

# CHAPTER 11: PERSONNEL MANAGEMENT

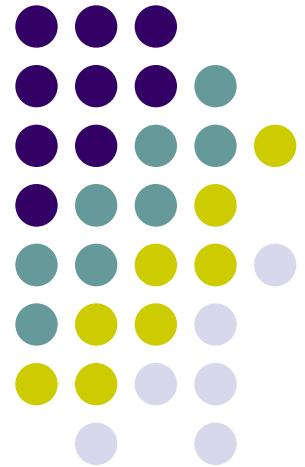
*Week 08<sup>th</sup> March 2010*

*Introduction To Management*

ND/BNF/29,30

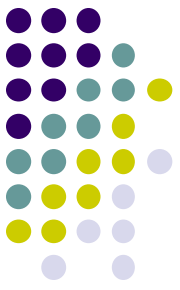
ND/SCR/06

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# Lecture Outline

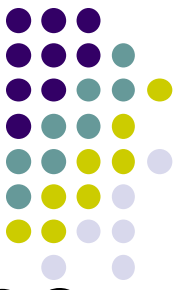
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- Manpower Planning
- Recruitment: Job Analysis, Job Description, Job Specification, Drafting and Advertising, Receipt and Screening of applicants
- Selection
- Training & Development
  - Types of Training: Induction, Apprentice, Operative, Supervisory, Management
  - Training Evaluation
- Wages & Salary
  - Methods of Payment: Time Rates, Pieces Rates
  - Wages Differentials
  - Job Evaluation: Analytical, Non- Analytical
- Industrial Relations
  - Trade Union
- Industrial Health & Safety

# 1) Manpower Planning

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- 1) Manpower planning requires the organizations must always have enough trained and experiences people to meet its objectives.
- 2) The function of manpower planning is to ensure that the organization is not prevented from achieving its objectives.

# Manpower Planning (con't)



## **The stages in manpower planning are:**

- Analyze the existing situations to improved it
- Planning to determine the future manpower needs of the company
- Identifying manpower needs
- Organizing the achievement of the needs
- Counseling people to mapped out individuals career paths.

## 2) RECRUITMENT



- It is the work of the Personnel Department.
- It involves assessing the nature of a post and advertising for a suitable candidate.

### Purpose of Recruitment:

- To enable the company to get the type of workers that it requires.
- To obtain the quality and quantity of human resources needed for the organization to meet its objectives.
- Their task is to undertake what is termed **Job Analysis**.

# JOB ANALYSIS



- It is the method by which all facts relating to the job are identified and recorded.
- It involves gathering information relevant to the job and identifying the job by means of job description.
- It provides information on how a job is done and the abilities needed to perform the job properly.
- It also predicts or indicates the job activities of the people who will eventually be hired to achieve the operational objectives of the organization.
- The two documents involve in Job Analysis are:
  - Job Description
  - Job Specification

# JOB DESCRIPTION



- It outlines work to be performed and specify requirements for the job.
- It contains the information for recruitment/ appointment of staff.
- It must present the true picture of the applicants required for the job.
- It is a factual statement describing the work performed, responsibility involved, the skills and training required, condition under which the job is done, relationship with other jobs, and human resource requirements of the job.
- Job description contains the following:
  - Job title
  - Location on the organization chart
  - Location where the work/job performed
  - Responsibilities
  - Condition of employment
  - Job specification including mental skills

# JOB SPECIFICATION

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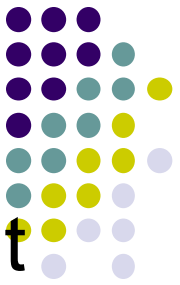


- Also known as ***candidate*** or ***personnel specification***.
- It is a summary of knowledge, skills and personal characteristics required of the job holder to carry out the job to an acceptable standard of performance.



# DRAFTING AND ADVERTISEMENT

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- Effective job advertisement must be present in attractive, catchy and user friendly format and it should include:
  - Name of organization
  - Brief introduction of the organization
  - Job specification
  - Remuneration package
  - Clear indication of the person and the address to which the applications may be directed
  - Brief description of content required in an application
  - Last date for receipt of application

# Receipt and Screening of Applicants



Applications of the applicants are divided into 3 groups:-

- 1) Very suitable – called for an interview
  - 2) Suitable – call for interview if sufficient number in the above category
  - 3) Not suitable – sent polite letter of rejections
- Suitable candidates may then for one or more interviews leading to selection.

# Selection

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- Is the process of choosing individuals who have relevant qualifications to fill existing or projected job openings.
- It identifies the most suitable applicants for the job or post.
- The aids to selection process are:
  - i) Standard applications forms
  - ii) Interview
  - iii) Psychological testing

# i) Standard Application Forms



- It makes it easier for a candidate to reply. It simplifies the evaluation.

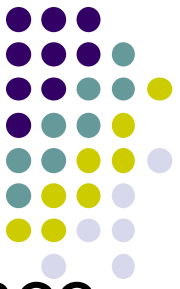
## **Advantages:**

- 1) Information that the organization needs is obtained and screening of employees become easier because the criteria of selection are explicit.
- 2) The emphasis is on facts, not on a persuasive letter of application.

## **Disadvantages:**

- 1) Some candidates find the information that they have to provide pries into their private lives.

## ii) Interview



- It provides an opportunity for face to face interaction between the organization and the candidate as well as to learn more about each other with a view to making decision.
- **The main purpose are:**
  - 1) To assess the personality of candidates
  - 2) To get further details on certain matters
  - 3) To agree on terms of employment, and
  - 4) To provide candidates with more information about the job.

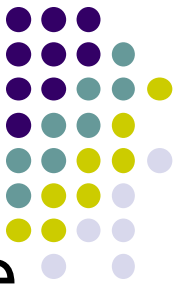
# iii) Psychological Testing



- It creates the situation in which the applicants react.
- Such test are:
  - i) Intelligence Test – used to measure an individual’s ability to think.
  - ii) Aptitude Test – used to measure abilities and skills which are innate.
  - iii) Attainment Test – used to measure the level of skills to acquire by the tester.
  - iv) Personality Test – used to measure personal traits and characteristics of an individual.

# 3) TRAINING & DEVELOPMENT

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- Large firms have the facilities and expertise to train their employees.
- Small firms were to encourage the new worker to learn the job by matching the more experienced worker.

## **Advantages of training are:**

- Improve production and quality by reducing mistakes
- Reduce customer complaints
- Reduce labour turnover
- Increase the flexibility of workforce, and
- Improve the firm's reputation among potential employees

# Types of Training

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## 1) Induction

- The purpose is to introduce the new employee to the firm and the job.
- The contents of an induction programme include the following:
  - Brief history about the organization
  - Rules & regulation of the organization
  - Personnel policy of the company regarding discipline, education & training company welfare, etc.
  - Introduction to the new employee's own department and an overview of the work done and its importance to the company's operations.



# Types of Training (con't)

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## 2) Apprentice

- Every company is responsible for assessing its own training needs and determining the number of trainees.
- A programme can be prepared using the analyzed information of skills, attitudes and knowledge for the following:
  - Induction training
  - Basic training in skills required
  - Planned experience to enable skills to be applied on the job, and
  - Further education to provide technical knowledge of a general nature.

# Types of Training (con't)



## 3) Operative

- The planning of an operative training programme involves the following:
  - Selection of the task to be studied
  - An analysis of what it does and how it is done
  - Recording and an analysis of common faults, determination of the elements of the task to be taught together & those to be taught separately, the revision of exercises to reinforce learning.
  - The setting of target standards for trainees to enable them to reach those of experienced workers
  - The writing of the training syllabus
  - Selection of training staff
  - The preparation of the training programme, time-table, the training areas and the use of machines, and
  - The recording of the training feedback and the checking of it regularly.

# Types of Training (con't)

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## 4) Supervisory

- The nature of the work is analyzed and then be appraised in order to identify their training needs.
- Training takes 2 forms:
  - Courses in skills and knowledge of a general or specified kind
  - On-the-job development under an immediate supervisor

# Types of Training (con't)



## 5) Management

- The main objective is to improve current performance by increasing current knowledge and skills and modifying behaviour and attitudes.
- The following methods can be adopted to train managers:
  - 1) Job Rotation
    - The objective is to improve a manager's understanding of jobs other than his own and to provide a specific experience that will equip him for promotion.
  - 2) Project and Assignments
    - A study into the problems of a department can reveal a person's capabilities.
    - Supervisor's should examine findings and appraise the young manager in charge of a project.
  - 3) Personal Assistant
    - An assistant to a manager is a staff role. They are in a line position with defined responsibilities for which he is accountable for.
  - 4) Formal Courses
    - Courses serve to give managers background knowledge which must be combined with work experience.

# TRAINING EVALUATION

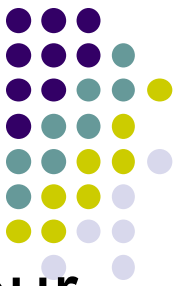
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- Evaluation is a part of the control process of training.
- The feedback about result or output of training are compared with pre-determined standards of training with a view to improving effectiveness of progress and future training.
- Successful evaluation of training requires setting up of well-defined training standards and effective feed-back system with a view to improve the on-going or future training.

# 4) WAGES & SALARIES

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- It is the reward or income going to the labour.
- They are an important element in the total cost of many organizations.
- It's aims are for:
  - 1) The attraction and retention of the right quality staff at a cost than can be afforded by the organization.
  - 2) To attract and retain sufficient workers of the required caliber.
  - 3) To provide incentives.
  - 4) To avoid the dissatisfactions that would develop over inequities between similar jobs.

# Wages and Salaries (con't)



## Methods of Payment

### 1) Time Rates

- It is used when the quality of work done is more important than the quantity of product produced.
- Wages are paid per unit of time worked.
- All workers doing the same job receive the same pay.
- This method usually operates when the work output cannot be measured.
- For example: teacher, nurse, salesperson, etc.

# Methods of Payment (con't)



## 2) Pieces Rates

- It is used when wages are linked to the number of units produced.
- The more they produced the higher the pay.
- This method may lead to more quantity produced but less quality.
- For example: factory worker



# Wages and Salaries (con't)



## Wages Differentials

The differentials between the wages rates paid to different people doing different jobs may arise as follows:

### 1) Qualifications

- Every worker has different qualification, training and ability as well as experience.
- The higher the qualification of a worker, the higher the wages they are likely to receive.

# Wages Differentials (con't)

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- 2) Dangerous jobs & unsociable hours
  - Some jobs are dangerous. Therefore, workers doing dangerous jobs will get more pay. For example, life guard, etc.
  - People who work with unsociable hours are paid more in order to compensate for it.
- 3) Satisfaction
  - Some people volunteer to work in order to help other people even they get less pay.
  - For example, Red Cross

# Wages Differentials (con't)



- 4) **Lack of information about the jobs and wages**
  - People who seek for jobs sometimes have lack of information about the jobs and salary offered. Therefore, these workers may not get the right payment if compared to their qualification.
- 5) **Immobility**
  - Certain people who are given the opportunity for better jobs and wages elsewhere are not willing to move and leave their friends and families.
- 6) **Fringe benefits**
  - Some jobs offer lower pay but they provide more benefits.
  - For example, company lending transportation, free life insurance, cheap travel expense.

# Wages and Salaries (con't)



## Job Evaluation

- It is a systematic method of appraising the worth of each job in relation to other jobs in the organization.
- It is used to determine the relative compensation of salaried positions as well as of hourly paid jobs.
- Methods of Job Evaluation
  - 1) **Analytical**
    - Its methods compares job in terms of skills, responsibility and efficiency.
  - 2) **Non-Analytical**
    - Its methods compares whole job ranking and job classification.

# 5) INDUSTRIAL RELATIONS



- There are many potential sources of conflict between worker and employers.
- This conflict arises because of the 2 groups different objectives:

Employees Objectives	Management Objectives
<ul style="list-style-type: none"><li>● Employment security</li><li>● Maximise earning</li><li>● Good working condition</li><li>● Participation in decision making</li><li>● Union representation</li></ul>	<ul style="list-style-type: none"><li>● Cost control/reduction</li><li>● Profit maximization</li><li>● The right to manage</li><li>● Satisfy other shareholder</li><li>● Growth</li></ul>

- Other sources of conflict include the relationships between different groups of workers and arguments over which groups should be allowed to undertake certain duties.

# INDUSTRIAL RELATIONS (con't)



## Trade Unions

- It is an organization of workers whose principal purpose is the regulation of relations between workers and employers or employers associations.
- **The aims of trade unions are:**
  - Improvement in remuneration, working conditions and status
  - Protection against unfair and arbitrary management decisions
  - Security of employment and income
  - Involvement in decision-making process at organizational and national levels
  - The ability to take joint action

# Trade Unions (con't)

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- **The main functions of industrial relations are:**
  - Prevention & settlement of labour disputes
  - Helping to form & maintain the machinery of conciliation
  - Keep in close touch with the state of employer-employee relations
  - Advising the firm or the government on industrial relations problems

## 6) INDUSTRIAL HEALTH & SAFETY

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- The maintenance of safe working conditions and the prevention of accidents are a management responsibility.
- A major managerial responsibility is to take all reasonable precautions to ensure that the work situation is safe because:
  - Equipment & techniques operates as they are supposed to do, and
  - Employees are selected & trained not only to perform normal duties but also meet foreseeable emergencies.



# INDUSTRIAL HEALTH & SAFETY (con't)



- Appoint safety officer in order to ensure the safety of the organization employees and employers.
- **The duties are:**
  - Making regular thorough inspections of plant & building with the departmental manager concerned.
  - Seeing that all safeguards are in operation and no unauthorized modifications are made to equipment.
  - Ensuring all staff members use the protective equipment supplied properly.
  - Providing safety training for all employees including recruits.
  - Keeping accident records and advising management on the effective action to be taken.
  - Maintaining a high priority for “good house keeping” in the form of clear fire escape, litter free floors, floors free of oil and grease.