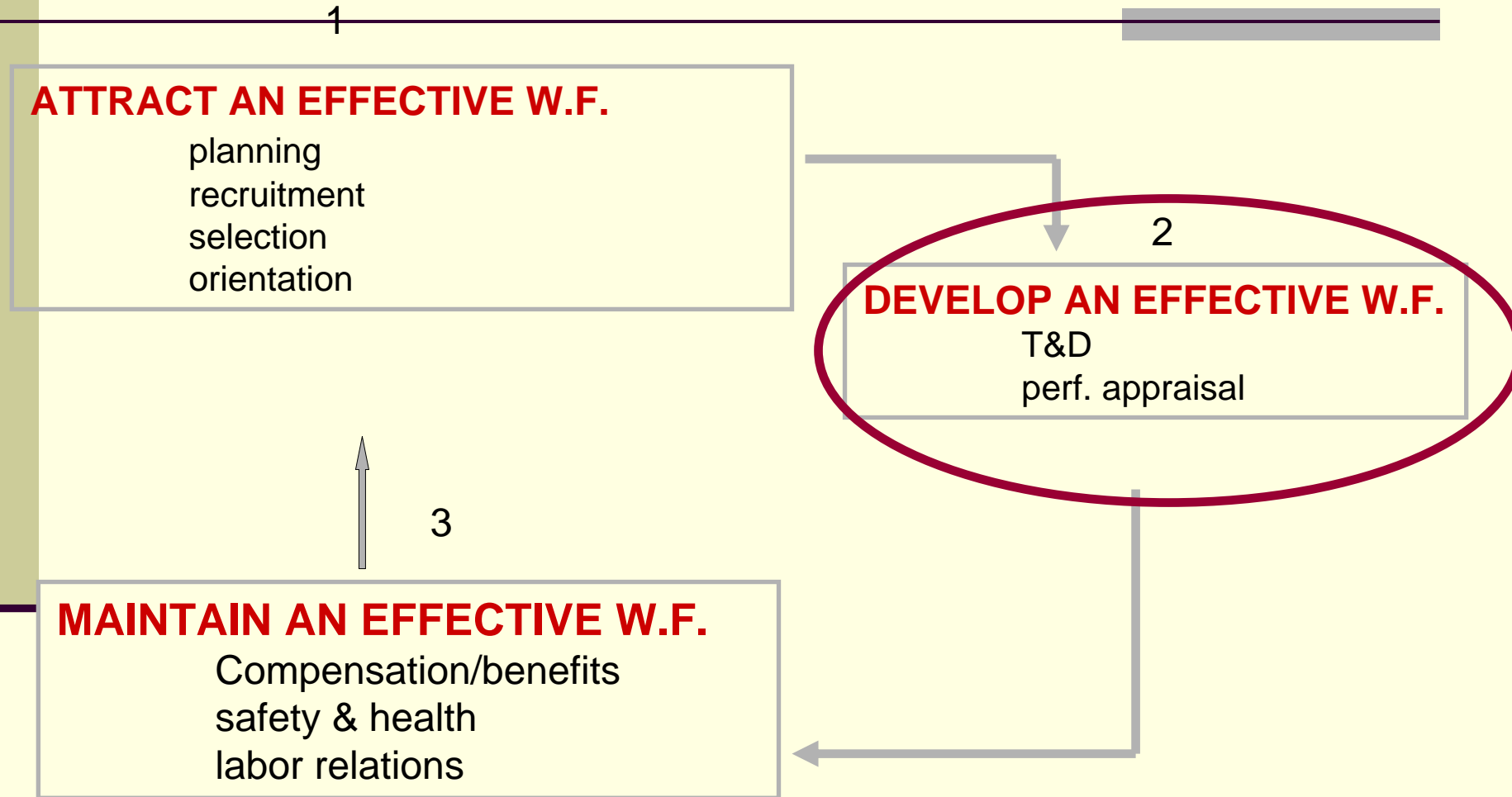


# Human Resource Management

## Developing Human Resources



# 3 MAIN GOALS OF HRM



# EMPLOYEE PERFORMANCE =

## TRAINING AND PERFORMANCE APPRAISAL

ABILITY x MOTIVATION



KSAs  
resources  
environment

“CAN DO”  
factors



effort  
commitment

“WILL DO”  
factors



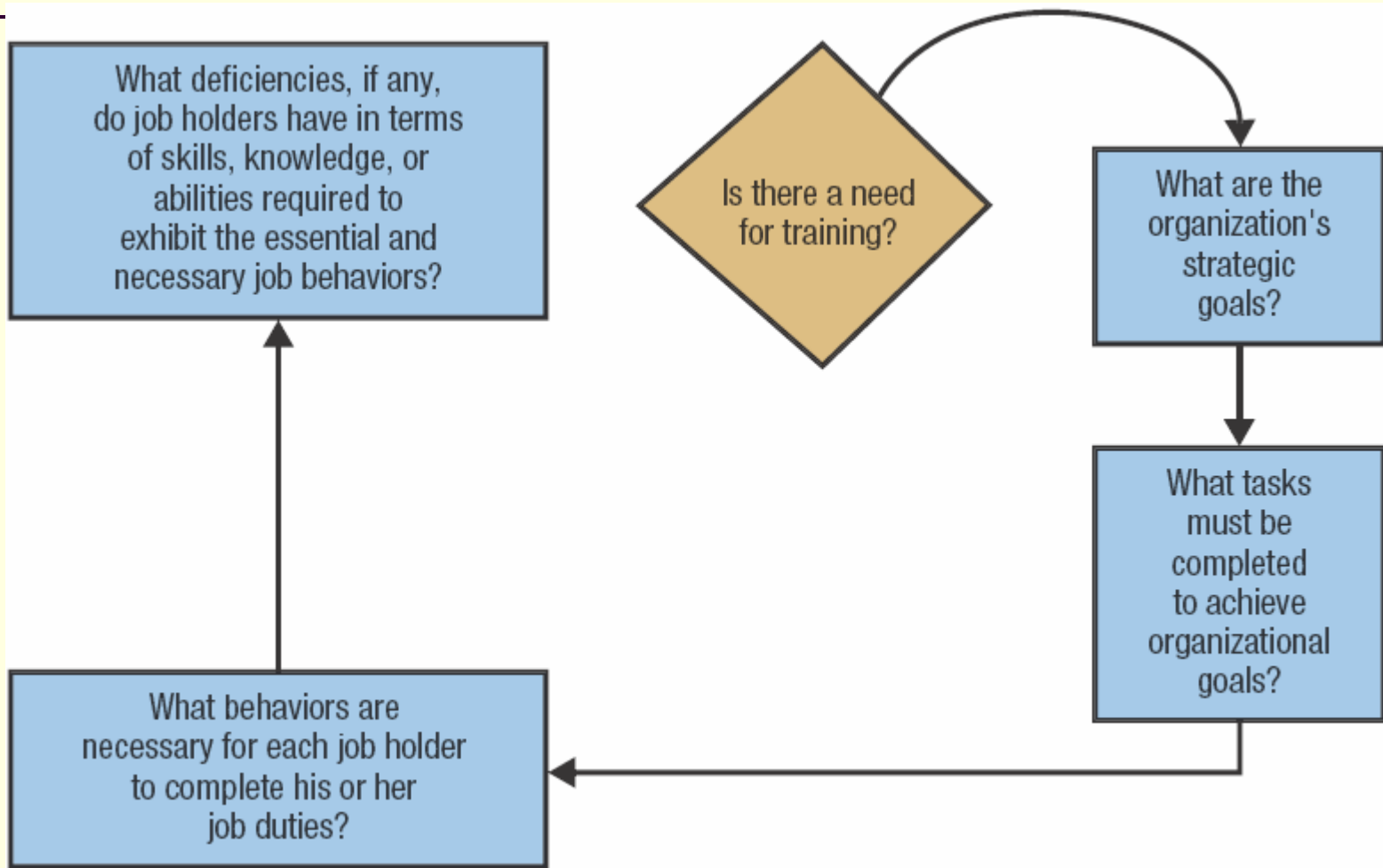
# T & D is big business in the U.S

---

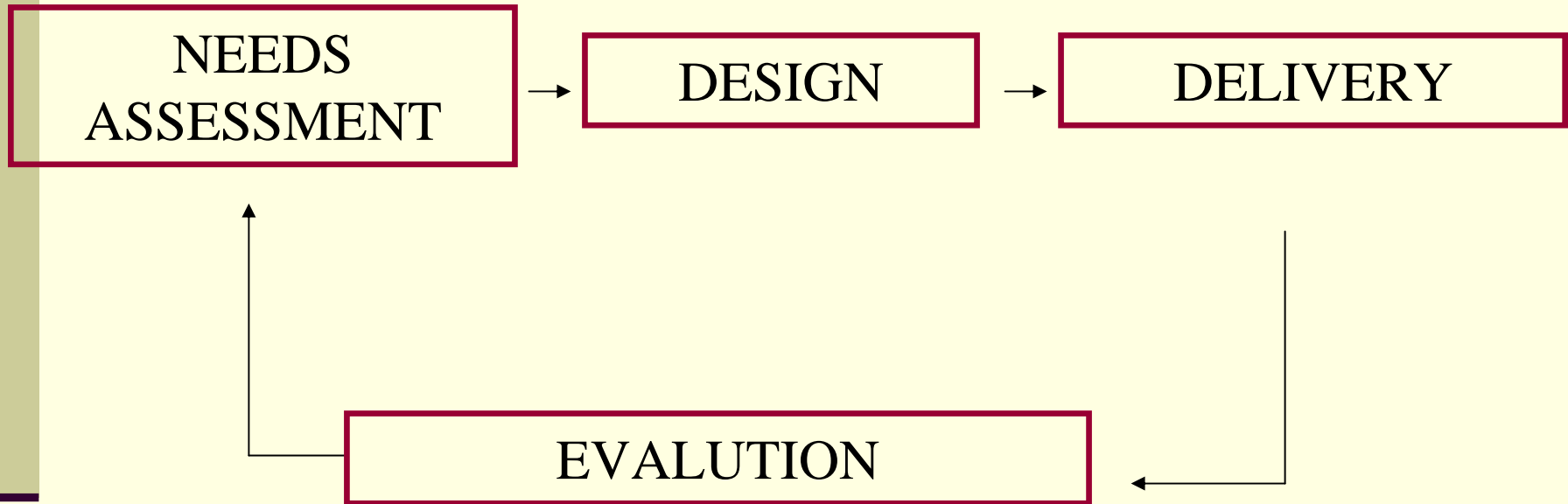
- U.S. companies spend over 60\$bill/yr. on formal training programs
  - On average, 1-2% of payroll goes towards T&D
- Who wins?
- Most economists believe it is a win-win situation for all involved
  - Employee
  - Employer
  - Society



# Determining if Training Is Needed



# THE T&D PROCESS



# Typical Training Methods

---

- On-the-Job Training Methods
  - Job rotation
  - Understudy assignments
- Off-the-Job Training Methods
  - Classroom lectures
  - Films and videos
  - Simulation exercises
  - Vestibule training



*“Maximizing Performance is a priority for most organizations today. Performance Appraisal is a critical component of this”* - Jack Welch, former CEO of GE

Provide information to employees about performance

Documentation



Clarify what the organization expects.

Identify training and development needs





# MAJOR STEPS IN P.A.

---

## Job Analysis

1. **Setting** performance measures
2. **Constructing** the appraisal instrument
3. **Measuring** actual performance
4. **Giving** the performance appraisal feedback - the P.A. interview

P.A. GOAL: accurate reflection of an individual's performance

minimize subjectivity  
high reliability  
high validity



# Performance Appraisal Methods

<b>METHOD</b>	<b>ADVANTAGE</b>	<b>DISADVANTAGE</b>
<b>Written essay</b>	<b>Simple to use</b>	<b>More a measure of evaluator's writing ability than of employee's actual performance</b>
<b>Critical incidents</b>	<b>Rich examples behaviorally based</b>	<b>Time-consuming; lack quantification</b>
<b>Graphic rating scales</b>	<b>Provide quantitative data; less time-consuming than others</b>	<b>Do not provide depth of job behavior assessed</b>
<b>BARS</b>	<b>Focus on specific and measurable job behaviors</b>	<b>Time-consuming; difficult to develop measures</b>
<b>Multiperson</b>	<b>Compares employees with one another</b>	<b>Unwieldy with large number of employees</b>
<b>MBO</b>	<b>Focuses on end goals; results oriented</b>	<b>Time-consuming</b>
<b>360° Appraisal</b>	<b>More thorough</b>	<b>Time-consuming</b>



# When Performance Falls Short

---

- Performance impediments
  - Mismatched skills
  - Inadequate training
  - Employee's personal problems
- Discipline
  - Actions taken by a manager to enforce an organization's standards and regulations
- Employee counseling
  - A process designed to help employees overcome performance-related problems

