Buku Ajar

Human Resource Management
8th Edition

Gary Dessler

Disusun Oleh:

DR. SOEPARLAN PRANOTO, SE, AK, MM
When you finish studying this chapter, you should be able to:

- Answer the question, “What is Human Resource Management?”
- Discuss the components of the changing environment of Human Resource management
- Present examples of the new management practices that are changing Human Resource Management
- Give examples of Human Resource Management’s role as a strategic business partner
Human Resource Management

The policies and practices one needs to carry out the “people” or human resource aspects of a management position, including recruiting, screening, training, rewarding, and appraising.

Aspects of Human Resource Management

- Conducting job analyses
- Planning labor needs and recruiting job candidates
- Orienting and training new employees
- Managing wages and salaries
- Providing incentives and benefits
- Appraising performance
- Communicating
- Training and developing
- Building employee commitment
Trends in the Changing Environment of Human Resource Management

- Globalization
- Technological advances
- Deregulation
- Trends in the Nature of Work
- Workforce Diversity

HR Positions You Might Find in a Large Company

- Recruiters. Maintain contact within the community and perhaps travel extensively to search for qualified job applicants.
- Equal Employment Opportunity (EEO) Representatives or affirmative Action Coordinators. Investigate and resolve EEO grievances, examine organizational practices for potential violations, and compile and submit EEO reports.
- Job Analysts. Collect and examine detailed information about job duties to prepare job descriptions.
- Compensation Managers. Develop compensation plans and handle the employee benefits program.
- Training Specialists. Responsible for planning, organizing, and directing training activities.
- Labor Relations Specialists. Advise management on all aspects of union-management relations.
GLOBALIZATION

Globalization
The tendency of firms to extend their sales or manufacturing to new markets abroad.

New Management Practices

- The traditional, pyramid-shaped organization is going out of style
- Employees are being empowered
- Flatter organizations are becoming the norm
- Work is increasingly organized around teams and process
- The bases of power are changing
- Managers today must build commitment
Strategic Human Resource Management

Strategic human resource management is “the linking of HRM with strategic goals and objectives in order to improve business performance and develop Organizational cultures that foster innovation and flexibility.”
When You finish studying this chapter, you should be able to:

- Summarize the basic Equal Employment Opportunity laws regarding age, race, sex, national origin, religion and handicap discrimination.

- Explain the basic defenses against discrimination allegations.

- Present a summary of what employers can and cannot do with respect to illegal recruitment, selection, and promotion and layoff practices.

- Explain how to set up an affirmative action program.
Title VII of the 1964 Civil Rights Act

The section of the act that says an employer cannot discriminate on the basis of race, color, religion, sex or national origin with respect to employment.

Equal Employment Opportunity Commission (EEOC)

The commission, created by Title VII, is empowered to investigate job discrimination complaints and sue on behalf of complainants.
Equal Pay Act of 1963

The Equal Pay Act of 1963 (amended in 1972) made it unlawful to discriminate in pay on the basis of sex when jobs involve equal work, equivalent skills, effort, and responsibility, and are performed under similar working conditions.

Sexual Harassment

The EEOC’S guidelines on sexual harassment state that employers have an affirmative duty to maintain a workplace free of sexual harassment and intimidation.
Adverse Impact

Adverse Impact “refers to the total employment process that results in a substantially different rate of hiring, promotions, or other employment decisions which works to the disadvantage of members of a minority or other protected group.”

How Can Adverse Impact Be Proved?

1. Disparate Rejection Rate
2. Restricted Policy
3. Population Comparisons
4. McDonnell-Douglas Test
Bona Fide Occupational Qualification

Title VII provides that “it should not be an unlawful employment practice for an employer to hire an employee... on the basis of religion, sex, or national origin in those certain instances where religion, sex, or national origin is a bona fide occupational qualification reasonably necessary to the normal operation of that particular business or enterprise.”

Discriminatory Personnel Management Practices

Care must be taken when engaging in the following practices:

**Recruitment**
- Word of Mouth
- Misleading Information
- Help Wanted Ads

**Selection Standards**
- Educational Requirements
- Tests
- Preference to Relatives
- Height, Weight, and Physical Characteristics
- Arrest Records
- Discharge Due to Garnishment
Avoiding Discrimination Lawsuits Through Dispute Resolution

Step 1 First the employee discusses the problem with a supervisor, who may consult other members of the management team who might have handled similar problems.

Step 2 The employee may contact a divisional personnel consultant for a case review if he or she is dissatisfied with the results of the first step. The employee is then informed and advised on plausible alternatives.

Step 3 If the employee believes that company policy is not being followed, he or she may then request a corporate-level review of the case, and a corporate consultant will review the case with management. The employee is then notified of the decision in writing.

Step 4 Finally, a senior management review committee may be asked to review the case. At Aetna the committee itself comprised the senior vice president of the employees’ division as well as the vice presidents of corporate personnel and corporate public involvement.

Managing Diversity

Five sets of voluntary organizational activities are at the heart of any diversity management program:

- Provide strong leadership
- Research: Assess the situation
- Provide diversity training and education
- Change culture and management systems
Equal Employment Opportunity Versus Affirmative Action

Affirmative action goes beyond equal employment opportunity by requiring the employer to make an extra effort to hire and promote those in the protected group. Affirmative action thus includes specific actions (in recruitment, hiring, promotions, and compensation) that are designed to eliminate the present effects of past discrimination.

Affirmative Action: Two Basic Strategies

- Good Faith Effort Strategy
- Quota Strategy
Affirmative Action: A Practical Approach

Six main areas for action:

- Increasing the minority of female applicant flow.
- Demonstrating top-management support for the equal employment policy; for instance by appointing a high-ranking EEO administrator
- Demonstrating equal employment commitment to the local community, for instance by providing in-house remedial training.
- Keeping employees informed about the specifics of the affirmative action program
- Broadening the work skills of incumbent employees
- Institutionalizing the equal employment policy to encourage supervisors’ support of it for instance by making it part of their performance appraisals
Behavioral Objectives

When you finish studying this chapter, you should be able to:

- Describe the basic methods of collective job analysis information.
- Conduct a job analysis.
- Write a job description.
- Explain the purpose of a job specification and a procedure for developing one.
Uses of Job Analysis Information

Job Analysis

Job Description and Job Specification

Recruiting and Selection Decisions
Performance Appraisal
Job Evaluation Wage and Salary Decisions (Compensation)
Performance Appraisal

Process Chart for Analyzing a Job’s Work Flow

Input from Plant Managers

Input from Suppliers

Job Under Study Inventory Control Clerk

Information Output to Plant Managers

Inventory Output to Plant Managers
Methods of Collecting Job Analysis Information

The Interview

Questionnaires

Observation

Participant Diary/Logs

U.S. Civil Service Procedure

The Interview as a Method of Collecting Job Analysis Information

Some Typical interview questions include:

- What is the job being performed?
- What are the major duties of your position?
- What physical locations do you work in?
- What are the education, experience, skill, and (where applicable) certification and licensing requirements?
- What activities do you participate in?
- What are the job's responsibilities and duties?
- What are the basic accountabilities or performance standards that typify your work?
- What are your responsibility? What are the environmental and working conditions involved?
- What are the job's physical demands? The emotional and mental demands?
- What are the health and safety conditions?
- Are you exposed to any hazards or unusual working conditions?
Three Popular Methods of Quantitative Job Analysis

<table>
<thead>
<tr>
<th>Method</th>
</tr>
</thead>
<tbody>
<tr>
<td>Position Analysis Questionnaire</td>
</tr>
<tr>
<td>Department of Labor (DOL) Procedure</td>
</tr>
<tr>
<td>Functional Job Analysis</td>
</tr>
</tbody>
</table>

Items Commonly Found in a Written Job Description

1. Job identification  
2. Job summary  
3. Authority of incumbent  
4. Standards of performance  
5. Working conditions  
6. Job specifications
## Job Description Guidelines

<table>
<thead>
<tr>
<th>Guideline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Be clear</td>
</tr>
<tr>
<td>Indicate scope of authority</td>
</tr>
<tr>
<td>Be Specific</td>
</tr>
<tr>
<td>Be brief</td>
</tr>
<tr>
<td>Recheck</td>
</tr>
</tbody>
</table>

## Job Specifications

The job specification takes the job description and answers the question, “What human traits and experience are required to do this job well?”
Jobs Specifications Based on Statistical Analysis

The procedure has five steps:

1. Analyze the job and decide how to measure job performance.
2. Select personal traits like finger dexterity that you believe should predict successful performance.
3. Test candidates for these traits.
4. Measure these candidates’ subsequent job performance.
5. Statistically analyze the relationship between the human trait (finger dexterity) and job performance.

Equal Opportunity and Application Forms

Several subtle types of potentially discriminatory questions often creep into forms, relating to the following areas:

- Education
- Arrest records
- Notify in case of emergency
- Membership in organizations
- Physical handicaps
- Marital status
- Housing
Behavioral Objectives

When you finish studying this chapter, you should be able to:

✓ Explain the process of forecasting personal requirements.
✓ Discuss the pros and cons of eight methods used for recruiting job candidates.
✓ Describe how to develop an application form.
✓ Explain how to use application forms to predict job performance.
Considerations in Forecasting Personnel Needs

1. Projected Turnover (as a result of resignations or terminations)
2. Quality and skills of your employees (in relation to what you see as the changing needs of your organization)
3. Decisions to upgrade the quality of products or services or enter into new markets
4. Technological and other changes resulting in increased productivity
5. The financial resources available to your department

How to Forecast Personnel Needs

There are several ways to predict future employment needs. They include following:

- Trend Analysis
- Ratio Analysis
- The Scatter Plot
- Using Computers to Forecast Personnel Requirements
- Managerial Judgment
Determining the Relationship Between Hospital Size and Number of Nurses

Recruiting Yield Pyramid

- New hires: 50
- Offers made (2:1): 100
- Candidates Interviewed (3:2): 150
- Candidates invited (4:3): 200
- Lead generated (6:1): 1200
Recruiting Job Candidates

Some sources of job candidates include:

- Advertising as a source of Candidates
- Employment agencies as source of candidates
- Alternative Staffing Techniques
- Executive recruiters as a source of candidates
- College recruiting as a source of candidates
- Referrals and walk-ins as a source of candidates
- Recruiting on the Internet

Types of Employment Agencies

There are three types of employment agencies:

- Public agencies operated by federal, state, or local governments
- Agencies associated with nonprofit organizations
- Privately owned agencies
Some Reasons for Choosing to Use an Employment Agency

- Your firm does not have its own HR department and is not geared to do recruiting and screening.
- Your firm has found it difficult in the past to generate a pool of qualified applicants.
- A particular opening must be filled quickly.
- There is a perceived need to attract a greater number of minority or female applicants.
- The recruitment effort is aimed at reaching individuals who are currently employed and who might feel more comfortable dealing with employment agencies rather than competing companies.

Common Alternative Staffing Options

- Traditional temporary help.
- Long-term temporary assignments.
- Master vendor arrangements.
- In-house temporary employees.
- Payrolling.
- Part-time employees.
- Independent contractors.
- Contract technical workers.
- Employee leasing.
- Outsourcing or managed services.
- Temp-to-perm programs.
- Temp-to-lease programs.
Application Forms

The Application form is a good way to quickly collect verifiable and therefore fairly accurate historical data from the candidate. It usually includes information about such areas as education, prior work history, and hobbies.
Behavioral Objectives

When you finish studying this chapter, you should be able to:

- Describe the overall selection process and explain why it is important.
- Define basic testing concepts including validity and reliability.
- Discuss at least four types of personnel tests.
- Explain the pros and cons of background investigations, reference checks, and pre-employment information services.
The Selection Process

Three main reasons why careful selection is important:

- 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.

- It is very costly to recruit and hire employees. Search fees, training, reference checking, moving expenses all add up to many thousands of dollars.

- There are many legal implications of incompetent selection. Hiring workers with criminal backgrounds, and who commit crimes in the course of their employment, may expose the employer to liability.

Basic Testing Concepts; Validity

Test validity answers the question, “Does this test measure what it’s supposed to measure?”

Demonstrating Criterion validity means demonstrating that those who do well on the test also do well on the job, and those who do poorly on the test do poorly on the job.

The content validity of a test is demonstrated by showing that the test constitutes a fair sample of the content of the job.
Basic Testing Concept; Reliability

Reliability is a test’s second important characteristic and refers to its consistency. It is “the consistency of score obtained by the same person when retested with the identical tests or with an equivalent form of a test.”

How to Validate a Test

Step 1. Analyze the job
Step 2. Choose your tests
Step 3. Administer test
Step 4. Relate your test scores and criteria
Step 5. Cross validate and revalidate
Testing Guidelines

Basic guidelines for setting up a testing program include:

1. Use tests as supplements
2. Validate the tests
3. Analyze all your current hiring and promotion standards
4. Keep accurate records.
5. Begin your validation program now
6. Use a certified psychologist.
7. Pay attention to test conditions

Equal Employment Opportunity Aspects of Testing

In order to be in compliance with EEOC guidelines (with respect to testing), you must be able to:

*Prove* That your tests were related to success or failure on the job (Validity)

*Prove* That your tests didn’t unfairly discriminate against either minority or nonminority subgroups.
Types of Tests

- Tests of Cognitive Abilities
  - Intelligence Tests
  - Specific Cognitive Abilities

- Tests of Motor and Physical Abilities
- Measuring Personality and Interests
- Achievement Tests

Other Selection Techniques

- Background Investigations and Reference Checks
- The Polygraph and Honesty Testing
- Graphology
- Physical Examination
- Drug Screening
Detecting Dishonesty; Some Guidelines

- Ask blunt questions
- Listen, rather than talk
- Ask for a credit check
- Check all references
- Test for drugs
- Conduct searches

Guidelines for Collecting Background Information

1. Check all applicable state laws
2. Check beyond applicable state laws to the impact of federal equal employment laws
3. Remember the Federal Fair Credit Reporting Act.
4. Do not obtain information that will not be used
5. Remember that using arrest information will be highly suspect.
6. Avoid blanket policies (such as “we have no one with a record or worker’s compensation claim”).
7. Use information that is specific and job related.
8. Keep information confidential and up to date
9. Never authorize an unreasonable investigation.
Behavioral Objectives

When you finish studying this chapter, you should be able to:

- Describe several basic types of interviews

- Explain the factors and problems that can undermine an interview’s usefulness and techniques for eliminating them.

- List Important “guidelines for interviewers.”

- Explain how to develop a structured or situational interview.

- Discuss how to improve your performance as an interviewer.
Types of Interviews

The seven main types of interviews used at work are:

- Structured
- Nonstructured
- Situational
- Sequential
- Panel
- Stress
- Appraisal

Classification of Interview Types

Interviews can be classified in one or more of four ways, according to:

1. How structured they are
2. Their purpose
3. Their “content”—The types of questions they contain
4. The way they are administered
Factors That Can Undermine an Interview’s Usefulness

- Snap Judgements
- Negative Emphasis
- Misunderstanding the job
- Pressure to Hire
- Candidate-Order (Contrast) Error
- Influence of Nonverbal Behavior
- Telegraphing
- Too Much/Too Little Talking
- Playing District Attorney or Psychologist

The Structured Interview

The actual procedure consists of five steps

- Step 1. Job analysis
- Step 2. Evaluate the job duty information
- Step 3. Develop interview questions
- Step 4. Develop benchmark answers
- Step 5. Appoint interview panel and implement
Structure the Interview

Actions you can take to enhance the interview’s structure include:

- Base interview questions on job analysis
- Use objective, specific, and behaviorally oriented questions and criteria for evaluating the interviewee’s responses.
- Train interviewers.
- Use the same questions with all candidates.
- Use rating scales to rate interviewees’ answers.
- Use multiple interviewers or panel interviews.
- Use better questions.

Examples of Questions That Provide Structure

Situational Questions:

1. Suppose a co-worker was not following standard work procedures. The co-worker was more experienced than you and claimed the new procedure was better. Would you use the new procedure?

2. Suppose you were giving a sales presentation and a difficult technical question arose that you could not answer. What would you do?

Past Behavior Questions:

3. Based on your past work experience, what is the most significant action you have ever taken to help out a co-worker?

4. Can you provide an example of a specific instance where you developed a sales presentation that was highly effective?
Example of Questions That Provide Structure (Count.)

Background Questions:
5. What work experiences, training, or other qualifications do you have for working in a teamwork environment?
6. What experience have you had with direct point-of-purchase sales?

Job Knowledge Questions:
7. What steps would you follow to conduct a brainstorming session with a group of employees on safety?
8. What factors should you consider when developing a television advertising campaign?

Behavior Specifications
Areas of focus in determining the kind of person who would be best for the job:

Knowledge-Experience Factor
Motivation Factor
Intellectual Factor
Personality Factor
Behavioral Objectives

When you finish studying this chapter, you should be able to:

- Describe the basic training process.
- Explain the nature of at least five training techniques.
- Discuss what management development is and why it’s important.
- Describe the five on-and-off-the-job development techniques.
- Explain why training evaluation is important and how it is best accomplished.
The Training Process

Training refers to the methods used to give new or present employees the skills they need to perform their jobs.

The Five Steps in the Training and Development Process

1. Needs Analysis
2. Instructional Design
3. Validation
4. Implementation
5. Evaluation and Follow-Up
Legal Aspects of Training

Precautions to take include:

1. Confirm claims of skill and experience for all applicants.
2. Reduce the risks of harm by extensively training any employees who work with dangerous equipment, materials, or processes.
3. Ensure that the training includes procedures to protect third parties’ health and safety (including that of other employees).
4. Evaluate the training activity to determine its effectiveness in reducing negligence risks.

Training Techniques

- On-the-Job Training
- Apprenticeship Training
- Informal Learning
- Job Instruction Training
- Lectures
- Programmed Learning
- Audiovisual Techniques
- Vestibule or Simulated Training
- Computer-Based Training
- Training Via CD-ROM and the Internet
Management Development

Management development is any attempt to improve managerial performance by imparting knowledge, changing attitudes, or increasing skills.

Managerial On-the-Job Training Techniques

- Job Rotation
- Coaching/Understudy Approach
- Action Learning
- The Case Study Method
Managerial Off-the Job Training and Development Techniques

- Management Games
- Outside Seminars
- University-Related Programs
- Role Playing
- Behavior Modeling
- In-House Development Centers

The Behavior Modeling Procedure

1. Modeling
2. Role Playing
3. Social reinforcement
4. Transfer of training
Training Effects to Measure

- Reaction
- Learning
- Behavior
- Results
Behavioral Objectives

When you finish studying this chapter, you should be able to:

• *Discuss* How to manage an organizational change program.

• *Explain* how to set up and manage total quality management programs.

• *Describe how to create effective self-directed teams.*

• Discuss HR’s role in business process reengineering.
Types of Change

- Strategic Change
- Cultural Change
- Structural Change
- Task Redesign
- Technological Change
- Change in People, Attitudes and Skills

Ten Step Process for Leading Organizational Change

1. Establish a Sense of Urgency
2. Mobilize Commitment to Change through Joint Diagnosis of Business Problems
3. Create a Guiding Coalition
4. Develop a Share Vision
5. Communicate the Vision
6. Enable Employees to Facilitate the Change
7. Generate Short-Term Wins
8. Consolidate Gains and Produce More Change
9. Anchor the New Ways of Doing things in the Company’s Culture
10. Monitor Progress and Adjust the Vision as Required
Organizational development (OD) is a special approach to organizational change in which the employees themselves formulate the change that’s required and implement it, often with the assistance of a trained professional.

Types of OD Applications

- Human Process Applications
- Team Building
- Technostructural Interventions
- Human Resource Management Applications
- Strategic Applications
Quality

Quality can be defined as the totality of features and characteristics of a product or service that bears on its ability to satisfy given needs.

Total Quality Management Programs

Total quality management (TQM) programs are organization wide programs aimed at maximizing customer satisfaction through continuous improvements.
Human Resource Management and the Quality Improvement Effort

- Make sure all teams work within a policy—deployment process to ensure their efforts are consistent with the firm’s goals.
- Do not institute quality improvement teams as separate, parallel organization structures.
- Do not treat the quality improvement program as if it has an end.
- Recognize that training is essential.
- Give employees the skills they need to analyze and solve problems.
- Remember that whether or not the company achieves it’s quality goals is important but almost secondary. The new employee values that emerge are the heart of the program.

Human Resource Management and the Quality Improvement Effort (Cont.)

- Don’t focus exclusively on “boosting productivity” or assume that emphasizing quality means that productivity will necessarily fall.
- Recognize effort and encourage employees.
- Reward individuals and team efforts in a concrete manner, not necessarily just with money but with rewards like merchandise or pins.
- Remember that the first steps need to be taken by top management.
How HR Helps to Build Productive Teams

- Establish urgent, demanding performance standards.
- Select members for skill and skill potential.
- Train leaders to “coach” not “boss”.
- Challenge the group regularly with fresh facts and information.
- Exploit the power of positive feedback, recognition, and reward.
- Choose people who like teamwork.
- Train, train, train.
- Cross-train for flexibility.

Business Process Reengineering

Business process reengineering is “The fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance such as cost, quality, service, and speed.”
HR’s Role in Reengineering Process

- Building Commitment to Reengineering
- HR and Team Building
- HR’s Role in Changing The Nature of the Work
- HR’s Role in Moving from Controlled to Empowered Jobs
- HR’s Role in Moving from Training to Education
Behavioral Objectives

When you finish studying this chapter, you should be able to:

- Explain why it is important to effectively appraise performance
- Describe eight performance appraisal methods and the pros and cons of each.
- Discuss the major problems inhibiting effective performance appraisals.
- Conduct a more effective appraisal interview.
Performance Appraisal

Performance appraisal is the evaluation of an employee’s current or past performance relative to his or her performance standards.

The Performance Appraisal Process

The Appraisal process involves:

- Setting Work Standards
- Assessing the Employee’s Actual Performance Relative to These Standards
- Providing Feedback to the Employee with the Aim of Motivating That Person to Eliminate Performance Deficiencies or to Continue to Perform above Par
Appraisal Methods

- Graphic Rating Scale Method
- Alteration Ranking Method
- Paired Comparison Method
- Forced Distribution Method
- Critical Incident Method
- Narrative Forms
- Behaviorally Anchored Rating Scales
- The Management by Objectives (MBO) Method

Rating Scale Appraisal Problems

These five main problems can undermine appraisal tools:

- Unclear Standards
- Halo Effect
- Central Tendency
- Leniency or Strictness
- Bias
How to Avoid Appraisal Problems

There are at least four ways to minimize the impact of appraisal problems:

1. Be sure to understand the problems as just discussed and the suggestions given for each of them.
2. Choose the right appraisal tool.
3. Train supervisors to eliminate rating errors such as halo, leniency, and central tendency.
4. Keep a diary.

Guidelines for Developing a legally Defensible Appraisal Process

1. Conduct a job analysis to ascertain the criteria and standards (such as “timely project completion”) required for successful job performance.
2. Incorporate these criteria and standards into rating instrument.
3. Use clearly defined individual dimensions of job performance (like “quantity” or “quality”) rather than undefined, global measures of job performance (like “overall performance”).
4. Communicate performance standards to employees and to those rating them, in writing.
5. When using graphic rating scales, avoid abstract trait names (for example, “loyalty”, “honesty”) unless they can be defined in terms of observable behaviors.
6. Employ subjective supervisory rating (essay, for instance) as only one component of the overall appraisal process.
7. Train supervisors to use the rating instrument properly.
8. Allow appraiser substantial daily contact with the employee being evaluated.
Guidelines for Developing a legally Defensible Appraisal Process (Cont.)

9. Base appraisals on separate evaluations of each of the job's performance dimensions.
10. Whenever possible, have more than one appraiser conduct the appraisal and conduct all such appraisals independently.
11. One appraiser should never have absolute authority to determine a personnel action.
12. Include an employee appeal process.
13. Document all information and reasons bearing on any personnel decision.
14. Where appropriate, provide corrective guidance to assist poor performers in improving their performance.

Who should Do the Appraising?
Options for who should actually rate an employee’s performance include:

- The immediate supervisor
- Peers
- Rating Committees
- Self-ratings
- Subordinates
### Three Types of Appraisal Interviews and Their Objectives

<table>
<thead>
<tr>
<th>Appraisal Interview Type</th>
<th>Appraisal Interview Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Performance is Satisfactory Employee is Promotable</td>
<td>1) Make development plans</td>
</tr>
<tr>
<td>2) Satisfactory—Not Promotable</td>
<td>2) Maintain performance</td>
</tr>
<tr>
<td>3) Unsatisfactory—Correctable</td>
<td>3) Plan Correction</td>
</tr>
</tbody>
</table>

### Conducting the Appraisal Interview

**Four things to keep in mind in conducting a successful Appraisal Interview:**

1. **Be direct and Specific.** Use examples such as absences, tardiness, quality records, inspection reports, scrap or waste, orders processed, productivity records, material used or consumed, timeliness or tasks or project, control or reduction of costs, numbers or errors, costs compared to budgets, customers’ comments, product returns, order processing time, inventory level and accuracy, accident reports, and so on.
2. **Don’t get personal.** Don’t say, “You’re too slow in producing those reports.” Instead try to compare the person’s performance to a standard (“These reports should normally be done within 10 days”). Similarly, don’t compare the person’s performance to that of other people (“He’s quicker than you are”).
3. **Encourage the person to talk.** Stop and listen to what the person is saying; ask open-ended questions such as “What do you think we can do to improve the situation?” Use a command such as “Goon,” or “Tell me more.” Restate the person’s last point as a question, such as “You don’t think you can get the job done?”
4. **Don’t tiptoe around.** Don’t get personal, but do make sure the person leaves knowing specifically what he or she is doing right and doing wrong. Give specific examples; make sure the person understands; and get agreement before he or she leaves as to how things will be improved, and by when. Develop an action plan showing steps and expected results.
How to Handle a Defensive Subordinate

- Recognize that defensive behavior is normal.
- Never attack a person’s defenses.
- Postpone action.
- Recognize your own limitations.
When you finish studying this chapter, you should be able to:

- Discuss The factors that affect career choices.
- Explain how you would make a new subordinate’s first assignment more meaningful.
- Discuss how to more effectively manage promotions and transfers.
- Explain in detail techniques for building two-way communications in organizations.
- Discuss how to discipline employees.
- Define wrongful discharge and explain its importance.
- Explain how to dismiss an employee.
## HR Traditional versus Career Development Focus

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>TRADITIONAL FOCUS</th>
<th>CAREER DEVELOPMENT FOCUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human resource planning</td>
<td>Analyzes jobs, skills, tasks—present and future.</td>
<td>Adds information about individual interests, preferences, and the like to data.</td>
</tr>
<tr>
<td></td>
<td>Projects needs.</td>
<td>Provides career path information.</td>
</tr>
<tr>
<td></td>
<td>Uses statistical data.</td>
<td></td>
</tr>
<tr>
<td>Training and development</td>
<td>Provides opportunities for learning skills, information, and attitudes related to job</td>
<td>Adds individual growth orientation.</td>
</tr>
<tr>
<td>Performance appraisal</td>
<td>Rating and/or rewards.</td>
<td>Adds development plans and individual goal setting.</td>
</tr>
<tr>
<td>Recruiting and placement</td>
<td>Matching organization’s needs with qualified individuals</td>
<td>Matches individual and jobs based on a number of variables including employees’ career interests.</td>
</tr>
<tr>
<td>Compensation and benefits</td>
<td>Rewards for time, productivity, talent, and so on</td>
<td>Adds non-job-related activities to be rewarded, such as United Way leadership positions.</td>
</tr>
</tbody>
</table>

## Employer Career-Oriented Actions

- Avoid Reality Shock
- Provide Challenging Initial Jobs
- Provide Realistic job Preview in Recruiting
- Be Demanding
- Provide Periodic Job Rotation and Job Pathing
- Do Career-Oriented Performance Appraisals
- Provide Career Planning Workshops and Career Planning Workbooks.
- Provide Mentoring Opportunities.
Decisions Related to Managing Promotions

Decision 1: Is seniority or competence the rule?

Decision 2: How is competence measured?

Decision 3: Is the process formal or informal?

Decision 4: Vertical, Horizontal, or other?

Two-Way Communications

Three things contribute to perceived fairness in various business settings:

- Engagement (involving individuals in the decisions that affect them by asking for their input and allowing them to refute the merits of one another’s ideas and assumptions)

- Explanation (ensuring that everyone involved and affected should understand why final decisions are made as they are and of the thinking that underlies the decisions)

- Expectation clarity (making sure everyone knows up front by what standards they will be judged and the penalties for failure)
**Discipline Without Punishment**

1. Issue an oral reminder.

2. Should another incident arise within 6 weeks, issue the employee a formal written reminder, a copy of which is placed in the personnel file.

3. Give a paid one-day “decision-making leave.”

4. If no further incidents occur in the next year or so, the one-day paid suspension is purged from the person’s file.

**Wrongful Discharge**

Wrongful discharge occurs when an employee’s dismissal violates the law or the contractual arrangements stated or implied by the firm via its employment application forms, manuals or other promises.
Avoiding Wrongful Discharge Suit

Have applicants sign the employment application and make sure it contains a clearly worded statement that employment is for not fixed term and that the employer can terminate at any time.

Review your employee manual to look for and delete statements that could prejudice your defense in wrongful discharge case.

Make sure that no one in a position of authority makes promises you do not intend to keep, such as by saying “if you do your job here, you can’t get fired.”

Have clear written rules listing infractions that may require discipline and discharge, and then make sure to adhere to the rules.

If a rule is broken, get the worker’s side of the story in front of witnesses, and preferably get it signed.

Avoiding Wrongful Discharge Suits (Cont.)

Be sure that employees are evaluated at least annually.

Keep careful records of all actions such as employee evaluations, warnings or notices; memos outlining how improvement should be accomplished; and so on.

Make sure that the company’s policy about probationary periods is clear and that employees cannot infer that once they are past the probationary period their jobs are “safe.”

Remember that there are a number of public policy issues often used by the courts to protect employees from arbitrary discharge.

Before taking any irreversible steps, review the person’s personnel file.

Finally, consider “buying-out” a wrongful discharge claim with settlement pay.
The termination Interview

1. Plan the interview carefully.
2. Get to the point.
3. Describe the situation.
4. Listen.
5. Review all elements of the severance package.
6. Identify the next step.
Garry Dessler
Human Resource Management, 8th Edition

Chapter Eleven

11

Establishing Pay Plans

Behavioral Objectives

When you finish studying this chapter, you should be able to:

- Discuss four basic factors determining pay rates.
- Explain in detail each of the five basic steps in establishing pay rates.
- Present the pros and cons of job evaluation.
- Define comparable worth and explain its importance today.
Basic Factors in Determining Pay Rates

- Legal
- Union
- Policy
- Equity

Five Step Process of Establishing Pay Rates

- Conduct a salary survey of what other employees are paying for comparable jobs (to ensure external equity).

- Determine the worth of each job in your organization through job valuation (to ensure internal equity).

- Group similar jobs into pay grades.

- Price each pay grade by using wage curves.

- Fine-tune pay rates.
Job Evaluation

Job evaluation is aimed at determining a job’s relative worth. It is formal and systematic comparison of jobs to determine the worth of one job relative to another and eventually results in a wage or survey hierarchy.

Ranking Method of Job Evaluation

1. Obtain job information
2. Select raters and jobs to be rated
3. Select compensable factors
4. Rank jobs
5. Combine ratings
Point Method of Job Evaluation

The point method is a more quantitative job evaluation technique. It involves identifying (1) several compensable factors, *each having several degrees*, as well as (2) the degree to which each of these factors is present in the job.

Assigning Market Value

<table>
<thead>
<tr>
<th></th>
<th>Job A</th>
<th>Job B</th>
<th>Job C</th>
<th>Job D</th>
<th>Job E</th>
<th>Job F</th>
</tr>
</thead>
<tbody>
<tr>
<td>Market Value</td>
<td>$29.5</td>
<td>$34.5</td>
<td>$45.0</td>
<td>$29.5</td>
<td>$29.5</td>
<td>$29.5</td>
</tr>
</tbody>
</table>
Positioning Jobs Within a Band

Pay in Relation to Skills

Comparable Worth

Comparable worth refers to the requirement to pay equal wages for jobs of comparable (rather than strictly equal) value to the employer.
Behavioral Objectives

When you finish studying this chapter, you should be able to:

- Discuss how to use piecework, standard hour, and team or group incentive plans.
- Discuss how to use short-term and long-term incentives for managers and executives.
- List the pros and cons of salary plans and commission plans for salespeople.
- Explain how an incentive plan might backfire and how to avoid such a problem.
### Incentives for Operations Employees

- **Piecework Plans**
- **Standard Hour Plan**
- **Team or Group Variable Pay Incentive Plans**

### Incentives for Managers and Executives

- **Short-Term Incentives:** *the annual bonus*
- **Long-Term Incentives:** *Capital accumulation programs*
Defining the Strategic Context for the Executive Compensation Plan

- Define the strategic context for the executive compensation program, including the internal and external issues that lace the company and its business objectives—boosting sales abroad, downsizing, and so on.
- Based on your strategic aims, shape each component of the executive compensation package (base salary, short-term incentives, long-term incentives, and benefits and perquisites), and then group the components into a balanced whole.
- Create a stock option plan to give the executive compensation package the special character it needs to meet the unique needs of the executives and the company.
- Check the executive compensation plan for compliance with all legal and regulatory requirements and for tax effectiveness.
- Install a process for reviewing and evaluating the executive compensation plan whenever a major business change occurs.

Incentives for Salespeople

- Salary Plan
- Commission Plan
- Combination Plan
Employee Stock Ownership Plan (ESOP)

Under the most basic form of employee stock ownership plans (ESOP), a corporation contributes shares of its own stock -- to a trust, one established to purchase shares of the firm’s stock for employees.

Why Incentive Plans Don’t Work

- Performance pay can’t replace good management.
- You get what you pay for.
- Pay is not a motivator.
- Rewards punish.
- Rewards rupture relationships.
- Rewards can unduly restrict performance.
- Rewards may undermine responsiveness.
- Rewards undermine intrinsic motivation.
When to Use Incentives

1. When employees are unable to control quantity or output (such as on machine-paced assembly lines), pay base on time may be more appropriate.

2. When delays in the work are frequent and beyond employees’ control, it is impractical to tie workers’ pay to their output.

3. Most incentive plans tie pay to the quantity, rather than the quality, of output. When quality is a primary consideration, pay based on time is often (but not always) more appropriate.

How to Implement Incentive Plans

1. Link the incentive with your strategy.
2. Ensure that effort and rewards are directly related.
3. Make the plan understandable and easily calculable by the employees.
4. Set effective standards.
5. Guarantee your standards.
7. Get support for the plan.
8. Have good measurement systems.
10. Take the corporate culture into consideration.
Behavioral Objectives

When you finish studying this chapter, you should be able to:

- List and describe each of the basic benefits most employers might be expected to offer.
- Explain how to reduce an employer’s unemployment insurance bill.
- Explain why the cost of insurance benefits is increasing and identify what employers can reduce these costs.
- Discuss how to set up a flexible benefits program.
Benefit Categories

- Pay for Time Not Worked
- Insurance Benefits
- Retirement Benefits
- Services

Pay for Time Not Worked

- Unemployment Insurance
- Vacations and Holidays
- Sick Leave
- Severance Pay
- Supplemental Unemployment Benefits
Insurance Benefits

- Worker’s Compensation
- Life Insurance
- Hospitalization, Medical, and Disability Insurance

Retirement Benefits

- Social Security
- Pension Plans
Employee Service Benefits

- Personal Services Benefits
- Job-Related Services Benefits
- Executive Perquisites (perks)

Guidelines for cutting Unemployment Insurance Costs

- Understand the unemployment insurance code.
- Train managers and supervisors
- Conduct exit interviews
- Verify unemployment claims.
- File the protest against a former employee’s claim on a timely basis.
- Know your local unemployment insurance official.
- Audit the annual benefit charges statement.
Controlling Worker’s Compensation Costs

- Screen out accident-prone workers and also reduce accident-causing conditions in your facilities.
- Reduce the accidents and health problems that trigger claims, by, for instance, instituting effective safety and health programs and complying with government standards on these matters.
- Institute rehabilitation programs for injured employees, since worker’s compensation costs increase as long as an employee can’t work.

Advantages of Flexible Benefits Programs

- Employees choose packages that best satisfy their unique needs.
- Flexible benefits help firms meet the changing needs of a changing work force.
- Increased involvement of employees and families improves understanding of benefits.
- Flexible plans make introduction of new benefits less costly. The new option is added merely as one among a wide variety of elements from which to choose.
- Cost containment—the organization sets the dollar maximum. Employee chooses that constraint.
Disadvantages of Flexible Benefits Programs

1. Employees make bad choices and find themselves not covered for predictable emergencies.

2. Administrative burdens and expenses increase.

3. Adverse selection -- employees pick only benefits they will use. The subsequent high benefit utilization increases its cost.

4. Subject to nondiscrimination requirements in Section 125 of the Internal Revenue Code.
Behavioral Objectives

When you finish studying this chapter, you should be able to:

- Describe the history of the labor movement and why workers unionize
- Discuss in detail the nature of the major federal labor relation laws.
- Describe the process of a union drive and election.
- Explain to an HR manager how to avoid losing a unionization election.
- Describe the nature of the collective bargaining process.
- List important do’s and don’ts for handling grievances.
Why Do Workers Organize?

The urge to unionize often boils down to the belief that it is only through unity that the workers can get their fair share of the pie and also protect themselves from the arbitrary whims of management.

Unfair Employer Labor Practices

The Wagner Act deemed “statutory wrongs” (but not crimes) five unfair labor practices used by employers:

1. It is unfair for employers to “interfere with, restrain, or coerce employees” in exercising their legally sanctioned right of self-organization.
2. It is an unfair practice for company representatives to or interfere with either the formation or the administration of labor unions. Among other management actions found to be unfair under practices 1 and 2 are bribing employees, using company spy systems, moving a business to avoid unionization, and blacklisting union sympathizers.
3. Companies are prohibited from discriminating in any way against employees for their legal union activities.
4. Employers are forbidden to discharge or discriminate against employees simply because the latter file unfair practice charges against the company.
5. Finally, it is an unfair labor practice for employers to refuse to bargain collectively with their employees’ duly chosen representatives.
Unfair Union Labor Practices

The Taft-Hartly Act enumerated several labor practices that unions were prohibited from engaging in:

1. First, unions were banned from restraining or coercing employees from exercising their guaranteed bargaining rights. For example, some specific union actions the courts have held illegal under this provision include stating to an antion union employee that he or she will lose his or her job once the union gains recognition; issuing patently false statements during union organizing campaigns; and making threats of reprisal against employees subpoenaed to testify against the union at NLRB hearings.

2. It is also unfair labor practice for a union to cause an employer to discriminate in any way against an employee in order to encourage or discourage his or her membership in a union. There is one exception to this. Where a closed or union shop prevails (and union membership is therefore a prerequisite to employment), the union may demand discharge for a worker who fails to pay his or her initiation fees and dues.

3. It is unfair labor practice for a union to refuse to bargain in good faith with the employer about wages, hours, and other employment conditions.

The Union Drive and Election

Step 1. Initial Contact

Step 2. Obtaining Authorization Cards

Step 3. Hold a Hearing

Step 4. The Campaign

Step 5. The Election
How to Lose an NLRB Election

Reason 1. Asleep at the switch

Reason 2. Appointing a committee

Reason 3. Concentrating on money and benefits

Reason 4. Industry blind spots

Reason 1. Delegating too much to divisions or branches

Guidelines for Employers Wishing to Stay Union-Free

1. Practice preventive employee relations.
2. Recognize the importance of location.
3. Seek early detection.
4. Do not volunteer.
5. Beware of the authorization cards.
6. Present your case.
7. Postpone the election.
8. Pick your time carefully.
Collective Bargaining

For the purpose of [this act] to bargain collectively is the performance of the mutual obligation of the employer and the representative of the employees to meet at reasonable times and confer in good faith with respect to wages, hours, and terms and conditions of employment, or the negotiation of an agreement, or any question arising thereunder, and the execution of a written contract incorporating any agreement reached if requested by either party, but such obligation does not compel either party to agree to a proposal or require the making of a concession.

Bargaining Stages

1. Each side presents its demands
2. Reduction of demands
3. Subcommittee studies
4. Informal settlement
5. Formal agreement
Guidelines for Handling Grievances: Don’s

- Investigate and handle each and every case as thought it may eventually result in an arbitration hearing.
- Talk with the employee about his or her grievance; give the person a good and full hearing.
- Require the union to identify specific contractual provisions allegedly violated.
- Comply with the contractual time limits of the company for handling the grievance.
- Visit the work area of the grievance.
- Determine whether there were any witnesses.
- Examine the grievant’s personnel record.
- Fully examine prior grievance records.
- Treat the union representative as your equal.
- Hold your grievance discussions privately.
- Fully inform your own supervisor of grievance matters.

Guidelines for Handling Grievances: Don’ts

- Discuss the case with the union steward alone—the grievant should definitely be there.
- Make arrangements with individual employees that are inconsistent with the labor agreement.
- Hold back the remedy if the company is wrong.
- Admit to the binding effect of a past practice.
- Relinquish to the union your rights as a manager.
- Settle grievances on the basis of what is “fair.” Instead, stick to the labor agreement, which should be your only standard.
- Bargain over items not covered by the contract.
- Treat as subject to arbitration claims demanding the discipline or discharge of managers.
- Give long written grievance answers.
- Trade a grievance settlement for a grievance withdrawal (or try to make up for a bad decision in one grievance by bending over backward in another).
- Deny grievances on the premise that your “hands have been tied by management.
- Agree informal amendments in the contract.
Garry Dessler
Human Resource Management, 8th Edition

Chapter fifteen

Employee Safety and Health

Behavioral Objectives

When you finish studying this chapter, you should be able to:

- Describe OSHA and how it operates.
- Describe the supervisor’s role in safety.
- Explain in detail three basic causes of accidents.
- Explain in detail how to prevent accidents at work.
- Discuss major health problems at work and how to remedy them.
Occupational Safety and Health Administration

The Occupational Safety and Health Administration (OSHA) was created within the Department of Labor. OSHA’s basic purpose is to administer the act and to set and enforce the safety and health standards that apply to almost all workers in the United States.

OSHA Inspections and Their Priorities

<table>
<thead>
<tr>
<th>Priority</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Priority</td>
<td>Situations with imminent danger</td>
</tr>
<tr>
<td>Second Priority</td>
<td>Catastrophes, fatalities, and accidents that have already occurred</td>
</tr>
<tr>
<td>Third Priority</td>
<td>Valid employee complaints of alleged violation of standards</td>
</tr>
<tr>
<td>Fourth Priority</td>
<td>Periodic special-emphasis inspections</td>
</tr>
<tr>
<td>Fifth Priority</td>
<td>Random inspections and reinspections</td>
</tr>
</tbody>
</table>
What Causes Accidents?
There are three basic causes of workplace accidents:

- Chance occurrences
- Unsafe conditions
- Unsafe acts on the part of employees

Unsafe Conditions as Causes of Accidents
Unsafe Conditions include such factors as:
- Improperly guarded equipment
- Defective equipment
- Hazardous procedures in, on, or around
- Unsafe storage--congestion, overloading
- Improper illumination--glare, insufficient light
- Improper ventilation---insufficient air change, impure air source
What Causes Unsafe Acts

- Throwing materials
- Operating or working at unsafe speeds—either too fast or too slow
- Making safety devices inoperative by removing, adjusting, or disconnecting them
- Using unsafe procedures in loading, placing, mixing, or combining
- Lifting improperly
- Distracting, teasing, abusing, startling, quarreling, and horseplay

How Personal Factors May Influence Employee Accident Behavior

<table>
<thead>
<tr>
<th>Personal Characteristics</th>
<th>Predisposing Behavior Tendencies</th>
<th>Types of Behaviors in Specific Circumstances</th>
<th>Incidence of Specific Accident Behavior</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personality</td>
<td><em>Undesirable Attitudes and Habits</em></td>
<td><em>Inattention</em></td>
<td><em>Probability Rate of Individual’s Accident Behaviors</em></td>
</tr>
<tr>
<td>Intelligence</td>
<td></td>
<td><em>Forgetfulness Misperception</em></td>
<td></td>
</tr>
<tr>
<td>Motivation</td>
<td></td>
<td><em>Failure to Follow Procedures</em></td>
<td></td>
</tr>
<tr>
<td>Sensory Skills</td>
<td></td>
<td><em>Inadequate Performance</em></td>
<td></td>
</tr>
<tr>
<td>Motor Skills</td>
<td></td>
<td><em>Assuming Excessive Risk, etc.</em></td>
<td></td>
</tr>
<tr>
<td>Experience, etc.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
How to Prevent Accidents

In practice, accident prevention boils down to two basic activities:

- Reducing unsafe conditions
- Reducing unsafe acts

Reducing Unsafe Acts Through Selection and Placement

Factors that might be related to accidents on specific jobs:

- Emotional stability and personality
- Muscular coordination
- Visual skills
- Employee reliability
Emphasize Safety

- Praise employees when they choose safe behaviors; listen when employees offer suggestions, concerns, or complaints.
- Be a good example, for instance, by following every safety rule and procedure.
- Continuously improve and simplify plant safety, for instance by removing hazards where possible.
- Visit plant areas regularly.
- Maintain open safety communications, for instance by telling employees as much as possible about safety activities such as testing alarms and changing safety equipment or procedures.
- Link manager’s bonuses to safety improvements.

Steps That May be Taken to Reduce Workplace Stress

- Allow employees to talk freely with one another and to consult with colleagues about work issues.
- Reduce personal conflicts on the job
- Ensure adequate staffing and expense budgets.
- Have open communication between management and employees.
- Support employee’s efforts, for instance, by regularly asking how they are doing.
- Provide competitive personal leave and vacation benefits.
- Maintain current levels of employee benefits, because benefits reductions lead to stress.
- Reduce the amount of red tape for employees.
- Recognize and reward employees for their accomplishments and contributions.
  Ensure effective job fit, since stress overload can result when workers are mismatched with jobs. Similarly, giving employees more control over their jobs can also mediate the effects of job stress.
- Provide employee assistance programs including professional counseling help.
Behavioral Objectives

When you finish studying this chapter, you should be able to:

- *Explain* how to improve international assignments through employee selection
- *Answer* the question, “What sort of special training do overseas candidates need?”
- *Discuss* the major considerations in formulating a compensation plan for overseas employees.
- *Describe* the main considerations in repatriating employees from abroad.
- *Explain* how building employee commitment can be a cornerstone of an employer’s HR Philosophy.
Five Figures Important in International Assignee Importance Factors’ Components

(1) Job Knowledge and Motivation
- Managerial ability
- Organizational ability
- Imagination
- Creativity
- Administrative skills
- Alertness
- Responsibility
- Initiative and energy
- High motivation
- Frankness
- Belief in mission & job
- Perseverance

(2) Relational Skills
- Respect
- Courtesy & tact
- Display of respect
- Kindness
- Empathy
- Non-judgmentalness
- Integrity
- Confidence

(3) Flexibility/Adaptability
- Resourcefulness
- Ability to deal with stress
- Flexibility
- Emotional Stability
- Willingness to change
- Tolerance for ambiguity
- Adaptability
- Independence
- Dependability
- Political sensitivity
- Positive self-image

(4) Extra-Cultural Openness
- Variety of outside interests
- Interest in foreign cultures
- Openness
- Knowledge of local language(S)
- Outgoingness & extraversion
- Overseas experience

(5) Family Situation
- Adaptability of spouse & family
- Spouse’s positive opinion
- Willingness of spouse to live abroad
- Stable marriage

Traits Distinguishing Successful International Executives

<table>
<thead>
<tr>
<th>SCALE</th>
<th>Sample item</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sensitive to cultural Differences</td>
<td>When working with people from other cultures, works hard to understand their perspectives</td>
</tr>
<tr>
<td>Business Knowledge</td>
<td>Has a solid understanding of our products and services.</td>
</tr>
<tr>
<td>Courage to Take a Stand</td>
<td>Is willing to take a stand on issues.</td>
</tr>
<tr>
<td>Brings Out the Best in People</td>
<td>Has a special talent for dealing with people.</td>
</tr>
<tr>
<td>Acts with Integrity</td>
<td>Can be depended on to tell the truth regardless of circumstances.</td>
</tr>
<tr>
<td>Is Insightful</td>
<td>Is good at identifying the most important part of a complex problem or issue.</td>
</tr>
<tr>
<td>Is Committed to Success</td>
<td>Clearly demonstrates commitment to seeing the organization succeed.</td>
</tr>
<tr>
<td>Takes Risks</td>
<td>Takes personal as well as business risks.</td>
</tr>
<tr>
<td>Uses Feedback</td>
<td>Has changed as a result of feedback.</td>
</tr>
<tr>
<td>Is Culturally adventurous</td>
<td>Enjoys the challenge of working in countries other than his/her own.</td>
</tr>
<tr>
<td>Seeks Opportunities to Learn</td>
<td>Takes advantage of opportunities to do new things.</td>
</tr>
<tr>
<td>Is Open to Criticism</td>
<td>Appears brittle—as if criticism might cause him/her to break.*</td>
</tr>
<tr>
<td>Seeks Feedback</td>
<td>Pursues feedback even when others are reluctant to give in.</td>
</tr>
<tr>
<td>Is Flexible</td>
<td>Doesn’t get so invested in things that she/he cannot change when something doesn’t work.</td>
</tr>
</tbody>
</table>

* Reverse scored
Four Step Approach to Training Overseas Candidates

- Level 1 training focuses on the impact of cultural differences, and on raising trainees’ awareness of such differences and their impact on business outcomes.

- Level 2 training aims at getting participants to understand how attitudes (both negative and positive) are formed and how they influence behavior.

- Level 3 training provides factual knowledge about the target country.

- Level 4 training provides skill building in areas like language and adjustment and adaptation skills.

Performance Appraisal of International Managers

Five suggestions for improving the expatriate appraisal process:

- Stipulate the assignment’s difficulty level. For example, being an expatriate manager in China is generally considered more difficult than working in England, and the appraisal should take such difficulty-level differences into account.

- Weight the evaluation more toward the on-site manager’s appraisal than toward the home-site manager’s distant perceptions of the employee’s performance.

- If however (as is usually the case), the home-site manager does the actual written appraisal, have him or her use a former expatriate from the same overseas location to provide background advice during the appraisal process.

- Modify the normal performance criteria used for that particular position to fit the overseas position and characteristics of that particular locale.

- Attempt to give the expatriate manager credit for his or her insights into the functioning of the operation and specifically the interdependencies of the domestic and foreign operations.
Repatriation

Several steps can be taken to avoid repatriation problems:

- Write repatriation agreements
- Assign a sponsor
- Provide career counseling
- Keep communications open
- Offer financial support
- Develop reorientation programs
- Build in return trips

Building Employee Commitment

HRM practices described in this book that can help build commitment include the following:

- Establish people-first values
- Guarantee fair treatment
- Use value-based hiring
- Provide for employee security
- Assess the rewards package
- Actualize the rewards package