

HUMAN RESOURCE MANAGEMENT

1. Human resource management:

- Human Resource planning
- Recruitment
- Selection
- Training and development
- Safety and Health
- Performance and Appraisal

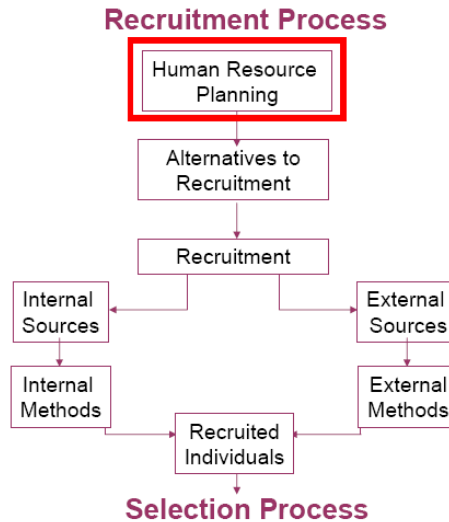
2. **Human Resource Planning:**

- Identifying needs
 - The leader must know their needs and work based on the needs.
- Employee requisition (permohonan jawatan/ pengisian)
 - The leader must know the protocol how to request additional employee from the government e.g. filling up ABM form
- Jobs description
 - Leaders must have in their mind about jobs description for every posts before they recruit people to fill up the posts
- Based on Malaysian Plan, Dasar Baru, Annual Planning
 - Good Leader usually have strategic plan for e.g. they follow the flow (government policies) not against the flow in planning their needs.

3. **Recruitment and Selection:**

- **Recruitment** is the process of attracting individuals
 - On a timely basis
 - In sufficient numbers

- With appropriate qualifications to apply for jobs with an organization
- Recruitment process

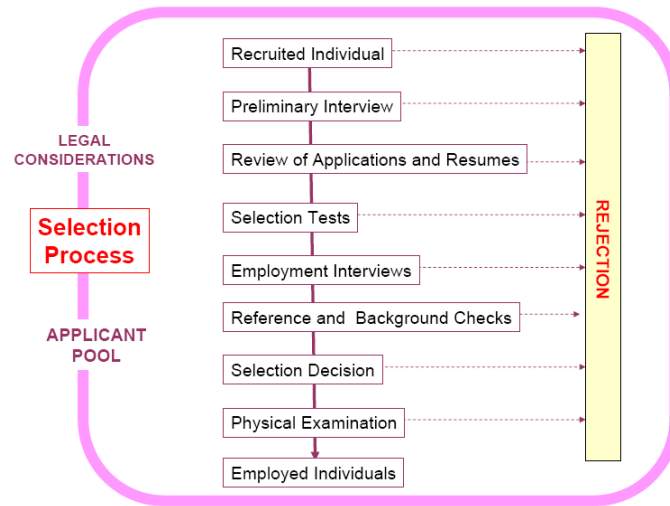


Mondy R.W., Noe R.M., Human Resource Management 6 Ed. 1996

- Alternatives to recruitment
 - Overtime
 - Pro – inexpensive, short term
 - Con – pacing of work, false expectations
 - Subcontracting
 - Outsourcing service
 - Contingent workers (part time workers)
 - Fastest growing segment of the US economy
 - Women – flexi time (flexible work time according to the women free time)
 - As and when required
 - Avoids costs of recruitment, absenteeism, employee benefits
 - Employee leasing (pinjam staff dari agensi lain)
 - Lease from agency

- Pro – mobility for staff, no problem with trade unions
- Internal sources
 - Promotion from within (pfw)
 - Motivating
 - Aware of employee's capability
 - Con – no new idea, lack of creativity
- Internal methods
 - Management and skill inventories of current employees
 - Job posting
 - Informing employees of job openings
 - Bidding procedures
 - Allow employees who believe they qualify apply for a posted job
 - Con – disappointed bidder – need to be told why they are not selected.
- External sources
 - Recruitment sources
 - Vocational school – occupational skills, repair
 - Colleges – middle managers
 - Universities – on-campus recruitment
 - Human resource raiding amongst competitor
 - Employment agencies
 - Retirees
 - Military personnel – discipline, team orientation
- External methods
 - Dependent on job market (high demand/ low demand)
 - Advertising is suitable if the job market is low demand
 - Employment agencies if the job market more demanding
 - Executive search firms (high demand job)
 - Professional organization (prestige demand)

- **Selection** is the process of choosing from group of applicants, the individual best suited for a particular position
- Selection process



- Legal considerations
 - Gender
 - Marital status
 - Disabilities
 - Religion
 - Race
 - Age
 - Arrest record
 - Conviction record
- Applicant pool
 - Selection process is determined by the number of applicants available for a particular job

Selection Ratio: $\frac{\text{Number of posts}}{\text{Number of applicants}}$

- Attendants : 300 posts / 14,000 applicants
- IK : 70 posts / 9000 applicants

- Preliminary interview
 - Screening to eliminate those obviously not qualified
 - Match applicant with other job positions
- The employment interview
 - Content
 - Academic achievement
 - Occupational experience
 - Personal qualities skills
 - Types of interviews
 - Structured
 - Questions related to worker requirements, job knowledge
 - Consistent
 - Unstructured
 - Open-ended questions, time consuming
 - Methods of interviewing
 - Group interview
 - Board interview
- Personal references checks/ background investigation
 - Reference checks
 - From previous employers
 - Data obtained not objective
 - Investigations of previous employment provide better picture
 - Background information
 - Issues: privacy act
 - Applicant to sign waiver to allow employer to contact references
- Selection decision
 - Human Resource Manager or supervisor
 - Decision best made by one directly responsible for the worker

- Physical examination
 - Vision – color blindness
 - Physical disabilities
 - Drug dependency
 - Infectious diseases
 - Foreign workers (FOMEMA requirement)
- Rejection of applicants
 - Diplomatic feedback
 - “There does not appear to be a proper match between your qualification and our needs.”
 - Deeper into process, greater the trauma

4. **Training and development**

- Definition
 - Training and Development is a planned continuous effort by management to improve employee competency levels and organizational performance through training and development programs
 - Training – focuses on the process of providing employees with specific skills or helping them correct deficiencies in their performance
 - Development – an effort to provide employees with abilities the organization needs
- Factors influencing training and development:
 - Top management support
 - Technology advances
 - Behavioral science knowledge
 - Organizational complexity
 - Performance of other human resource functions
 - Learning principles

- Recent studies:
 - ...most firms do not offer any formal training.
 - Ronald Henkoff – “Companies that Train Best” – fortune magazine
 - ...only 15,000 companies (0.5%) of the total amount for 90% of the billions spent on training annually.
 - ...most of training the training was directed towards executives and managers
 - Reason for apathy
 - ...difficulty to identify and demonstrate the benefits that training produces in the short term.
 - ...lack of external controls such as training boards which recognized training activities in organizations.
 - ...drop in staff turnover, which drastically reduced initial training and induction.
 - ...lack of commitment towards training especially on the part of personnel managers.
- Successful companies
 - Xerox
 - ...over 300 million a year spent on training and retraining its employees
 - Motorola, Federal Express, Corning and Singapore Airlines
 - 3% of payroll cost on training
- Training and Development objectives
 - To increase productivity
 - To prevent obsolence (declination) of skill at all level of the organization
- Matter must be considered in training and development
 - Identify training needs
 - For different groups of employee

- Develop training objectives
 - Organizational goals
- Match trainees with resources available for training
- Methods of training
- Conducting training
- Evaluation of training
- Identifying training needs
 - Based on request
 - Job performance
 - Organizational change
 - Technological development
 - Career development
 - Credentialing and privileging
- Types of organizational training
 - Management skills
 - Computer skills
 - Communication skills
 - Technical skills
 - Customer relations
 - Labor relations
 - Sales skills
 - Secretarial skills
 - New methods/procedures
- Training methods
 - Conference
 - Lectures and discussion
 - Used by companies and universities
 - In house – university
 - Expert → professional conference (according to the needs) → conference

- Lectures
 - Most common method
 - Classroom style teaching
 - Audience usually homogenous
 - In-house and invited lectures
 - Part of continuous professional education
 - Integral part of short and long courses
- Group discussion
 - Forum an important training method
 - Members interact with one another
 - Share experiences and update
 - Especially useful when facilitated by senior staff
- Simulation
 - An approach that uses a training set up that is identical to a live setting
 - Vestibule training used by pilots in a mock-up cook-pit is a type of stimulation training
 - CPR
 - The correct technique in applying pressure in Cardiac Arrest is important, in order to achieve optimum results, without injuring the rib cage
 - Light indicators for correct technique
 - Uses in Emergency Medicine
 - Disaster drills
 - Training is provided to staff on action to be taken, in the event of a disaster e.g. plane crash or a natural disaster involving a large number of victims needing medical assistance
 - In collaboration with:
 - Police

- Fire brigade
- The army
- The Red Crescent
- St. John's Ambulance
- HUSM
- E.g. of a scenario
 - A crash is simulated with victims at crash site.
 - Students nurses role play the part of victims are triaged (screened)
 - Vehicles in the form of ambulances and helicopters and public vehicles from various agencies rush to the site and ferry patients to various hospitals.
 - At the hospital
 - In-house disaster drill is set in motion
 - All relevant departments on alert
 - Operations and media rooms set up
 - Wards and spaces cleared for management of survivor of the crash
- Apprenticeship
 - Structured process by which individuals become skilled workers through a combination of classroom instructions and on the job training
 - Basically involves having the learner/apprentice study under the tutelage of a master craftsman
 - Hospitals
 - Integral to medical training
 - One year of internship training before doctors are registered as Medical Officers, and Pediatrics

- Placed in various departments under the tutelage of senior medical officer and specialist
- Compulsory posting are required in the disciplines of Medicine, Surgery, Obstetrics and Gynecology, and orthopedics
- Demonstration
 - Usually used in the training of staff on new techniques or skills
 - Used extensively in the public and private sector
 - Used for both induction and on the job training
- On the job training
 - Carried out on the job or off the job
 - Trainee works in actual work setting
 - Guidance of experienced people
 - Referred to as informal training
 - Practiced in the public and private sectors
- Job rotation
 - Training provided by allowing staff to be placed in different departments for designated periods of time
- Computer based learning
 - Revolutionized training in the private and public sector
 - Provides just in time (JIT) information
 - Customized to user's needs and convenience
 - Continuing Professional Education
 - Updating knowledge
 - Shorten periods of institution based learning
 - Provides JIT medical knowledge and practice guidelines at point of care

- Electronic textbooks, local and international databases, electronic medical journal, linkages to medical/health websites, etc.
- Training methods should match
 - The organization
 - Staff
 - Category
 - Skill level
 - Available resources

Training Methods	Manager	Technical staff
Conference	○	
Job rotation		○
Lectures	○	○
Simulation		○
Apprenticeship		○
On the job training		○
Computer based training	○	○
Group discussion	○	○

- In conclusion
 - Traits of good CEO
 - Willing
 - To teach
 - To share
 - To demonstrate
 - Willing to train one to replace him

5. **Safety and Health**

- Occupational safety and health
 - Safety: protecting employee from injuries caused by work related accidents
 - Health: employee freedom from physical and emotional illness
 - Critical for:
 - Productivity
 - Effectiveness of the organization
 - Staff morale
 - Quality of work life
 - Principles of OSH act
 - Job related accidents
 - Safety programs at the workplace
 - Cumulative trauma disorders
 - Workplace violence
 - Health and wellness programs
 - Stress
 - Smoking in the workplace
 - Employee assistance programs

6. **Performance and Appraisal**

- Definition
 - Performance appraisal is a formal system of periodic review and evaluation of an individual's or team's job performance
- Performance Appraisal consist of
 - Uses of performance appraisal
 - Process of performance appraisal
 - Responsibility for appraisal
 - Appraisal period
 - Appraisal method

- Problem related to performance appraisal
- Characteristics of effective appraisal
- The appraisal interview
- Legal implication
- **Uses of performance appraisal**
 - Human Resource Planning
 - For placement based on ability identified
 - Staff with potential for consideration for promotion
 - Recruitment and selection
 - Based on favorable appraisal reports
 - Used as reference
 - Human resource development and career planning
 - Identification of training needs
 - Computer skills
 - Course of disciplinary procedures for managers
 - Subspecialty training for specialist
 - To assess employee potential for activities
 - Specialist for quality activities
 - Compensation program
 - Excellence in service cash award
 - Internal employee relation
 - Basis for
 - Promotion
 - Transfers
 - Counseling
 - Termination
- **Process of performance appraisal**
 - Identify goals
 - Organization wide
 - Department wide

- Individual
- Establish job expectation
 - Sasaran kerja tahunan
- Examine work performance
 - Documented proof of achievement
 - Evidence based
- Appraise performance
- Discuss appraisal with employee
- **Responsibility for Performance Appraisal**
 - Immediate supervisor
 - Able to observe daily activities
 - Responsible for output of unit
 - Subordinate
 - Evaluate the effectiveness of the superior
 - Popularity
 - Anonymity
 - Peer appraisal
 - Participative culture
 - Selection of excellence award candidates
 - Group appraisal
 - Assessing subordinates as a team
 - Senior staff providing feedback on staff performance
 - Improve disciplines
 - Vertical job enrichment for senior officer
 - Self-appraisal
 - Staff appraise himself and discusses with superior on gaps in evaluation
 - Self-evaluation in accreditation of hospitals
 - Combination
 - Peer appraisal + group appraisal

- Self-appraisal + group appraisal
- Subordinate appraisal + superior appraisal
- **Appraisal Period**
 - Annually
 - Six monthly
 - Revision of target
 - Four monthly
 - Housemen
 - Attachment
- **Appraisal Method**
 - Rating scale
 - Judgement of performance recorded on a scale (5-7).
(outstanding, average, unsatisfactory)
 - Job related factors and personal characteristics for evaluation
 - Popular – simple, allow for quick assessment
 - Critical incident methods
 - Good event write up
 - Unfavorable event write up
 - Used along with other records for assessment
 - Essay
 - Difficult to assess
 - Used as reference. Self appraisal + Group appraisal
 - Subordinate appraisal + superior Appraisal
 - Work standard
 - Assesses performance of staff against a predetermined standard
 - Record officer: % medical reports made available within one month of application
 - Ranking
 - Numerical

- Best... worst
- Forced distribution
 - Based on normal frequency distribution
- MBO – management by objective
 - Set objectives
 - Monitor performance
 - Keep communication channels open
 - Discuss achievement and issues at appraisal meeting
- BARS – behavioral anchored rating scale
 - Set statements to define performance with different weight given to each statement
 - Assessment factor: ability to absorb and interpret policies
 - For example:
 1. This officer could serve as an information source for other in the department concerning USM policies and procedure → **10**
 2. → **8**
 3. → **6**
 4. → **4**
 5. Even after repeated explanations, this officer is expected to be unable to learn required procedures → **2**

• **Problem related to performance appraisal**

- Halo error
 - High or low ratings based on a single criterion
 - Sensitivity to personal characteristics
- Leniency/strictness
 - Too generous – undeserved high ratings
 - Too strict/critical
- Central tendency

- Playing safe
- Avoiding high/low rating which require explanations
- Lack of objectivity
 - Personal characteristics
 - Poor goal setting
 - Poor job related performance indicators
- Personal bias
 - Assessment based on own rating by assessor's supervisor
 - Bias toward staff
- Recent behavior bias
 - Based on events/behavior during immediate period before assessment
- **Characteristics of effective appraisal**
 - Job related criteria
 - Performance expectations clearly explained
 - Standardization
 - Qualified appraiser
 - Open communication to staff – to avoid unpleasant surprise
 - Employee access to result
- **The appraisal interview**
 - Essential for employee development
 - Problem solving rather than fault finding
 - Discuss performance
 - Set objectives for future performance
 - Discuss means for achieving those objectives
- **Legal implications**
 - Employee not informed of level of performance
 - Wrongly termination
 - Employees won 64% of cases brought to trial