improves as recognise the opportunities</p>	<p>2014 - OUTLINE THE STAGES IN A 'RECRUITMENT AND SELECTION' PROCESS, USING THE HEADINGS</p> <p><u>External recruitment</u></p> <p>This is recruitment for outside the business</p> <p>The new employee may have skills and experience that may be required by the business but is not present among existing staff.</p>														
<p>2014 - OUTLINE THE STAGES IN A 'RECRUITMENT AND SELECTION' PROCESS, USING THE HEADINGS</p> <p><u>A job description</u></p> <p>This sets out the purpose of a job. It defines where the job is positioned in the organisation It provides essential information to potential recruits and for recruiting the right kind of person to do the job</p>	<p>2014 - OUTLINE THE STAGES IN A 'RECRUITMENT AND SELECTION' PROCESS, USING THE HEADINGS</p> <p><u>Job Interview</u></p> <p>The job interview is used to determine whether the candidate and the job complement each other. It is a process in which a potential employee is evaluated by an employer. The process attempts to determine the candidate's ability to do the job. Interviews generally take the form of interview panels</p>	<p>2013 - EXPLAIN THE DIFFERENT TYPES OF FINANCIAL AND NON-FINANCIAL REWARDS</p> <table border="0"> <thead> <tr> <th><u>Financial rewards</u></th> <th><u>Non-Financial Rewards</u></th> </tr> </thead> <tbody> <tr> <td>Time Rate</td> <td>Benefit in Kind</td> </tr> <tr> <td>Piece Rate</td> <td>Promotion</td> </tr> <tr> <td>Bonus</td> <td>Job enrichment</td> </tr> <tr> <td>Commissions</td> <td>Flex-time</td> </tr> <tr> <td>Profit sharing</td> <td>Job sharing</td> </tr> <tr> <td>Employee ownership</td> <td></td> </tr> </tbody> </table>	<u>Financial rewards</u>	<u>Non-Financial Rewards</u>	Time Rate	Benefit in Kind	Piece Rate	Promotion	Bonus	Job enrichment	Commissions	Flex-time	Profit sharing	Job sharing	Employee ownership	
<u>Financial rewards</u>	<u>Non-Financial Rewards</u>															
Time Rate	Benefit in Kind															
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<p>2011 - (ABQ) EVALUATE THE EFFECTIVENESS OF THE HUMAN RESOURCE DEPARTMENT</p> <p>Manpower Planning Recruitment/Selection Training/Development Performance Appraisal Rewarding</p>	<p>2010 - EXPLAIN WHAT IS MEANT THE TERM PERFORMANCE APPRAISAL (i)</p> <p>Performance appraisal is reviewing the performance of the employees. It is carried out by the HR Manager to evaluate the employee. The HR Manager forms a judgement on a person's work by reviewing the quality of the work, the progress the person has made. An interview/discussion may take place between the employee and HRM to discuss goal setting targets,</p>	<p>2010 - BENEFITS OF PERFORMANCE APPRAISAL FOR A BUSINESS (ii)</p> <ol style="list-style-type: none"> 1. Opportunity to review rewards 2. Increased productivity: 3. Overtime Costs may be reduced 4. Retain the right staff 5. Selection and Training 6. Hidden strengths may be identified
<p>2008 - EXPLAIN THE FUNCTIONS UNDERLINED <u>Performance Appraisal</u></p> <p>This is the process of reviewing the performance of an employee. Performance appraisal of staff in an organisation requires the Human Resource Manager to form a judgement on a person's work by reviewing the quality of the work, the progress the person has made or the capability of the person.</p>	<p>2008 - EXPLAIN THE FUNCTIONS UNDERLINED <u>Training & Development</u></p> <p>involves supplying the skills, knowledge and attitudes needed by employees to do their jobs. On arrival new staff receives induction training, on-the-job training, and off-the-job training. Staff development involves preparing the employees to take on more responsibility and new challenges in the workforce.</p>	<p>2008 - EXPLAIN THE FUNCTIONS UNDERLINED <u>Employer and Employee Relationships</u></p> <p>The quality of the relationship that exists between employers and employees determines the quality of industrial relations between the parties. The implementation of the various health, safety and welfare regulations in the workplace together with interest in, and support for, the social and recreational needs of employees,</p>
<p>2008 - TWO BENEFITS OF THE UNDERLINED WORDS <u>Performance Appraisal</u></p> <ol style="list-style-type: none"> 1. Determines suitable pay levels. 2. Selecting suitable candidates for promotion 3. Monitors & controls recruitment, selection, training & development 4. Feedback is received on how people are doing their work 5. Weak areas are identified so that performance can be improved 6. Provides for two-way communication and clarification 	<p>2008 - TWO BENEFITS OF THE UNDERLINED WORDS <u>Training & Development</u></p> <ol style="list-style-type: none"> 1. Better quality service to customers less in fewer complaints. 2. Improved quality of production. 3. Staff is better cared for and well motivated 4. Lower labour turnover rates due to high staff morale 5. Flexible and adaptable labour force allowing for changes to take place 	<p>2008 - TWO BENEFITS OF THE UNDERLINED WORDS <u>Employer and Employee Relationships</u></p> <ol style="list-style-type: none"> 1. Employees are motivated to work to the best of their ability. 2. All personnel are working towards the same goal. 3. Flexibility is increased. 4. Lines of communication are open and clear.
<p>2005- (ABQ) EVALUATE TOM'S EFFECTIVENESS AS A HR MANAGER</p> <ol style="list-style-type: none"> 1. Manpower planning 2. Recruitment and selection 3. Training and Development 4. Performance and appraisal 5. Industrial Relations 	<p>2003 - OUTLINE THE FUNCTION OF THE HR MANAGER</p> <ol style="list-style-type: none"> 1. Manpower planning 2. Recruitment and selection 3. Training and Development 4. Performance and appraisal 5. Industrial Relations 	

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HUMAN RESOURCE MANAGEMENT

HRM MANAGEMENT



HR PLANNING

To prepare a HRP plan the following steps must be followed

1. Audit the present human resource levels
2. Forecast future human resources needs of the business
3. Monitor the level or labour turnover
4. Prepare a HR Plan

RECRUITMENT AND SELECTION



KEYWORDS

Bonus payments - give employees a share of the profits resulting from their increase efforts
Commission - is an extra payment based on a percentage of the value of sales achieved
Benefits-in-kind - These are taxable non-cash payments to staff. It includes Free or subsidised meals or Company car
Profit-sharing schemes - This is when the firm shares part of their profits with the employees through the payments in addition wages through
Share ownership schemes - This is when the company offers free or low-price shares to their employees (Facebook). It is an incentive for staff to keep costs down. It breaks down 'them and us' mentality between employees and management
Industrial Relations - refers to the quality of the relations between the owners and the employees.

TRAINING AND DEVELOPMENT

Usually completed by

1. Induction
2. Staff Training
3. Staff Development

PERFORMANCE APPRAISAL

This is the process of setting performance standards for each employee and then assessing their performance regularly over a period of time. It involves the following

1. Agreeing targets
2. Reviewing progress
3. Discussing outcomes
4. Identifying any training needs
5. identifying employees for promotion
6. Improving communication

Importance of Performance Appraisals

1. Identify training needs of employees
2. Identify employees who are suitable for promotion
3. Help in deciding pay raises and bonuses
4. Improve communication

KEYWORDS

job description - This describes the vacancy that needs to be filled including Title conditions, Duties, Responsibilities, Place of work and Supervision and assessment arrangements

Person Specification - This describes the qualities required by the person who will fill the job description. They include some of the following Academic qualifications, Work experience, Level of physical fitness, Language skills

Internal Recruitment - This is using internal communication such as Notice boards, E-mail, Company newsletters to advertise vacancy. This can mean promoting or deploying existing staff from within the business

External Recruitment - This involves inviting applicants from outside the business. This can be done by Personal friends, Internet, Newspapers, Employment agencies.

Curriculum Vitae (CV) - This is a short document usually 2 pages summarising Personal details, Education, Qualification, Work Experience, Interest and hobbies, Referees

Induction - This is the introduction of new staff into a job and an organization. Effective induction should familiarize staff with issues such as - The organization policies and rules,

Staff Training - This ensures that all employees have up to date skills and knowledge needed to do their job. This can be done by On the job and Off the Job -

Staff Development - This teaches an employee multiple skill which they can use in many jobs. It means that staff are more flexible and better able to adapt to change (filling in for absent work mates). Are more suitable for promotion - because they have a wider understanding of the different work that is done in the business

Performance appraisal - This is the process of setting performance standards for each employee and then assessing their performance regularly over a period of time

Flat rate pay - Employees receive an agreed set rate of pay per week/month based on a standard number of hours worked (€500). There is no incentive to work harder or for longer.

Time-Rate Pay - Employees are paid a set amount for each hour they work. Overtime is usually paid at a higher rate

There is no reward for improved efficiency and employees may be tempted to work slower so they will receive more payment

Piece-Rate pay - Employees are paid for each item produced that meets the desired quality standard. It encourages maximum effort. Safety rules may be ignored if workers rush their work. Piece rate is not suitable for certain jobs

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REWARDING STAFF

Financial	Non - Financial
Flat Rate Pay	Improve working conditions
Time Rate Pay	Shorter working hours/longer holidays
Piece Rate Pay	Less stressful work
Bonus Pay	Safe working environment
Commissions	Flexible working arrangements
Benefit in Kind	Job enlargement - variety
Profit sharing options	Job enrichment (More responsibility)
Share ownership schemes	

FINANCIAL REMUNERATION

Some jobs can be better paid than others for the following reasons

Demand excess supply - highly skilled doctors are in smaller supply than bus drivers. So doctors earn more

Ability and skills - are required for some jobs

Long training periods - Vets and surgeons discourage people so keep the supply down

The risk, danger and responsibility

INDUSTRIAL RELATIONS

Promoting Positive IR

1. Train managers to deal with human resources problems so they can resolve them quickly
2. Recruit staff with positive attitude and provide proper training and development
3. Communicate regularly and honestly with staff
4. Have a clear grievance procedure for staff and management to follow when conflict arises
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Good IR is important because

1. Improves morale and motivation
2. Productivity increases
3. Less risk of strikes
4. Reduction in labour turnover