

Chapter 7 – Training and Development

Training VS development

- Tends to be more narrowly focused and oriented toward short-term performance concerns
- Development: Broadening an individual's skills for future responsibility

Strategic model of training

- Company's have to have skilled workforce
- Make sure that it is targeting
- You have to take the rights solutions and the right steps

Phase 1 : conducting the needs assessment

- Organization analysis:
 - Assess the environment, strategies, and resources the firm faces (e.g, new product, new skills, too many workplace injuries)
- Task analysis
 - The task performed in a job, the steps within each and the knowledge, skills, abilities required
- Person analysis
 - Which employees need training and their individual learning needs (e.g. areas for development?)
- Movie: outsource

Phase 2: designing the training program

- Instructional objectives
 - Represent the desired outcomes of a training program
 - Should be SMART (specific, measurable, attainable, realistic, time based)
 - After completing training, participant should be able to:
 - Accurately describe, primary feature of all phones that we support (android, blackberry, apple)
 - Follow the standard telephone script without error
 - Use active listening techniques to respond to a customer inquiry
 - Successfully resolve a basic customer inquiry in 2 minute

Phase 3: implementation

- When you deliver it

Principles of learning

- Malcom Knowles
- Adult responds well to goals that are attainable and realistic
- Feedback and reinforcement
- Massed vs distributed learning : you can teach everything in a 1 week course of

- Individual differences
- Modelling
- Whole VS part learning
- Goal setting
- Individual Differences

Training methods for non managerial employees

- On the job training
- Apprenticeship
- Cooperative training internships
- Classroom instruction
- Program instruction: self directed, directs you different way depending on your answer/response
- Audiovisual methods
- Simulation method
- E-learning

Phase 4: evaluating the training program

- Measuring program effectiveness
 - Criterion 1: reactions
 - Criterion 2: learning
 - Criterion 3: behaviour
 - Criterion 4: results, or returns on investment

Chapter 8 – Performance management

Performance management

- The process of creating a work environment in which people can perform to the best of their abilities
- Performance evaluations (appraisal/reviews) (12 months from your start date or at the same time of the year – April)
- "the result of an annual or biannual process in which a manager evaluates an employee's performance relative to the requirements of his or her job
- ...and uses the info to show the people where improvements are needed and why"
- It should be an ongoing process

Purposes of performance appraisal

- Development
 - Give performance feedback
 - Help employees identify goals
 - Evaluate employees identify goals
 - Improve communication
 - Reinforce authority structure
- Administrative
 - Document personnel decisions
 - Promote employees
 - Validate selection criteria
 - Make retention, termination and layoff
 - Meet legal requirements

Performance appraisals ... like them or not?

- Managers
 - Dislike having to give negative feedback
 - Poorly trained
 - Fear confrontation
 - May not have all the info/ not observed performance
 - Time span too long
 - Time consuming
- Too many forms to complete

Common problems with performance appraisals

- Feedback is infrequent
- Feedback is often one-way and negative
- Content of formal appraisals comes as a surprise to employees
- Performance goals are lacking, unclear or unrelated to the job description

- Use of the appraisal program for conflicting purposes – e.g. if salary is discussed, it becomes the focus of PA

Constructive feedback – 7 best practices

1. Specific, not general
2. Focuses on behavior, not personality traits
3. Focuses on controllable behavior
4. Focuses on success – direct employee development
5. Is timely
6. Don't pile on too much feedback at once
7. Is active – practice active communication: ensure the employee is engaged

Who should appraise performance?

- Manager/Supervisor
- Self-appraisal
- Subordinate
- Peers
- Teams
- Customers
- All of the above?

Training performance appraisers

- Common rater-related errors
 - Error of central tendency
 - Leniency of strictness errors
 - Recency errors
 - Contrast error
 - Similar-to-me error

Performance appraisal methods

- Trait methods
 - Graphic rating scales : a particular trait that has a rating scale you check off and difference levels in each of the traits
 - Mixed standard scales
 - Forced-choice method
 - Essay method
- Behavioral methods
 - Critical incident method
 - Behavioural checklist method
 - Behaviourally anchored rating scales (BARS)
 - Behaviour observation scale (BOS)

Results methods

- Productivity measures
 - Appraisals based on quantitative measures
 - Downside:
 - Management by objectives (MBO)
 - Balanced scorecard
 - Financial, customer, process, learning

Chapter 9 – Managing Compensation

Total rewards

- An integrated package of all rewards - MIX
 - Monetary , non monetary; extrinsic and intrinsic
- To attract, retain, and engage employees
- Aligned to company's strategy; provide value
- Financial
 - Direct: wages and salaries, incentives, bonuses, commissions
 - Indirect: employee benefits
- Non financial
 - Employee recognition
 - Work-life balance programs
 - Career development opportunities

Managing compensation:

Legal requirement

- Legal requirements for compensation
 - Human rights legislation
 - Employment/ labour standards
 - Pay equity

Pay fairness

Expectancy theory

- Employees should exert **greater work effort** if they have reason to **expect** that it will result in a **reward** that they **value**
- Pay vs wage
 - Pay = salary
 - Wage = production hourly or per unit

External factors

- Labour market conditions
 - Supply and demand for labour within an area
 - Other forces to consider (collective agreement; gov't reg)
- Area wage rates:
 - Wage structured needs to be in line with local wages
- Cost of living
 - Based on consumer price index – stats Canada - last year
 - Escalator clauses for COLA's
- Collective bargaining

- Unions bargain collectively to achieve increases in real wages

Determining the worth of the job

- Stage 1 : job evaluation
 - Systematic process of determining the **relative worth** of jobs
 - *Ensures internal equity*
- 1. Job ranking system
 1. Jobs are ranked on the basis of their relative worth
 2. E.g restaurant – cashier/server, cook , manager
- 2. Stage classification system
 1. Jobs are classified and grouped according to a series of predetermined wage grades
 2. Each grade has increasing amounts of skill, knowledge, ability or other factors
 3. All position (job descriptions/specification) are then compared to watch job class
 4. Each is slotted into the appropriate class/grade
 5. Examples:
 1. Federal government
 2. UBC – classified, based on job evaluation, into job families and levels based on 6 factors
- 3. Point system
 1. Permits jobs to be evaluated quantitatively on the basis of factors or elements – compensable factors _ that constitute the job
 2. E.g government of Alberta, Manitoba
 3. Factors could be : skills, experience, effort, responsibility job conditions, supervisory responsibility

The point Manuel

- Contains a description of the compensable factors and the degrees to which these factors may exist within the jobs
- Point s are allocated for each degree – see highlights in HRM 9.2
- 5 factors are : skill, effort, responsibility, job conditions, customer/client service
- 1. Work valuation
 1. A job evaluation system that seeks to measure a job's worth through its values to the organization
 2. Valued relative to standards associated with financial, operational or customer service objectives of the organization rather than internally applied points
 3. End up with hierarchy
 4. Ho do they contribute to overall success
 5. Management and executive positions
 1. Often difficult to evaluate
 2. May use different method than hourly
 3. E.g hay profile – 3 factors: knowledge, mental activity, accountability

Stage 2

- Conduct a wage/salary survey
 - A survey aimed at determining prevailing wage rates for comparable jobs
 - Used to:
 - Determine pay rates for benchmark jobs – critical to the firm's operations
 - Gather info on total rewards
 - Ensure external equity
 - Methods?

Stage 3 – determine pay for jobs

- Develop a wage curve to assign pay rates to each pay grade
- Wage curve
 - A graph depicting the relationship between the value and average wage paid for a job
- Pay grades
 - Group of jobs within a particular class that are paid the same rate

The wage curve

- Definition
 - Ranges
 - A range of rates for each pay grade
 - Typically greater for each successive grade
 - Red circle rates
 - Payment rates above the maximum of the pay range
 - Broad banding
 - Collapses many traditional salary grades into a few wide salary bands

Chapter 10 – Pay for performance

Money and motivation: the use of financial incentives to motivate employees

- Variable pay/incentive plans
 - Any plan that ties pay to some measure of individual, group, or organizational performance

Individual incentives plans

- Straight piecework
 - Employees receive a certain rate for each unit produced
- Differential piece rate
 - A compensation rate under which employees whose production exceeds the standard amount of output receive a higher rate for all of their work than the rate paid to those who do not exceed the standard amount
- Standard hour plan
 - Pay rates are based on the completion of a job in a predetermined "standard time"
 - If the employees finishes in less time, then their pay is still calculated on the hourly rate

Types of sales incentives plans

- Straight salary
- Straight commission
- Combined salary and commission

Money & motivation: use of financial incentives to motivate employees

Individuals incentive plans

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 - If employed finish in less time, then their pay is still calculated on the hourly rate
 - E.g. automotive service rates
- Bonus
 - Incentive payment that is supplemental to the base wage
 - Related to org. objectives – e.g., cost reduction, quality improvement, or other performance criteria
 - Common at the end of the year

- Spot bonus
 - Unplanned bonus given for employee effort unrelated to an established performance measure
- Merit pay program (merit raise)
 - Links an increase in Base pay to how successfully an employee achieved an objective performance standard
- Challenges of merit pay?
 - Perceptions of bias; create feelings of inequity
 - Need to differentiate between individuals performance levels
 - Should be distinguishable from cost-of-living or other general increases
- To serve as a motivator need to have merit in the range of 7-9%
- some companies are using lump sum merit increases instead

Effective incentive plans

- Performance measures should be linked to organization's goals
- Employees should believe they can meet performance standards
- Organization must give employees resources needed to meet goals
- Employees should value rewards

Chapter 11 – Employee Benefits

Employee benefits

- Indirect financial benefits given to employees
 - May include: supplementary health and life, insurance, vacation, ect
- Gov't sponsored benefits
 - Employment insurance
 - Canada/ quebec pension plan (C/QPP)
 - Workers compensation
 - Vacation and holidays
 - Leaves of absence
 - Pay on termination of employment

Discretionary (voluntary) employers sponsored benefits

- Life insurance
- Supplementary health care/medical insurance
- Short term disability (STD) and sick leave
- Long term disability (LST)
- Additional leaves of absences
- Vacations (paid) and holidays
- Retirement program / benefits

Employment services: personal and job related services

- Personal
 - Employee assistance programs (EAPs)
 - Counselling service
 - Other social and recreATIONAL
- JOB RELATED
 - Subsidized daycare
 - Eldercare
 - Educational subsidies
 - Other; food services, financial, legal

What are different types of pension plans?

- Pension plans
 - Single employee pension plans
 - Multi-employee pension plans
 - Jointly sponsored pension plans
 - Defined contribution: contribution and non-contribution
 - Employer contribution
 - Best to mac contribution as employee

- Risk assumed by employee
 - Employers like these plans
- Benefits
 - Defined benefits
 - Defined contributions
 - Employer assumes risk
 - because they can be non-contribution or contributory
 - Some pensions indexed to inflation

Chapter 12 – Health and Safety

Why do we care about workplace health and safety

- It's the law!
 - The fundamental duty of every employer is to take every reasonable precaution to ensure employee safety
- It's cost effective
 - Prevention results in bottom line returns
- It's the right thing to do
- People are the firms most strategic asset

How big a problem is this?

- Huge!
- According to association of worker compensation boards in Canada, in 2012 there 977 work-related deaths

Why?

- Lack of experience; feel invincible
- Less than half receive job training:
 - Only about 30% receive instruction in first aid or CPR in their safety training
 - Most learn nothing about the law, their rights, hazards on the job, or safety management
- Feel that they must do what their employer tells them; it is not their own responsibility
- Afraid of losing their job - don't ask for training

Young worker safety programs

- Many provinces, recognizing these risks, have added health and safety programs to the high school curriculum. E.G.
 - Alberta – 75 hours of instruction
 - Ontario (2007) introduced the young worker safety program, funded by WSIB (workplace safety and insurance Board)
 - Available, free of charge, to high schools
 - Prevent-it.ca – public service announcements – hard hitting campaign to raise awareness

Occupational health and safety legislation

- Occupational health and safety (OHS) is regulated by federal, provincial and territorial governments
- Ohs laws are intended to protect the health and safety of workers by minimizing work related accidents and illnesses
- Include
 - General health and safety rules

- Rules for specific industries
- Rules related to specific hazards

Duties and responsibilities

- Employers - dues diligence – employers are responsible for taking every responsible precaution to ensure safety
 - Inform employees
 - Keep records
 - Competent supervisors – familiar with the work and potential hazards
 - Report to the workers compensation board all accidents that cause injuries
 - Safety training – e.g. see text for employee orientation checklist 12.1
- Employees
 - Are responsible for taking reasonable care to protect their own and their co-workers health and safety
 - Have the right to: know about workplace safety hazards
 - Participate in the OHS process
 - Refuse unsafe work – without reprisal
 - Any exception? Military
- Supervisors
 - Advise employees of potential hazards
 - Ensure workers use safety equipment
 - Provide written instruction where applicable
 - Take every reasonable precaution to guarantee safety
 - Joint health and safety committees
 - Management and unions representatives
 - Certification – safety laws, sanitization

Worker compensation

- Form of insurance – no fault – provincial insurance boards collect premiums (from employers) assess and payout to injured workers (Ont; workplace safety and insurance board -WSIB)
- Benefits include :
 - Cash payout or wage loss payments; survivor benefits
 - Medical expense/aid
 - Rehabilitation – physical, social, and psychological services
- GOAL – return the employee to work

Creating a culture of Safety

- Beyond compliance!
 - Safety awareness
 - Proactive safety training program:
 - Legally required in certain occupations
 - Accurate records kept

- Criminal penalties
 - Involve employees!
- Key role of the supervisor
- Even interviewing for safety

Enforcing safety rules

- Way to involve and engage employees in company safety programs.....
 1. jointly set safety standards with managers
 2. Help design and implement special safety training programs
 3. Participate in safety training
 4. Establish safety incentives and rewards
 5. Be involved in accident investigations (supervisor and member of safety committee)
 6. Be careful – need to encourage ethical behaviour ! (E.G. 30% afraid to report)

Enforcement of OHS Laws

- Government inspectors carry out safety inspections of workplaces
- Penalties consist of fines and jail terms
- The criminal code includes a criminal offence commonly known as "corporate killing" (bill C-45)
 - Can bring criminal charges against co workers, supervisors and executive when a worker is injured or killed
 - E.g. fines up to 325,000

Controlling and eliminating safety hazards

- Fatigue
 - 30-50% of night shift workers report falling asleep on the job at least once per week
 - Some industries have regulations, as fatigue could cause life or death ! (bus drivers, pilots, ect)
- Distracted driving
 - Motor vehicle crashes are the leading cause of worker fatalities (texting ? 3 times more likely)
- Workplace violence
 - Comes in many forms – threats, harassment, verbal abuse

Creating a healthy work environment

- Ergonomics
 - Workspace design that ensures safety, efficiency and comfort and performance of workers . Accommodates for differences as well. (physical size, strength, ect)
- Health hazards and issues
 - Cumulative trauma disorders –repetitive strain injuries
 - Computer workstation issues
 - Visual difficulties; muscular aches and pains; job stress
 - Chemical hazards

- WHMIS – workplace hazardous material information system – need to label, have material safety data sheets and training
- Smoking and tobacco smoke

Chapter 13 – employee rights

The 3 main sources of employment law

- The common law of employment
 - Implied contract terms
- Legislation – statutory employment regulations
 - Government employment legislations works alongside common law, usually as a default minimum
 - E.g. ESA regulations – reasonable notice
- Collective bargaining legislation and labour arbitration
 - E.g. ontario labour relations act – rights of employees to organize into unions, bargain collectively with the employer and strike under certain situations

Understanding the individual employment contract

- General rules of contract apply
- Mutual consideration
 - An exchanged relationship
 - The employer cannot unilaterally change the conditions of employment
 - Employee can treat this as a breach of contract
 - Can claim constructive dismissal

Constructive dismissal

- When an employer without consent of the employee, changes a fundamental term of employment such as wages and then forces the employee to either accept this change or quit

Termination of employment defined

- A person's employment is terminated if the employer:
 - Dismisses or stops employing an employee
 - Constructive dismisses an employee (and the employee resigns in response)
 - Lays an employee off for a period that is longer than a temporary layoff

The rules of governing dismissal

- Non-unionized employee :
 - An employer is not required to give an employee a reason why his or her employment is being terminated
 - E.g. employees services are no longer needed
 - Must provide notice:
 - As specified in the contract OR
 - Reasonable notice (determined by ESA and Common law)
 - Employer does not need to provide notice if the employee has seriously breached the contract
 - Can dismiss the employee for just cause

- Called a summary dismissal

Just cause reasons

- These are some but not all of the reasons which courts have accepted as just cause for dismissal
 - Sexual harassment
 - Conflict of interest
 - Misrepresenting qualifications
 - Willful disobedience
 - Theft
 - Fraud and dishonesty
 - Absenteeism or lateness
 - Intoxication
 - Breach of rules or company policies
 - Incompetence

Not "just cause"

- Normally, an employee cannot be terminated/disciplined for any of the following reasons:
 1. Conditions of human rights legislation
 2. Lawful union activities
 3. Reporting occupational safety and health violations
 4. Refusing to perform an illegal act
 5. Exercising rights under various employment laws

Wrongful dismissal

- If an employee feels that he or she was wronged
 - Insufficient notice of the termination
 - There isn't just cause
- Definition: a lawsuit filed in a court by an employee

Unionized employees

- Collective agreements confer different rights and obligations for employers
 - E.g. right to lay off workers for economic reasons
 - Right to discipline (e.g. unpaid suspensions)

Unionized employees

- Due to collective agreement a unionized employer usually needs as reason to dismiss an employee – just cause
- May be challenged through the grievance procedure
- A labour arbitrator has the statutory power to substitute a lesser penalty than the one imposed by the employer

Employer privacy rights

- Privacy issues at the workplace

- Employee conduct outside the workplace

Disciplinary policies and procedures

- Investigating the problem
- Approaches to disciplinary action
- Alternative dispute resolution procedures

Delivering bad news

Chapter 14 – Labour Relations

Government regulation of Labour Relations

- Key legislation:
 - The industrial relations disputes and investigation act (IRDIA) – 1948
 - Canada labour code
 - Incorporated rights from the IRDIA but more comprehensive
 - Canada industrial relations board also established to administer and enforce the code
 - Provincial labour law statutes (E.g. Ont. LR Act)
 - Each province has a labour relations board that administers labour law (except Quebec – labour court and commissioners)
 - Labour boards have representatives from both labour and management (appointed)

Why employees unionize?

- Economic needs
 - Wages, benefits and working conditions
- Dissatisfaction with management
 - E.g. favouritism/unfair HR practices (e.g., promotions, shifts)
- Social and leadership concerns
 - Seek a voice; represent employees, get involved
- Conditions of employment
 - No choice - "union shop"
-
- Power number
- Negotiate most strongly
- Job security

Organizing Steps:

1. Employee/ union contact
2. Initial organizational meeting
3. Formation of in-house organizing committee: authorization cards
4. Application to labour Relations board;
5. Receipt of certificate (card check or mandatory ballot)
6. Certified elect bargaining committee and negotiations for collective agreement

Employer tactics

- What can employers do if they want to avoid a union from organizing ?
 - **Emphasize current advantages on wages**, benefits or working conditions the employees may enjoy (but cannot promise better work conditions – e.g. more benefits – if they don't vote for a union)

- Try to **influence employees opinions** – e.g. can emphasize that employees can speak **directly with management** about issues
- What can't they do? (prohibited by law)
 - Cannot **interfere** with the labour relations process or certification
 - Cannot **threaten** to close business
 - cannot **dismiss, discipline or threaten employees who wish to join the union**
- **Example: Wal-Mart**

Impact of unionization

- Cost (e.g. \$26.40 vs 21.49 non-unionized)
- Challenges to management decisions
 - Union can restrict the rights that management has to make decision about employees
 - E.g. issues as the subcontracting of work, productivity standards and job content
- Loss of supervisory authority
 - The terms of collective agreement impact the way in which supervisor do their jobs on a daily basis
 - E.g. less authority and flexibility in certain areas (e.g. scheduling, performance evaluation and promotions) (e.g. seniority rather than merit) – Uottawa

Types of unions

- In brightspace

Labour relations in the public sector

- Political nature of the labour – management relationship .
- Strikes in the public sector
 - Compulsory binding arbitration
 - Neutral 3rd party appointed to resolve deadlock
 - OR
 - Back-to-work legislation

The collective bargaining process

- Figure 14.3

The bargaining process

- Interest based bargaining (IBB)
 - Problem-solving bargaining
 - Based on a win-win philosophy
 - Use techniques such as brainstorming consensus decisions making, active listening
 - Goal to base a longer term relationship based on trust
 - Integrative bargaining

Management and union power in collective bargaining

- Bargaining power

- The power of labour and management to achieve their goals through economic social or political influence
- Union bargaining power
 - Strikes, pickets and boycotts
- Management bargaining power
 - Continuing operations staffed by management
 - Locking out employees
- Resolve deadlocks?
 - Mediation
 - Least formal
 - Facilitate the negotiation
 - No formal authority for resolution voluntary process
 - Conciliation
 - Neutral 3rd party to keep them talking! May recommend settlement but parties may decline. MANDATORY in Canada before a legal strike or walkout
 - Arbitration
 - Outside 3rd party to investigate a dispute and imposes a binding settlement. Could be a sole party or arbitration board

The collective agreement

- A binding document listing the terms, conditions and rules under which employees and managers agree to operate
- 2 key items
 - The issue management rights conditions of employment over which management has exclusive rights
 - Union security agreements: unions try to negotiate some type of compulsory membership want to have all employees as dues-paying members

Administration of the collective agreement

- The grievance procedure – considered to be the heart of the collective agreement
- Rights arbitration
 - If a grievance cannot be settled then arbitration ...
 - The arbitration process – 3rd party arbitrator ensures a fair hearing, with all facts presented on both sides he/she renders an awards
 - The arbitration award – a formal document that outlines the decision and the rationale

Chapter 15 – International HR

PEST Analysis

- Conduct a PEST analysis (figure 15.1)
- Determine what environmental factors affect HRM
 - Political
 - Economic
 - Socioeconomic
 - Technological

Analyzing your international operations

- International corporation (low efficiency, low responsive)
 - Domestic firm: that uses its existing capabilities to move into overseas markets (e.g. P&G, Honda , GE)
- Multi-domestic corporation (MDC) (low/High)
 - Firm with independent business units operating in multiple countries (e.g. Shell). Stand alone foreign subsidiaries
- Global corporation (high; low)
 - Firm that integrated worldwide operation through a centralized home office. See the whole world as their market
- Transnational corporation
 - Firm that attempts to balance local responsiveness and global scale via a network of specialized operating units

Managing your international operations

- Staffing internationally
 1. Expatriates, or home-country nationals
 1. Employees from the home country who are on international assignment
 2. Host country national
 1. Employees who are natives of the host country
 3. Third-country nationals
 1. Employees who are natives of a country other than the home county or host country
- Recruitment
- Selection
- Training and development
- Compensation

Training and development

- Essential training program content to prepare employees for working internationally
 - Language training

- Cultural training
- Assessing and tracking career development
- Managing personal and family life
- Repatriation

Compensation

- Different countries have different norms for employee compensation
- General rule: match the reward to the values of the local culture

Compensation of host country Employees

- Global compensation system
 - A centralized pay system whereby host-country employees are offered a full range benefits and pay comparable to a firm's domestic employees.

Compensation of expatriate managers

- Home-based pay
 - Based on expatriates home country's compensation practices
- Balance-Sheet Approach
 - Designed to match the purchasing power in a person home country
 - Calculate base pay
 - Figure cost-of-living allowance (COLA)
 - Add incentive premiums
 - Add assistance programs
- Split pay
 - Expatriates are given a portion of their pay in the local currency to cover their day-to-day expenses
 - A portion of their pay in their home currency to safeguard their earnings from changes in inflation or foreign exchange rates
- Host based pay (localization)
 - Expat pay is comparable to that earned by employees in a host country to which the expatriate is assigned

REVIEW

Chapter 7 & 8– training and development

Strategic model of training

- Know the phases for MC

Principles of learning

- Might see some of them (figure 7.5)

Training methods for non managerial employees

- On the job training
- Apprenticeship training
- Cooperative/ internship training
- Classroom instruction
- Programmed instruction
- Audiovisual methods
- Simulation method
- E-learning

Criteria for evaluating training (figure 7.11)

- Very important for exam

Constructive feedback – 7 best practices

1. Specific, not general
2. Focuses on behaviour, not personality traits
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Result methods

- Productivity measures
 - Appraisals based on quantitative measure
 - Management by objectives
 - Balanced scorecard
 - Financial, customer process

Exam question sample:

1. What is non-financial component of total rewards?
 1. Recognition benefits
2. Which of the following is internal factor that can influence wage mix ?
 1. Employees relative worth
3. What is pay grade?
 1. Grouping of jobs which are similar
4. Which is a true merit of pay?
 1. Links in increase base pay to how successfully and employee achieved some objective performance standard
5. Pay plan that compensates sales employees based on % of sales
 1. Straight commission plan
6. Most widely used sales incentive program
 1. Combined salary and commission plan
7. Disadvantages of flexible benefit programs include the following:
 1. Poor benefit selection by employees

must know types of incentive plans

Must know employee benefits required by law