

Department of Management

College of Business and Economics

Addis Ababa University

Human Resource Management

Short Note

Course Objectives

At the end of this course you will be able to:



- Gain insight into the operative functions of HRM
- Understand the importance and significance of human resource as an asset
- Acquire a broader perspective on managing human resources effectively.
- Develop a realistic overview of major principles and techniques of the human resource management system
- understand the dynamic nature and applications of human resource management in business and other organizations
- have a clear understanding of human resource handling mechanism

Course Contents

Unit 1, and 2. AN OVERVIEW of HRM and HRM Environment

- **1.1. Definition and background**
- **1.2. Importance of Human resource management**
- **1.3. Evolution and Development**
- **1.4. Human Resource management objectives**
- **1.5. The external environment**
- **1.6. The internal environment**
- **1.7. Human resource management model**



Course Contents

UNIT 3 - JOB ANALYSIS & HR PLANNING

- **3.1. Meaning and definition of job analysis**
- **3.2. Steps in job analysis**
- **3.3. Methods of collecting job analysis information**
- **3.4. Importance of job analysis information**
- **3.5. Potential problems with job analysis**
- **3.6. Meaning and definition of Human resource planning**
- **3.7. importance of human resource planning**
- **3.8. steps[procedures] in human resource planning**
- **3.9. factors affecting human resource planning**



Course Contents

UNIT 4 - RECRUITMENT & SELECTION

4.1. Employee Recruiting

- **4.1.1. Features of recruitment**
- **4.1.2. Purpose of recruitment**
- **4.1.3. Factors governing recruitment**
- **4.1.4. Sources and methods of recruitment**

4.2. Employee Selection

- **4.2.1. Selection criteria**
- **4.2.2. The selection processes**
- **4.2.3. Factors governing the selection**

4.3. Orientation [induction]

- **4.3.1. Purpose of orientation**
- **4.3.2. Levels of orientation**



Course Contents

UNIT 5. TRAINING AND DEVELOPMENT

- **5.1. Objectives of training and development**
- **5.2. Process of training and development**
- **5.3. Training methods**
- **5.4. Career development**



Course Contents

UNIT 6. PERFORMANCE APPRAISAL

- **6.1. Purpose of performance appraisal**
- **6.2. Performance appraisal steps**
- **6.3. Problems associated with performance appraisals**
- **6.4. Performance appraisals methods**



Course Contents

CHAPTER 7 - COMPENSATION

7.1. Importance of Compensation

7.2. Factors affecting compensation

7.3. Employee benefits and service

7.4. Comparable worth controversy (Reading assignment)



Course Contents

CHAPTER 8 : INTEGRATION AND MAINTENANCE

- **8.1. Employee discipline**
- **8.2. Labor relation**
- **8.3. Collective bargaining**
- **8.4. Grievance handling**



Course Contents

CHAPTER NINE: PROMOTIONS TRANSFERS AND SEPARATION

- **9.1. Purpose of transfer**
- **9.2. Types of promotion**
- **9.3. Reason for transfer**
- **9.4. Types of transfer**
- **9.5. Types of separation**



Course Contents

CHAPTER TEN - SEXUAL HARASSMENT IN WORK PLACE, E-HUMAN RESOURCE MANAGEMENT &EMPOWEREMENT

- **10.1. Equal employment opportunity**
- **10.2. Types of sexual harassment in workplace**
- **10.3. Prevalence of sexual harassment**
- **10.4. Effects of sexual harassment**
- **10.5. Remedies**
- **10.6. Tips on E- Human resource management**
- **10.7. Workforce Diversity management**
- **10.8. HIV and Workplace**
- **10.9. Workforce Empowerment**





Chapter One

Overview of HRM

What is Human Resource Management?

Before giving answer to this question, it would be better to define **"management"** itself, because **HRM** belongs to the broader field of study and practice known as **management.**

- **Management** can be defined as the process of reaching goals through efficient utilization of human, financial, material and informational resources.



- Among all these, human resource is the most important and fundamental resource for an organization. Why?

What is Human Resource Management?

Because:

- ✓ Unlike other resources, human resource require fairness, justice and equity
- ✓ Human resources make decision over efficient utilizations of other resources.
- ✓ Organizational activities require human efforts and capabilities
- ✓ Organizations depend on performance of people for achieving their mission and goals.

What is Human Resource Management?

Definition: Human Resource Management is the process of achieving organizational goal by attracting, developing, and retaining and properly using talented human resource.

What does this definition imply to you? List at least three points?



What is Human Resource Management?

- **HRM** refers to the practices and policies one needs to carry out to deal with the personnel aspects of the management job.
- **HRM** creates value by engaging in activities that produce the employee behaviors the company needs to achieve its strategic goals.

HRM) is the effective management of people at work

- The goal is to make workers more satisfied and productive
- When an organization is concerned about people, its total philosophy, culture, and orientation reflect it

Every manager must be concerned with people (Whether or not there is a human resources department)



Importance of HRM

- Attract and retain talent
- Train people for challenging roles
- Develop skills and competencies
- Promote team spirit
- Develop loyalty and commitment
- Increase productivity and profits
- Improve job satisfaction
- Enhance standard of living
- Generate employment opportunities

HRM Activities

- **Job analysis** defines a job in terms of specific tasks and responsibilities and identifies the abilities, skills and qualifications needed to perform it successfully.
- **Human resource planning** or **employment planning** is the process by which an organisation attempts to ensure that it has the right number of qualified people in the right jobs at the right time.
- **Employee recruitment** is the process of seeking and attracting a pool of applicants from which qualified candidates for job vacancies within an organisation can be selected.
- **Employee selection** involves choosing from the available candidates the individual predicted to be most likely to perform successfully in the job.

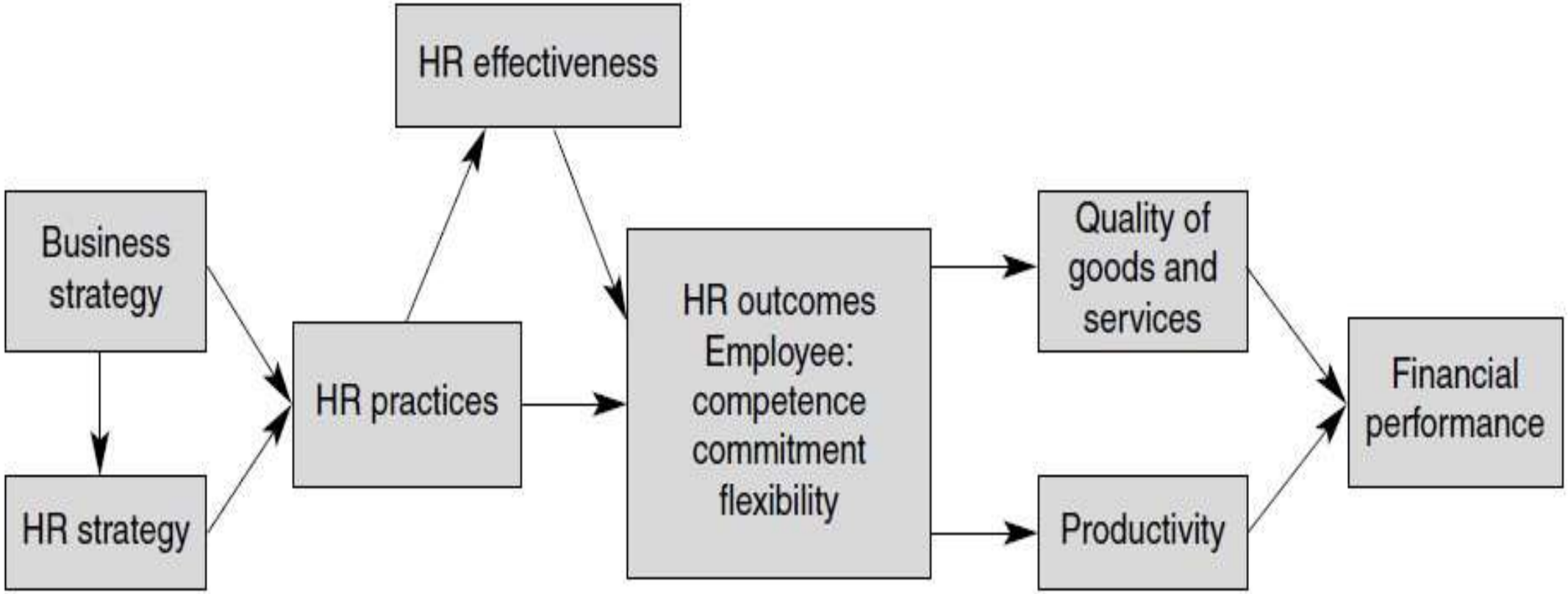
HRM Activities

- **Orientation and Placement** is the formal process of familiarizing new employees with the organization, their jobs, their work units and employees. *Placement*, on the other hand, is the assignment of an employee to a new or different job.
- **Performance appraisal** is concerned with determining how well employees are doing their jobs, communicating that information to the employees and establishing a plan for performance improvement.
- **Training and development** activities help employees learn how to perform their jobs, improve their performance and prepare themselves for more senior positions.

HRM Activities

- **Compensation** refers to all types of rewards that employees receive in return for their services.
- **Safety and Health** involves protecting employees from injuries caused by work-related accidents. *Health* refers to the employees' freedom from illness and general physical and mental well being.
- **Career planning and development** activities benefit both employees (by identifying employee career goals, possible future job opportunities and personal improvement requirements) and the organisation (by ensuring that qualified employees are available when needed).

The Link between HRM and Firm Performance



Objectives of the HRM Function

HRM contributions to organizational effectiveness:



Helping the organization reach its goals

Employing workforce skills and abilities efficiently

Increasing job satisfaction, self-actualization, and quality of work life

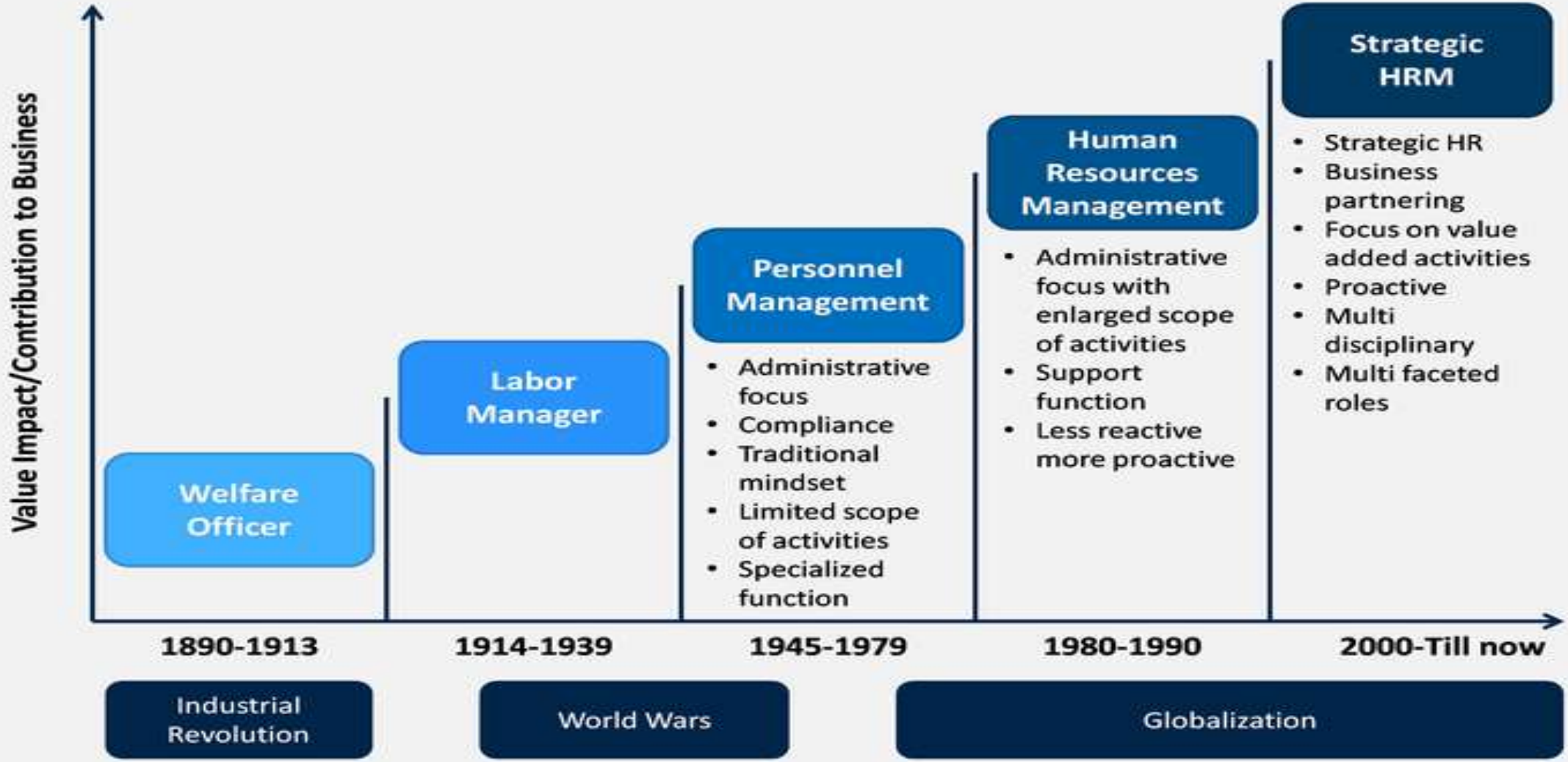
Communicating HRM policies to all employees

Maintaining ethical policies and socially responsible behavior

Managing change to the mutual advantage of individuals, groups, the enterprise, and the public

EVOLUTION OF HR

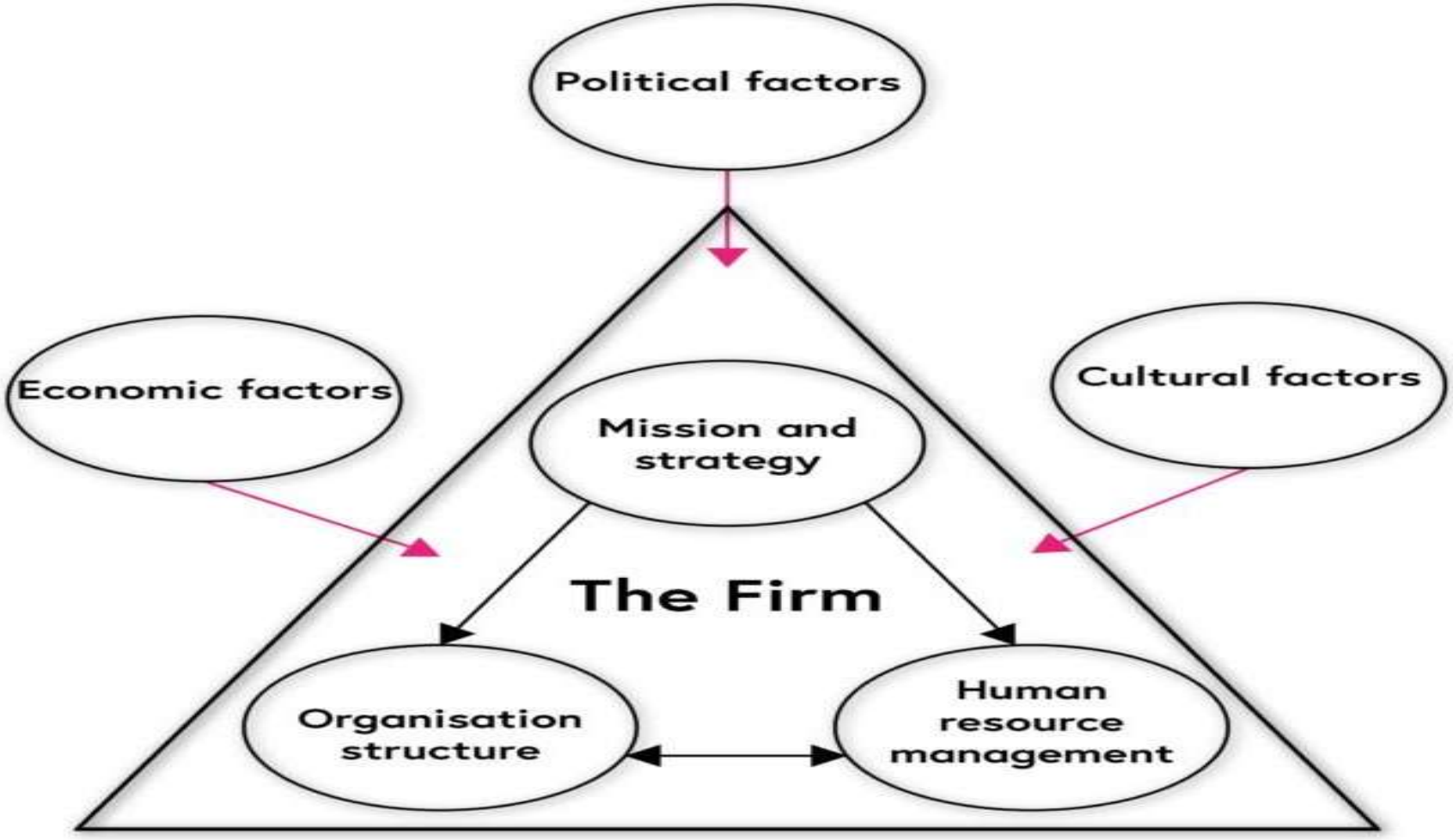
The HR Journey



Models of HRM

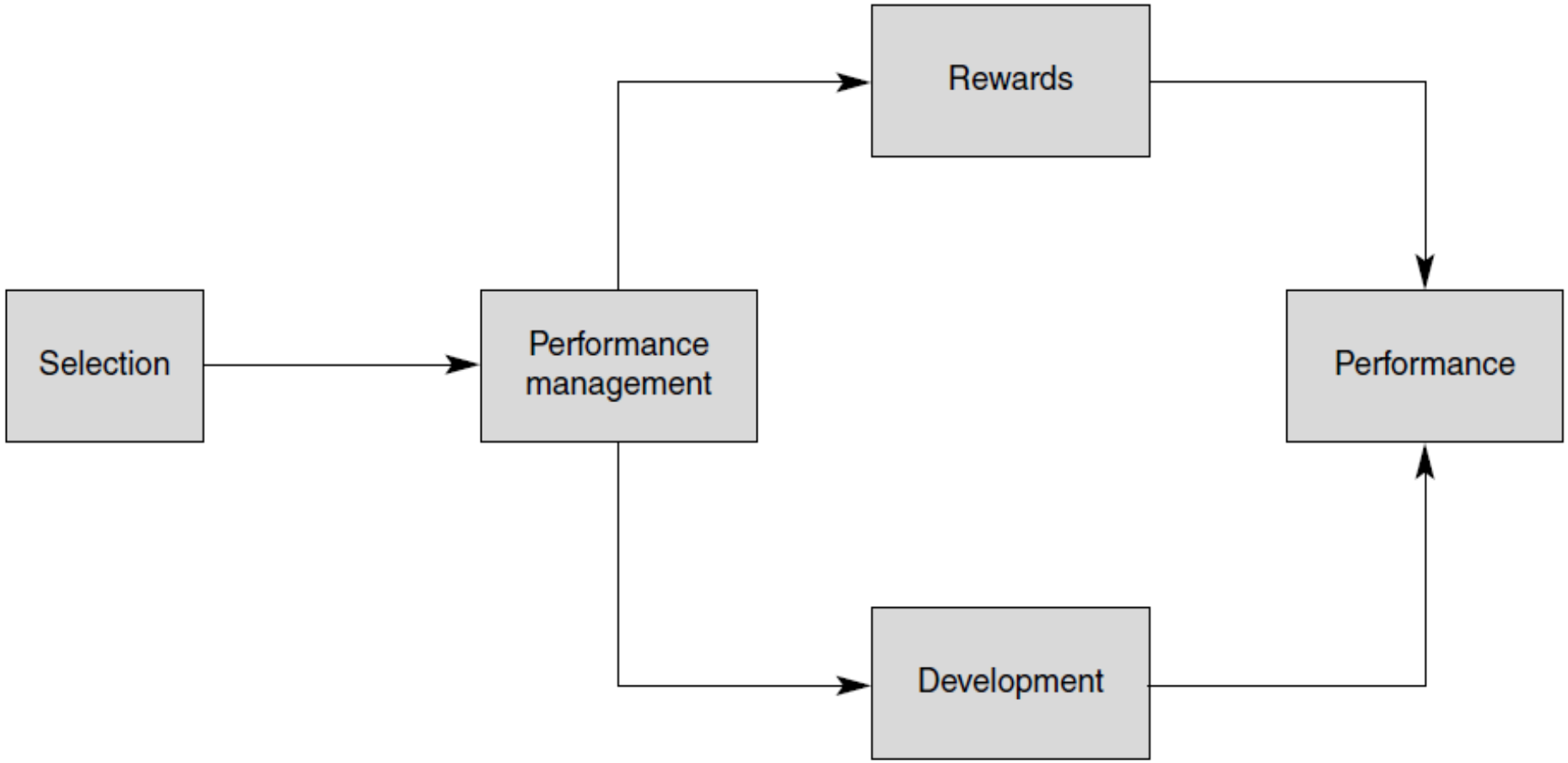
- **The Michigan School Model:**
  - Congruency with organizational strategy (matching model)
- **The Harvard School Model (Harvard framework)**
  - Integrated parts towards a strategic vision and with a central philosophy

The Michigan School Model



The Michigan School Model

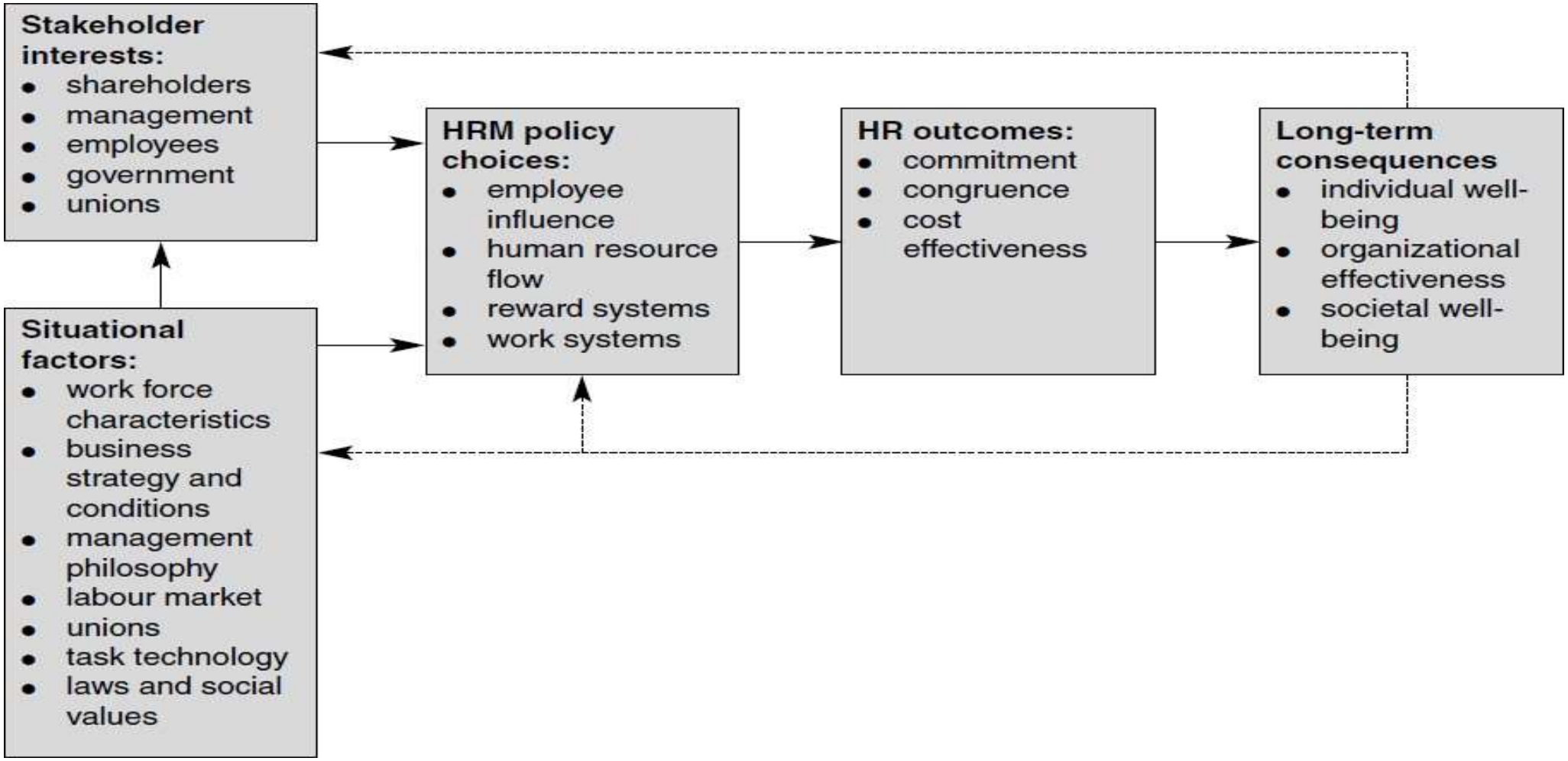
The human resource cycle



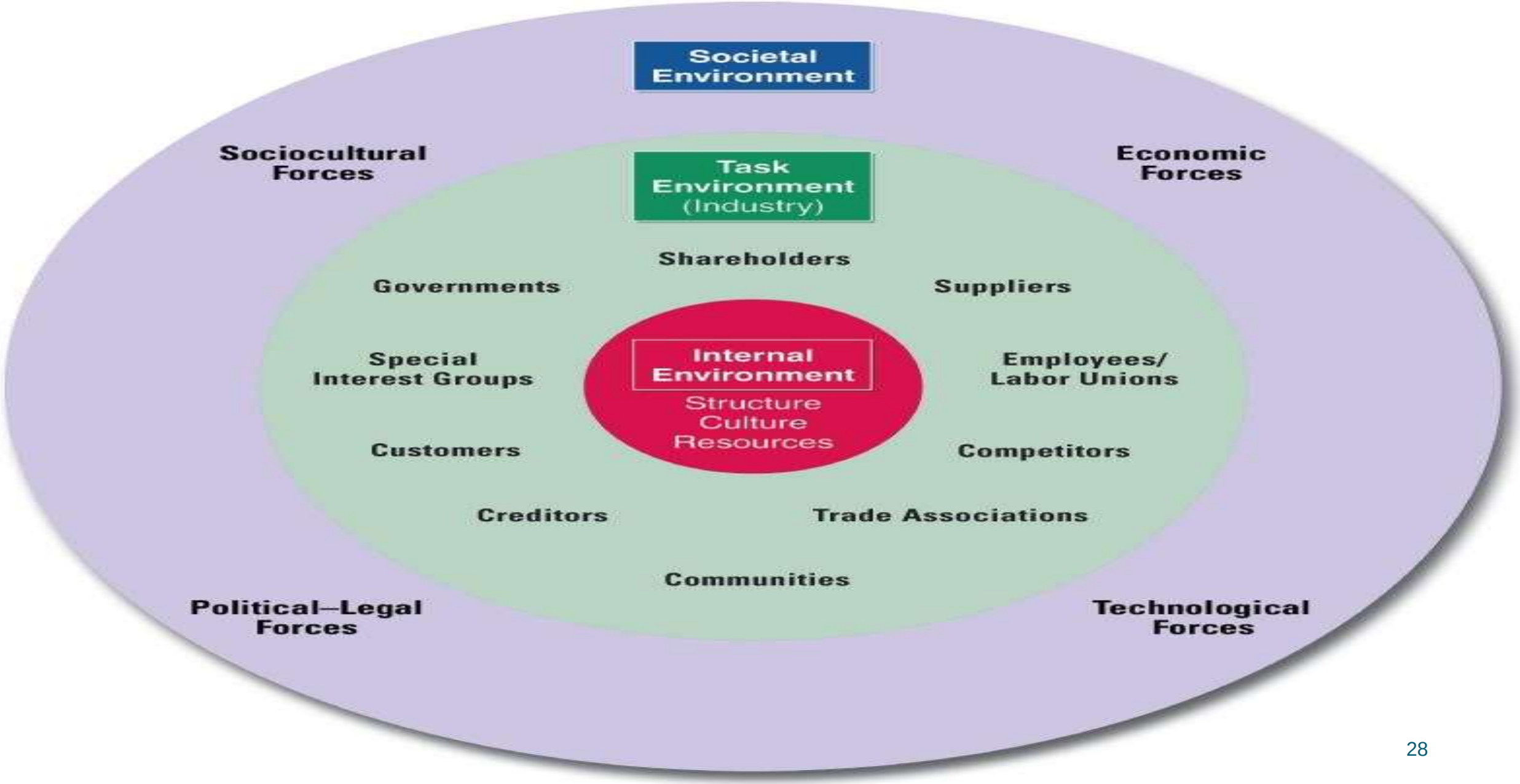
Elements of Human Resource Cycle

1. **Selection:** matching available human resources to jobs
2. **Appraisal:** performance management
3. **Rewards**: focus on organizational performance (most under-utilized and mishandled tool)
   - short-term and long-term
4. **Development** – developing high quality employees

The Harvard Framework



The Environmental Factors Affecting HRM



The Environmental Factors Affecting HRM

- The management must have a deep understanding and appreciation of the internal and external environments.
- It is desirable that managers know what the environment is and how it influences HRM functions in an organization.
- Managers must always be aware of the environmental forces influencing their decisions; at the same time, they must be aware of how their decisions may affect the environment.

Chapter Two

Job Analysis & Human Resource Planning

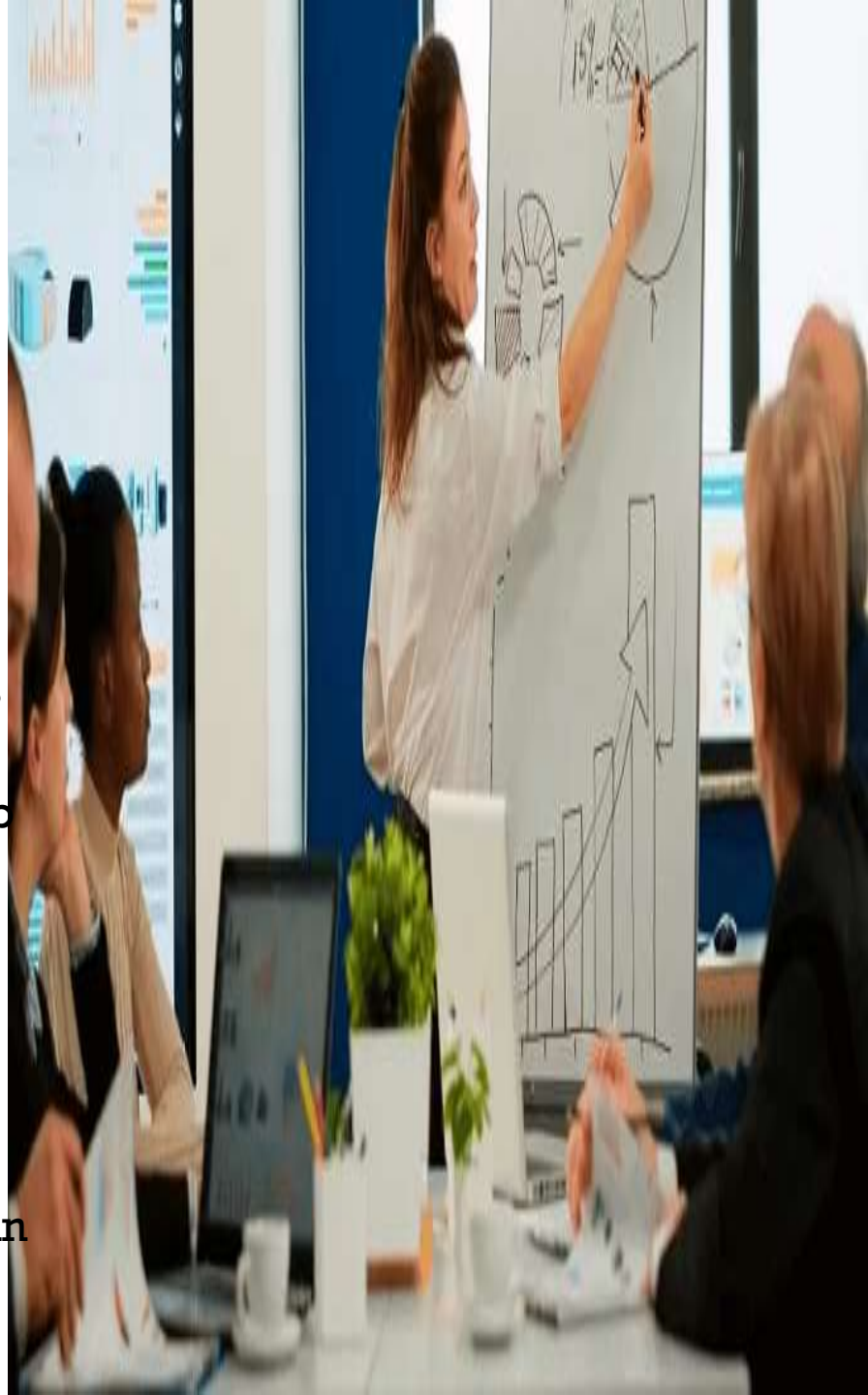


Chapter Objectives

- ✓ Define job analysis and human resource planning
- ✓ Identify methods of acquiring job analysis information
- ✓ Understand the importance of job analysis information along with potential harms with job analysis
- ✓ Explain the importance of human resource planning
- ✓ List out the steps in human resource planning
- ✓ Explain factors affecting human resource planning.

Chapter Objectives

1. Meaning and definition of job analysis
2. Steps in job analysis
3. Methods of collecting job analysis information
4. Importance of job analysis information
5. Potential problems with job analysis
6. Meaning and definition of Human resource planning
7. Importance of human resource planning
8. Steps[procedures] in human resource planning



Job by Catholic Relief Services – CRS (Job Id: 463511

Job Description

About CRS

Catholic Relief Services is the official international humanitarian agency of the Catholic community in the United States. CRS works to *save, protect, and transform* lives in need in more than 100 countries, without regard to race, religion or nationality. CRS' relief and development work are accomplished through programs of emergency response, HIV, health, agriculture, education, microfinance, and peacebuilding.

Position Title: Program Manager II –Emergency

Department: Programs

Duty Station: CRS Ethiopia/Addis Ababa

Employment Term: Indefinite term (contingent to program funding)

Reports To: Deputy Head of Programs - Program Quality

Application Deadline: April 7, 2023

Job Summary:

You will manage and provide technical oversight of the development and implementation of the Country Program (CP) Emergency programming, particularly for large and complex projects, ensuring effective systems and processes are in place that support high-quality programming advancing Catholic Relief Services' (CRS) work in serving the poor and vulnerable. Your management skills and knowledge will ensure that the CP delivers high-quality programming and continuously works towards improving the impact of its emergency programming.

Job Responsibilities:

- Provide management, guidance, and technical oversight of all new and existing projects within the CP Emergency Program throughout the project cycle to ensure project design, start-up, implementation, and close-out are in line with CRS quality principles and standards, donor guidelines, and industry best practices.
- Effectively manage talent for Emergency Program and supervise. Manage team dynamics and staff well-being. Provide coaching, strategically tailor individual development plans, and complete performance management for direct reports.
- Lead the development of program learning - identify opportunities for learning, research and publications in the area of Emergency Program and implementation of MEAL policy. Facilitate the dissemination of promising practices and lessons learned to contribute to the agency knowledge management agenda. Ensure integration of innovations and best practices.
- Contribute to the proactive pursuit of opportunities for new funding to ensure growth of the CP Emergency sector portfolio in line with agency, regional, and CP Emergency Program strategic priorities. Serve as the technical lead and technical writer to ensure quality proposals in Emergency Program per agency and donor standards. Contribute to budgeting and staffing plans and activities for proposals.
- Oversee technical assistance and capacity strengthening activities in Emergency Program for staff and partner organizations to enhance program quality and impact.
- Oversee the identification, assessment and strengthening of partnerships relevant to Emergency Program and the appropriate application of partnership concepts, tools and approaches.
- Participate and represent CRS on different forums like National ESNFI cluster, provided the required CP emergency related information's internally and externally.
-
- Ensure timely and appropriate project expenditures in line with financial plans and efficient use and stewardship of project material sources.

Job Requirements

Education and Experience

- MA/BA Degree in related field with 7 years' relevant experience for MA or 10 years' relevant experience for BA degree of which 4 years in managerial post.
- Experience in the field of Emergency and for an NGO would be a plus.
- Good experience in project grants management, including project design, preferably for grants from multiple public donors, including USAID.
- Demonstrated ability to write high quality technical proposals and reports.
- Experience engaging with partner organizations.
- MEAL skills and experience.
- Staff management experience and abilities that are conducive to a learning environment.
- Experience using MS Windows and MS Office packages (Excel, Word, PowerPoint), Web Conferencing Applications, information management systems.

Personal Skills

- Strong analytical and problem-solving skills, with ability to make sound judgment and decisions and offer innovative solutions
- Strong relations management abilities. Ability to relate to people at all levels internally and externally. Strategic in how you approach each relationship.
- Good presentation and facilitation skills
- Proactive, resourceful, solutions-oriented and results-oriented

Required/Desired Foreign Language

Travel Required At least 30% domestic and international travel required

Key Working Relationships:

Supervisory: Program Managers, Senior Project Officers and Project Officers

Internal: Deputy Head of Programs, MPS; MEAL Manager, Deputy Chiefs of Party

External: Local partners, UN Agencies, national and local disaster management officials and cluster leads

Agency-wide Competencies (for all CRS Staff):

These are rooted in the mission, values, and guiding principles of CRS and used by each staff member to fulfill his or her responsibilities and achieve the desired results.

- Integrity
- Continuous Improvement & Innovation
- Builds Relationships
- Develops Talent
- Strategic Mindset
- Accountability & Stewardship

Disclaimer: This job description is not an exhaustive list of the skill, effort, duties, and responsibilities associated with the position.

How to Apply

You should fill the application form through this link: https://form.jotform.com/230871822473559 and attach your up-to-date CV on/before the application deadline March 29, 2023.

You will be contacted only if selected for written exam/interview. Phone solicitations will not be accepted. These job opportunities are open to Ethiopian nationals only.

CRS requires its staff to treat all people with dignity and respect and to actively prevent harassment, abuse, exploitation, and human trafficking.

**** Qualified women & persons with disability are highly encouraged to apply****

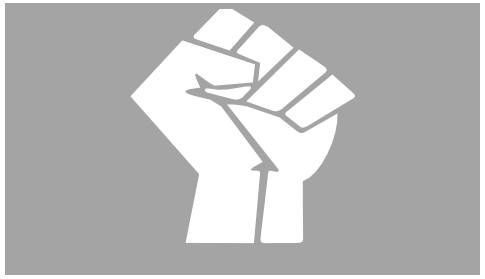

JOB
Analysis

Job Analysis Terminologies



Task

The smallest units of analysis or identifiable work activities composed of motions. E.g. receiving telephone call.



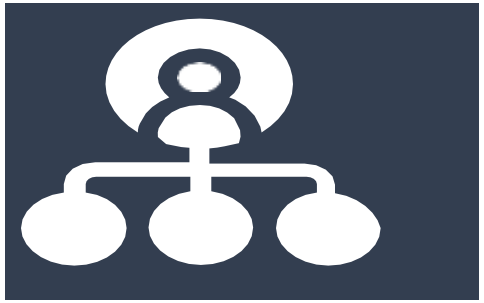
Duty

A larger work segment composed of several tasks performed by an individual.



Position

The responsibilities and duties performed by one person. There are as many positions in an organization as there are employees.



Job

Group of positions that are similar in their duties and positions performed by one or more person/s to achieve the organization's goal.

Job Analysis Terminologies

Job may require a service of one or more person

Examples:

University president – requires the service of one person



Accounting clerks – requires the service of more than one person



Position require the service of only one person

Job Analysis Terminologies

Class Exercise:

In a work group consisting of a financial head, a chief accountant, two accounting clerks and two cashers. How many positions and jobs are there?



Concepts of Job Analysis

Job analysis is a systematic process of determining **tasks, duties and responsibilities** that make up the job and the qualification (skill, knowledge, experience) required to perform the job.

When does job analysis is conducted?



When the organization is established



When new jobs are created



when jobs are changed significantly as a result of new technology

The Products (Outputs) of Job Analysis

1. Job description

Job description is a written statement that explains the **title, duties, responsibilities, authority, accountabilities, working conditions, conditions of employment and other aspects** of a specified job (what the worker does).

Uses of job description:

- It describes the job to the recruiters
- It guides newly hired employees about what they are expected to perform.
- It is used for appraising whether the actual activities of the employees match with their stated duties

The Products (Outputs) of Job Analysis

2. Job Specification

Job specification is a written statement that describes the **skill, knowledge, work experiences** required to perform the job (who the worker is)

Uses of job Specification:

- It sets minimum qualifications needed in potential candidates
- It guides selectors to select candidates with right qualifications
- lets applicants know what skills, level of experience, education, and abilities are required for the role.

The Products (Outputs) of Job Analysis

3. Job Performance Standard

Job Performance Standard: is a statement that indicate quality and quantity of job performance.

Uses of job performance standards:

- **Motivation:** standards becomes objectives or targets for employee efforts. Once standards are met, workers may feel a sense of accomplishment
- **Performance Evaluation:** Standards are criteria against which job success is measured.
- **Improve the performance** of employees: The more employees understands what is expected of them, the more likely it is that they will be able to carry out responsibilities successfully.

The Products (Outputs) of Job Analysis

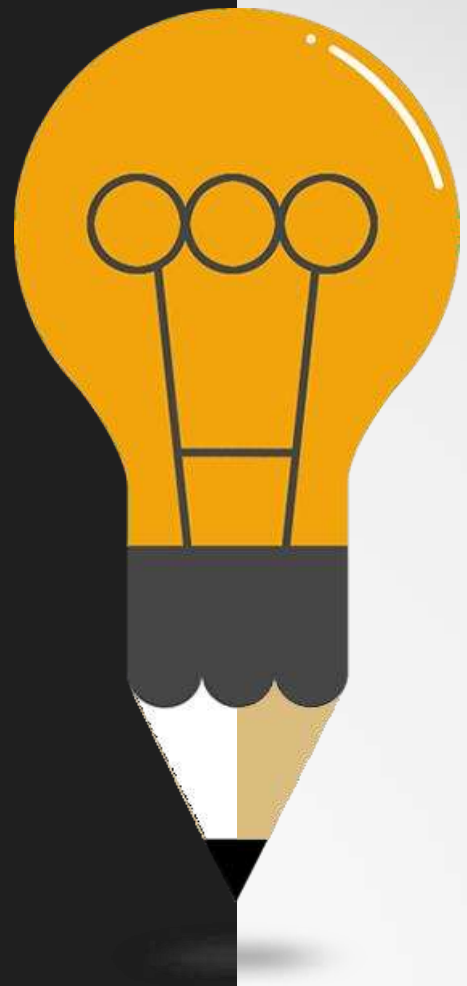
4. Job Evaluation

Job Evaluation is the process of determining the relative values of each job in the organization and ranking them in a hierarchy

Use of job evaluation:

- Provide information for developing a compensation package
- It serves as a bases for fixing a fair and equitable salary and wage structure
- It helps to avoid wage and other discrimination

Methods of Collecting Job Analysis Information



01

Observation Method

The job analyst actually watches employees directly on the job to get first hand information

02

Interview Method

Interview of individual or group is conducted to collect information for job analysis

03

Questionnaire Method

Employees are sent a structured questionnaire containing a list of possible activities.

04

Diary Method

Employees record their daily activities in a diary.

Sources of Information for Job analysis



- Employees
- Supervisors
- Independent Expert (outside consultant),
- Job Review Committee
- Non-human sources (old job description, specifications, Films of workers on the job, reports etc…)

Steps in Job Analysis



Step One Determine the use of the job analysis information.

Step Two Collect background information.

Step Three Select representative positions to be analyzed.

Step Four Collect job analysis information.

Step Five Review the information with the participants.

Step Six Develop a job description, and job specification.

Job Design

Job design refers to organizing work content (task, duties, responsibility) and qualification required (skills, knowledge, experience) in each job in the way that meet the needs of the organization and employees.

The purpose of job design and A redesign is to improve:

- *employees satisfaction and performance*
- *Organizational performance*



Job Enrichment

Is a technique in which employees are given autonomy to set their own work peace, design their own work method, participate in making decisions and evaluate their accomplishment.



Job Rotation

Refers to the movements of employees from one job to other job

Job Enlargement

Is a technique used to expand the number of related tasks in a job

Job enlargement and job rotation are horizontal expansions, while job enrichment is a vertical expansion



Human Resource Planning

Human Resource Planning

Definition of HRP

- HRP is the process of reviewing HR requirements to ensure that the required number and type of employees are available when they are needed.
- HRP is a process used to determine what and how many positions have the firm to fill and how to fill them
- HRP is an activity that managers engage into forecasting their current and future needs of human resources.



Importance of Human Resource Planning

- Help the organization not to be understaffed or over staffed. How?
- Prepare the organization to cope up with changes. How?
- Important for decreasing and increasing growth of the organization. How?
- Serves as a base for the performance of other HRM functions
- Help managers to predicate future net human resource requirements of the organization

Characteristics of Human Resource Planning

- Done proactively -HRP is something done proactively(in advance) than reactively (dealing with a problem while facing the problem)

- Guide and coordinate all human resource management activities

- Responsive to changes in the internal and external environment.

- Linked with a high level of the organizational plan instead of being performed in isolation



Steps in Human Resource Planning



Determining organizational goal and strategic planning

01

HR planning should be **tied** with overall organizational long term plan

Assessing current human resource situation

02

Preparing human resource inventory that consists of up-to-date information concerning each employees knowledge, skills and experience, age, marital status etc…



Human resource forecasting

03

Human resource forecasting includes anticipating future human resource **demand** (requirement) and **supply** (availability). It has Three components:

a. **Forecasting human resource demand** : require to determine the **type** and **number** of personnel required in the future

b. **Forecasting human resource supply**: require anticipation of **supply** of people who will be available in the future.

c. Comparing future demand and internal supply:

Three possible results (figure) may be obtained out of the comparison process by subtracting the **current man power (supply)** from the **projected demand.**

i. Surplus= HR demand < HR supply

ii. Shortage= HR demand > HR supply

iii. Balanced= HR demand = HR supply



Human resource forecasting

03

Human Resource Demand Forecasting Techniques

1. Judgment and experience:

Top level executives and experts come together and estimate future HR requirements

2. Zero based forecasting

Using current level of employees as a starting point to determine future HR requirements

3. Bottom up approach

Unit managers (managers from different levels of mgt) are asked to estimate their HR requirements and send a proposal to top level management

Human Resource Demand Forecasting Techniques

4. Work standard methods

Determining the relationship between the task and number of employees required to perform the task.

Example:

- ✓planned work for the next.....planting 100,000 seedlings
- ✓Work standard.....100 seedlings/ person/day

What are the numbers of people required/day to plant the seedling within two months period (assuming that working days per months are 25)?

Solution… 20 workers per day are required

Human Resource Demand Forecasting Techniques

4. Work standard methods

This technique is used only when:

- ✓ The volume of work can be quantified
- ✓ Total productions and activities are clearly estimated
- ✓ Time required to produce a unit is known

NB. The work standard methods cannot be applied for estimating professional personnel requirements like managerial skills. Why?

Human Resource Demand Forecasting Techniques

5. Key predictive factors

Identifying one major variable with which total human resource is highly correlated

e.g. Addis Ababa University may use number of students as key predictive factor to determine academic staff requirement



Forecasting Human Resource Supply

Supply forecasting estimates future sources of human resources that are likely to be available from inside and outside the organization.

Factors that affect human resource supply forecasts are:

- Internal Sources Forecasts
- External Sources Forecasts

Forecasting Human Resource Supply

Internal Sources Forecasts:

- The Human Resource Inventory of existing human resources provides information about human resources that are likely to be available from internal sources.

External Sources Forecasts

- External sources consist of human resources who currently do not work for the organization. The sources can be:
  - Educational and training institutes
  - Labor market
- The information flow from the labor market about job seekers should be constantly monitored to analyze trends.

Developing an action plan

04

Managers must develop an action plan to close the gap between demand and supply.

A. If surplus is projected, plan must be made to:

- Encourage early retirement
- Layoff or dismiss employees. Is it possible?
- Reduce working hour/part time. Is it good?
- Restrict hiring

Developing an action plan

04

B. If shortage is projected, plan must be done to:

- Allow overtime work/part time
- To extend retirement
- Introduce labor saving technology
- Job enrichment/enlargement
- Recruit and select employees

Implement the action plan, Monitoring and evaluation

05

Some of the major implementation actions are:

- Recruitment and selection
- Promotion, transfer, demotion and lay off
- Training and development

Thank For

Your For

Time.



End of Chapter Three.

Chapter Four



Recruitment and Selection



Chapter Objectives

At the end of this chapter, you will be able to:

- ✓ **Describe recruitment and its features**
- ✓ **Explain factors affecting recruitment**
- ✓ **Identify the sources and methods of recruitment**
- ✓ **Describe employee selection and its features**
- ✓ **Explain the selection process**





Chapter Contents

1. **Employee Recruiting**

Features of recruitment
Factors affecting recruitment
Sources and methods of recruitment

2. **Employee Selection**

Selection criteria
The selection process
Factors affecting selection

3. **Orientation [induction] and Placement**

Purpose of orientation
Levels of orientation
Placement



Recruitment

Recruitment is the process of attracting individuals (pool of candidates) on a timely basis in sufficient numbers and with appropriate qualifications:
The groundwork for successful recruitment lies on:
Human resource planning: identify job openings and future human resource requirements
Job analysis information: identify the content of the job and qualification required
who conduct recruitment?
In large organization HRM department
In small organization recruitment and selection committee

Recruitment



Recruitment

Recruitment is the process of **attracting** individuals (**pool of candidates**) on a timely basis, in sufficient numbers and with appropriate qualifications.

The ground work for successful recruitment lies on:

- Human resource planning: identify job openings and future human resource requirements
- Job analysis information: identify the content of the job and qualification required

who conduct recruitment?

✓In large organization HRM department

✓In small organization recruitment and selection committee

Factors Affecting Recruitment

Internal factors

- Employees turnover. How?
- Promotional Opportunities. How?
- Salary levels, type and extent of benefits. How?
- Other HR policies and practices. How?
- Organizational growth. How?
- Image of the organization. How?
- Size of the organization. How?
- Nature of the job. How?
- Working Conditions. How?
- Cost and incentive of recruitment. How?

Factors Affecting Recruitment

External factors

- Personnel policies and practices of other organizations regarding working conditions, salary, benefits, promotional opportunities, employee relations, etc.
- Career opportunities in other organizations
- Government regulations

The Recruitment Process

The recruitment process consists of the following interrelated steps:

Step One

Recruitment planning

Translating information on human resource planning in to targets that specifies the number and type of potential applicants to be contacted.

Step Two

Searching

Involves locating source of the recruitment. Sources are:

✓Internal: with in the organization

✓External: out side the organization

The Recruitment Process

Step Three

Attracting qualified candidates to apply for the jobs

✓Job posting and employee referral are methods to attract internal candidates

✓External candidates can be attracted by advertiing

Step Four

Screening:

Individuals who are not able to meet the recruitment criteria for a position should be rejected at an early stage

Source & Methods of Recruitment

1. Internal source of recruitment:

Are **current employees** in the organization and take the form of **promotion** or **transfer** with in the organization.

- Internal **sources involve** recruiting within the organization
- Prospective **qualified candidates** are found within the organization to **fill up** job vacancies **above the entry level.**

Methods for Internal Recruiting

Methods of Internal Recruiting

1. Job posting: this involves announcing job openings to all **current employees.** Position, location, pay scale and qualifications are described.

- The means used for announcing the job vacancies can be: **Bulletin boards, In-house Newsletters, Circulars/memos, Electronic mail.**

2. Employee referrals: Supervisors or **current employees** generally recommend best-qualified candidates for the vacant jobs.

3. Skill inventory: it is an internal recruitment method to identify employees with the attributes needed for a particular job.

Advantages of Internal Recruiting

- **Better Selection:** The employee is already known, information on employee performance is readily available and predictable.

- **Moral Building:** Employee loyalty will be higher and turnover will be low due to they have greater chance for advancement &career dev't.

- **Adaptability:** Those chosen internally already know the organization, hence, less training and orientation will be required.

- **Cost-effective:** Internal recruitment is less costly as compared to external recruitment because of low advertisement and training costs requirement.

Disadvantages of Internal Recruiting

- **Limited Choice (inadequacy of supply):** Internal recruitment excludes excellent candidates that may be available from external sources.

- **In-Breeding:** The employee tends to demonstrate on the job only what he/she has learned in the organization and has few new ideas and experiences (lack of new ideas and knowledge from other sources)

- **Favoritism/ nepotism:** Recruiting friends relatives of present employees may often create unnecessary tensions among employees in an organization.

- **Negative Impact on Employees Moral:** Competition among employees for promotions may be very intense to the extent of damaging the morale of employees.

External Sources of recruitment

- External sources involves **attracting** qualified candidates from **outside the organization** to apply for job vacancies

- This source is widely used especially to:

✓ **fill entry-level jobs**

✓ **acquire skill not owned by current employees (when the org. need new skills &approach)**

External Sources of recruitment

Methods for External Recruitment

1. **Advertising:** a means to communicate the organization employment requirement to the **general public** using mass medias (radio, TV, news paper, Internet etc..)

2. **Employment agency placement:** Employment agencies carry out recruitment function on behalf of their client organization.

- There are:
  - Private employment agencies such as ethiojobs, The Talent Firm etc.
  - Public employment agencies such as Civil Service Commission

External Sources of recruitment

- Reasons for using an agency:
  - When a firm doesn't have an HR department and is not geared to doing recruiting and screening.
  - The firm has found it difficult in the past to generate a pool of qualified applicants.
  - The firm must fill a particular opening quickly.
  - There is a perceived need to attract a greater number of minority or female applicants.
  - The firm wants to reach currently employed individuals, who might feel more comfortable dealing with agencies than with competing companies.
  - The firm wants to cut down on the time it's devoting to recruiting.

External Sources of recruitment

- Avoiding problems with employment agencies:
  - Give the agency an accurate and complete job description.
  - Make sure tests, application blanks, and interviews are part of the agency's selection process.
  - Periodically review data on candidates accepted or rejected by your firm, and by the agency.
  - Check on the effectiveness and fairness of the agency's screening process

External Sources of recruitment

3. **Employee referrals:** current employees refer job seekers from outside the organization

4. **Walk-ins/write-ins:**

- ***Walk-ins*** are job candidates who physically arrive at the organization in search for a job
- ***Write-ins*** are job seekers who send application letter to an organization employment office

5. **Educational Institution Placement:** *e*ducational institutions are usually the sources for young and bright-educated individuals who generally lack work experience.

6. **Executive Recruiters ("head hunters"):** There are people who are exclusively known for seeking out top management talent for their clients.

Advantages of External Recruiting

- New employees bring new ideas, skill and experience to the organization (organizational innovation)
- Provide sufficiently large no of candidates
- Fairness in recruitment (avoid nepotism)
- New recruits are less susceptible to conformity pressures (disagreement)

Disadvantages of External Recruiting

- ***High cost:*** The cost of advertisement and training new entrants is high as compared to internal recruitment
- ***Adaptability Problems:*** More time will be needed for new employees to adapt to the work environment of the organization
- ***Wrong Selection:*** External recruitment can result in wrong selection of employees.
- ***Poor Employee morale:*** Recruitment from outside can adversely affect the morale of existing employees

Alternative to Recruitment

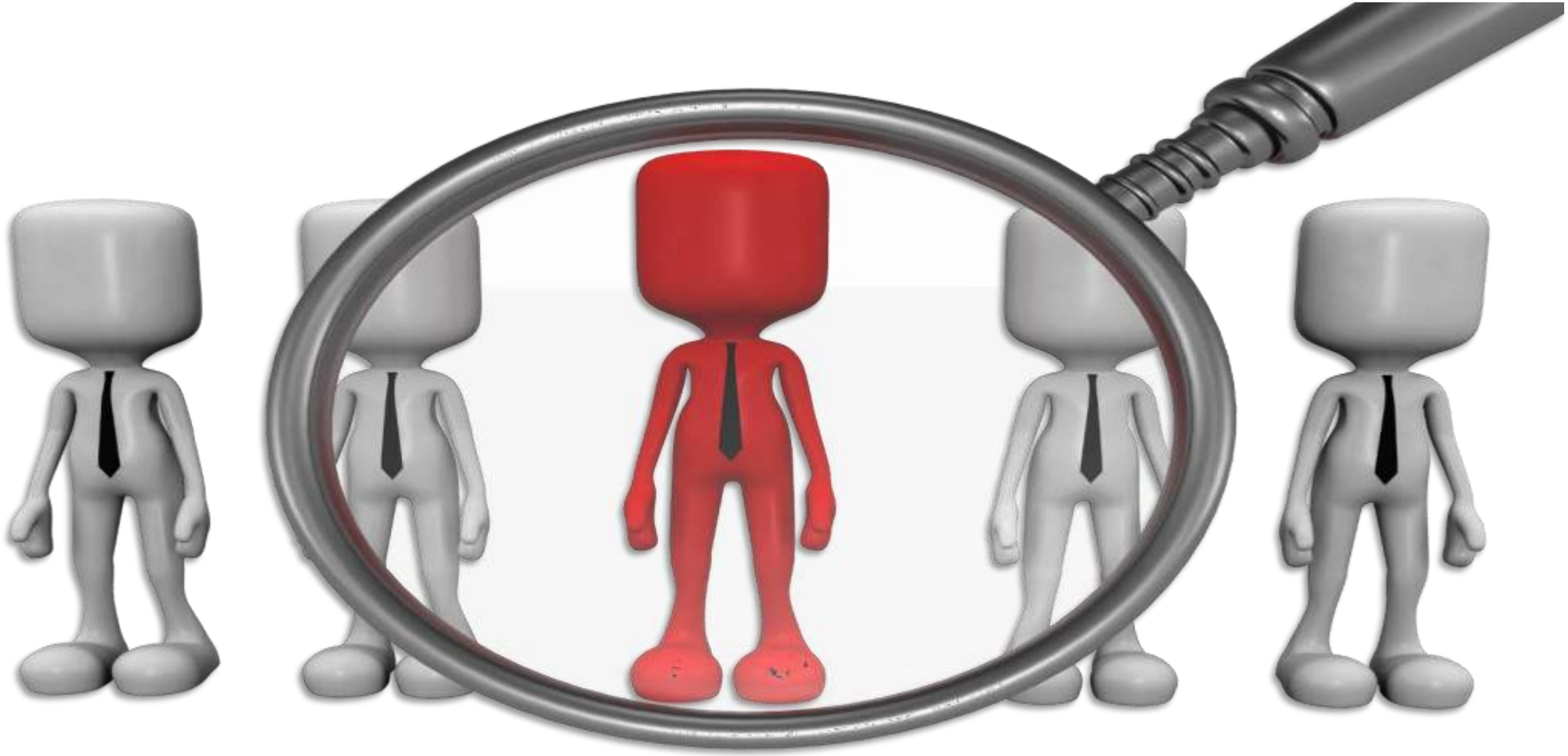
Recruitment is not always the best method to fill vacant positions because:

- it is time consuming and expensive
- cannot solve the immediate employee demand of the organization

Most common alternative to recruitment includes:

- *Job enlargement and enrichment*
- *Overtime*
- *Temporary employment,*
- *Subcontracting*
- *Employee leasing*

Selection



Selection

Selection is the process of *choosing* the most suitable candidate for a particular position from among the candidates

Effective selection process requires:

- Clearly spelled out job description and job specification
- Sufficiently large pool of prospective applicants.
- Series of steps through which applicants pass

Selection

Poor selection leads to:

- Increased employee turnover
- Absenteeism
- Job related Accidents
- Job dissatisfaction
- High costs of training and Productivity losses

Right selection improves:

- Human capital of the organization
- employer-employee relations
- productivity and commitment of employees

The Selection Process

Steps in a selection process differ from organization to organization- some use only **interview,** others use **written tests** plus **interview**, still others follow all the **necessary steps**. However, a systematic selection process consists of the following steps:

The Selection Process

1.Preliminary Evaluation of Application Forms and preliminary Interview

The recruitment process generates **sufficiently large number** of application forms filled by prospective candidates. Such forms consist of information about:

- ✓ ***Personal background information***: Name, gender, age, marital status, nationality etc.
- ✓ ***Qualifications:*** Educational, professional and other qualifications and specialized skills.
- ✓ ***Work Experience:*** Experience in previous jobs; duties, responsibilities, etc.
- ✓ ***Salary:*** Salary drawn in present employment and expected salary.
- ✓ ***References:*** Names and addresses of persons who can be contacted for references.

The Selection Process

2. Selection Test

Standardized **written** and **practical** tests are administered to the candidates passing the **preliminary selection** process.

The major types of tests can be:

- **Aptitude (paper and pencil)test** : They measure aptitude *for* the job. They test a candidate's learning capacity.

The Selection Process

- **Achievement Tests:** measure theoretical and/or practical knowledge and skills, which candidates claim to know.
- **Interest Tests:** They are inventories of the likes and dislikes of candidates in relation to work, hobbies, recreational activities etc. The assumption is that interests and job satisfaction are correlated.
- **Personality Tests**: They measure personality dimensions of the candidates.
- **Performance Tests:** involves actually doing a sample of the job in a controlled situation. E.g. typing tests
- **Performance Simulations:** require applicants to perform tasks closely resemble (representative of) the actual job but does not involve direct performance of the job or part of the job

The Selection Process

- Tests can only be used to predict job success when they are valid and reliable.
- ***Test validity*** implies that people who score high on the test do well on the job and those who score low do not do well on the job.
- ***Test reliability*** implies that if people take the same test on different days, they will get approximately the same score each time.

The Selection Process

3. Selection Interview

It is face-to-face observation and evaluation of the candidate's suitability for the job. It assesses the candidates in the following areas:

- **Ability to do the job**
- **Motivation and eagerness to do the job**
- **Ability to work under pressure (stress)**
- **Ability to 'fit-in' with the organization**
- **Personality and interpersonal skills**
- **Adaptability to the job situation**

The Selection Process

Types of interview:

1. **Structured Interview**: all candidates are asked the same type of standard questions prepared in advance.

Structured interview can be:

- ***Situational questions:*** involve creating *a* hypothetical job situation to determine what the applicant would do in that situation.
- ***Job knowledge questions:*** involve investigate the applicant's job-related knowledge (basic educational)

The Selection Process

- **Worker requirement questions:** seek to determine the applicant's willingness to confirm to the job requirements.

e.g. the applicant's willingness to work in the rural part of the country

Reflection

what is the advantage and disadvantage of structured interview?

The Selection Process

2. Unstructured Interview: In this type of interview, questions are not planned in advance, the interviewer can prepare it while the interview is in progress depending on the situation. Questions vary from candidates to candidates

Activity

what is the advantage and disadvantage of unstructured interview?

.

The Selection Process

3.Mixed (semi structured) Interview: in this method the interviewers use combination of structured and unsaturated set of questions.

The structured questions provide information that allows comparisons between candidates; the unstructured questions permit greater insights into the unique differences between applicants

4.Stress Interview: stress interview is a deliberate attempts to create tension and pressure in an applicant to see how well the candidate responds to these tensions

The Selection Process

4.Background and reference checking. Why?

Information about background and character of the candidate is checked from referees listed in the application form.

The major reasons are:

To check job accomplishments, titles, educational background, and other facts on applicant's resume is true

The Selection Process



5. Medical examinations. Why?

Medical tests permit organizations to screen out candidates with health problems or drug problems

6. Hiring Decision

Selecting those individuals best suited for employment based on reliable and valid information.

Orientation and Placement

Orientation is a means of familiarizing new employees with their job, responsibilities, organizational policies, coworkers and other key aspects of the organization as a whole.

Purposes of Orientation

- It improves the performance of the employee
- It increases organizational stability and reduces conflict.
- It saves time and effort

Orientation and Placement

Levels of Orientation

A. General Company Orientation

B. Departmental and Job Orientation

Orientation and Placement

Placement refers to the **assignment** or **reassignment** of an employee to a new job. it includes:

- Initial assignments of new employees from outside
- Reassignment of current employees due to **promotion, transfer or demotion**.



Chapter Four

Training and Development

Chapter Objectives

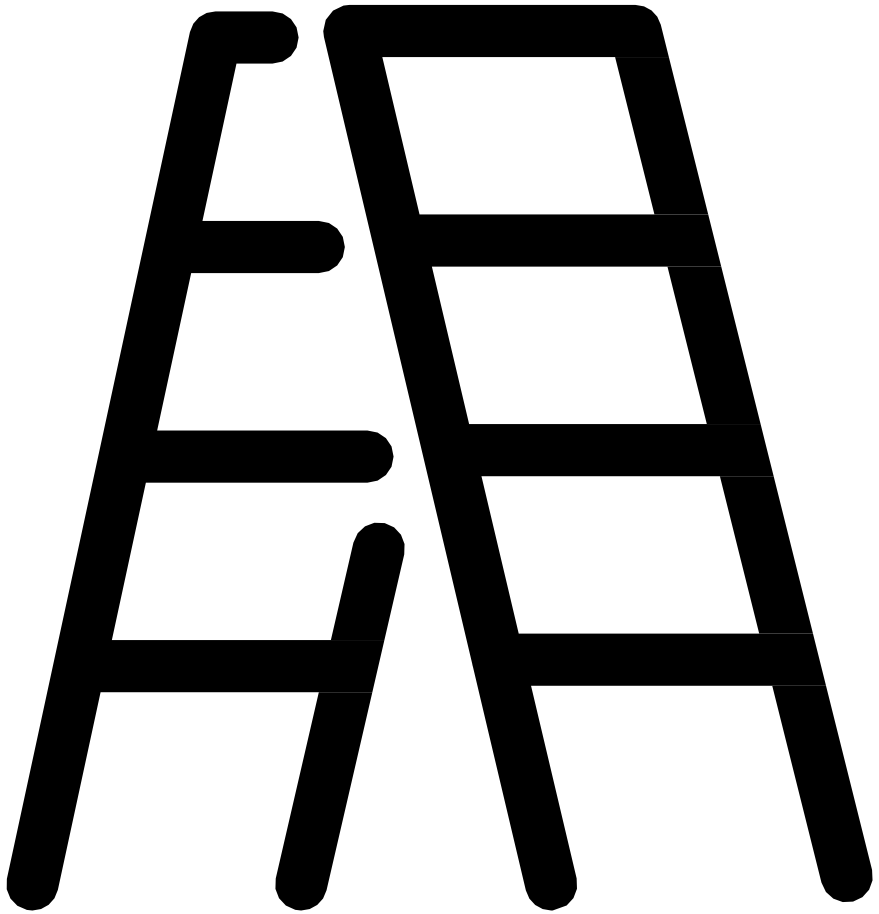
At the end of this chapter, you will be able to:

- ✓ Explain the concepts of training and development
- ✓ Describe the process of training and development
- ✓ Discuss the concept of career development

Contents

1. Objectives of training and development
2. Process of training and development
3. Training methods
4. Career Development

Human Resource Development



Human Resource Development (HRD) is **planned**, **continuous** effort by management to improve employee competency levels and organizational performance through **training, education, and development program**

Human Resource Development

Training is a program designed to improve skills and knowledge that help employees to effectively perform their current job. The purpose is helping employees to do their present job.

Development is a program designed to improve the overall effectiveness of managers for their present as well as future positions. The purpose is to mainly help managers handle future responsibilities.

Difference between Training and Development

	Training	Development
• Focus on	*present job (task oriented)*	*future job (growth oriented)*
• Targets	*operational workers*	*managerial workers*
• Period	*short term (periodic process)*	*long term ongoing process*
• Result	*develop skills and knowledge*	*develop conceptual, interpersonal, technical and decision making skills*
• purpose	*Remedial effort*	*develop employees potential*

Major Purposes of Training

Major purposes of training are:

- Establish sound relation ship between the worker and his/ her job
- Upgrade skills and prevent skills obsolescence
- Develop healthy and constructive attitude (Improves organizational climate)
- Increase productivity and quality of work
- Improve labor-management relations
- Minimize operational error (wastage, spoilage of materials and unnecessary repetitions, reduce hazards and accident)
- Enhance employees moral and confidence
- Reduce employees turn over, absenteeism and job dissatisfaction

Major Purposes of Development

Major purposes of development are to:

- Improve managerial decision making skills
- Stimulate managers use more creative problem solving approach
- Provide managers with latest information on theory and practice of management
- Prevent managerial obsolescence
- Give managers the opportunity to discuss with other people

The Basic Process of Training and Development

The training process consists of the following steps:

Step 1 Determine Training Needs (Need Assessment)

Step 2 Establishing training and development objectives

Step 3 Selecting Instructional Methods and Medias

Step 4 Select Trainees and Trainers

Step 5 Develop Budget

Step 6 Conduct Training

Step 7 Evaluate the Training and Development Programs

Step 1. Determine Training Needs (Need Assessment)

- Need assessment is refers to a systematic identification of training and development needs.
- Training need is the gap between skills needed for a job and the present skill level of employees. It should be properly determined as follows:

Training and development need= job performance standard - actual performance

- If the actual performance is below the job standards it indicates ***performance deficiencies***

Step 1. Determine Training Needs (Need Assessment)

The need assessment occur at three stages (levels):

1. Organizational level

Organizational level need analysis refers to shortcomings within the organization as a whole.

Training or development needs at organizational level can be created by:

- ✓ *Projected growth and development*
- ✓ *Changes in environment, objectives & structure*
- ✓ *Changes in products and services*
- ✓ *High absenteeism, turnover, reject rate and accidents*

Step 1. Determine Training Needs (Need Assessment)

2. Task level (job analysis)

The duties and responsibilities of the job, together with the knowledge, skills and attitudes needed to perform them, are the focus of needs analysis at the task level.

Training or development needs at task level can be created by:

- ✓ *Job redesign*
- ✓ *Task relocation*
- ✓ *Changes in work methods and procedures, and*
- ✓ *Upgrading of job functions.*

Step 1. Determine Training Needs (Need Assessment)

3.Individual Level (person analysis)

This refers to assessing present deficiencies in specific skills, knowledge and attitudes on the part of individual employee.

Training or development needs at individual level can be created by:

✓ *Job descriptions and job specifications, and Skill deficiencies on the job*

Step 2. Establishing training and development objectives

- Training objectives are **desired outcomes** that the training is intended to achieve
- Objectives define the performance standards that the trainee should be able to exhibit after training

e.g. after training the secretary is expected to type 80 words per minute

purpose of establishing objectives are to:

- Evaluate the training and development outcome
- Choose appropriate training methods

Step 3.Selecting Instructional Methods and Medias

✓Instructional methods and medias represent the **medium of instruction** needed to teach specific **skills, knowledge** and **influence attitudes**.



Group Discussion



Brainstorming



Interactive Presentation



Q&A



Self-Assessment

Step 3.Selecting Instructional Methods and Medias

1. Information presentation methods:

Used to teach facts, skills and concepts without requiring the trainee to practice the materials thought.

These methods further classified in to:

- *Lecture*
- *Conference*
- *Programmed instructions*

Step 3.Selecting Instructional Methods and Medias

2.Simulation Methods:

This method presents trainees with artificial representations of an actual situation and require them to react as though the situation were real.

Some of these methods are:

- *Case study*
- *Role playing*
- *In basket exercise*

Step 4. Select Trainees and Trainers

- Right kind of trainees and effective trainers should be selected

Step5:Develop Budget

- Costing should be done for each training program

Step 6: Conduct Training

- The training programme should be delivered to the trainees as per schedule

Step 7: Evaluate the Training and Development Programs

- It is a means to **verify** the **success** or **failure** of the program.
- Evaluation results provide feedback to improve current activities and plan-future training programs.

Step 7: Evaluate the Training and Development Programs

Criteria for evaluation

- Reaction: how happy is the trainee?
- Learning criteria: did the participant learn what was intended?
- Job behavior: did the learning transferred to job?
- Organizational impact: has the training helped organizational performance?
- Ultimate value: has the training affected the Ultimate wellbeing of the organization?

Types of Human Resource Training

Major types of Human Resource Training programs are:

a. **On the Job Training:** conducted in the place where the employee is **actually working**.

In this program the **employee** is placed in **to real work situations** and shown how the job is performed by **experienced worker** or **supervisor**

Types of Human Resource Training

on the job training consists of four steps:

1. **Orientation (*Preparation*):** the trainees are told about the **job, purpose** and **expected outcome** of the training
2. **Demonstration (presentation):** the trainees are given instruction by **telling, showing** and explaining about new knowledge and skills
3. **Practice:** The trainees **actually perform** the job to demonstrate their understanding. Errors are corrected. Practice is continued
4. **The employee perform the job with out supervision**

Types of Human Resource Training

b. Off the Job Training: takes place **outside** the work situation. The trainees removed from the **stresses** and **demands** of workplace so as to focus on learning experience.

The methods used for off-the-job training are: **Lecture/ conference, Simulation exercises** and **Programmed Instruction**

c. Vestibule Training: Trainees learn their jobs on the **equipment** they will be using on the job. The training is conducted away from the actual work environment.

e.g. Language laboratories, computer centers etc..

Types of Development Program

The most common type of management development programs are:

1.On-the-job Management Development

Management development takes place on the job. It is **learning by doing** in the context of real work environment.

The most common methods are:

a. Job Rotation : it involves **shifting** managers from position to **position**. It is generally horizontal or lateral job transfer.

✓*Planned Rotation:* Managers spend two or three months on a job and are then moved on.

✓*Situational Rotation:* Shifting is done to meet work schedules or to make the job challenging to the manager.

✓*Line and staff Rotation*: managers can be shifted between line and staff positions.

Types of Development Program

b. Coaching It is actively **guiding** managers by their immediate supervisors. The coach gives the guidance through **direction, advice, criticism** and **suggestions.**

c. Development positions: organizations assigns **less experienced** administrators to work temporarily as an assistant to **more experienced** administrator.

2. Off the Job management Development: in this program **managers move** from their work situation to other training institutions for concentrated programs.

Some of the methods used are: **Seminar, work shops, conference and other training programs conducted by training institutions**

Career Development

- **Career** is a sequence of **positions**, **jobs** or **occupations** that one person engages in during his or her working life.
- **Career goals:** the **future position** that one want to reach
- **Career planning;** is the process by which one select career goals , the path and the means of achieving the goals.
- **Career management** is the process through which organizations **select , assess** and **develop** employees **skills** to provide a **pool of qualified** people to meet future needs.

Career Development

- **Career development:** is the personnel activity which helps individuals **plan their future career** with the organization in order to help the organization achieve is goals.

N.B. Career development should not relay solely on **individual effort**, but involve the **assistance of managers** and **human resource department**

Values of Career Development

- ✓**Aligns strategy and internal staffing requirements**
- ✓**Develops promotable employees**
- ✓**Reduce turn over**

Career Development

- ✓**Tap employees potential**
- ✓**Further personal growth**
- ✓**Satisfies employee needs**

Based on staffing need, organization can facilitate the career planning process and help answer employees questions about career progress within the organization



Chapter Five

Performance Appraisal (PA)

Chapter Objectives

At the end of this chapter, you will be able to:

- ✓ Describe the purpose of performance appraisal
- ✓ List out performance appraisal steps
- ✓ Discuss the various methos of performance appraisal
- ✓ Explain problems related to performance appraisal

Contents

1. Purpose of performance appraisal
2. Performance appraisal steps
3. Performance appraisals methods
4. Problems associated with performance appraisals

Meaning of Performance Appraisal (PA)

Performance appraisal is a formal system of **periodic, review** and **evaluation** of an individual's job performance as well as giving **feedback** to an employee.



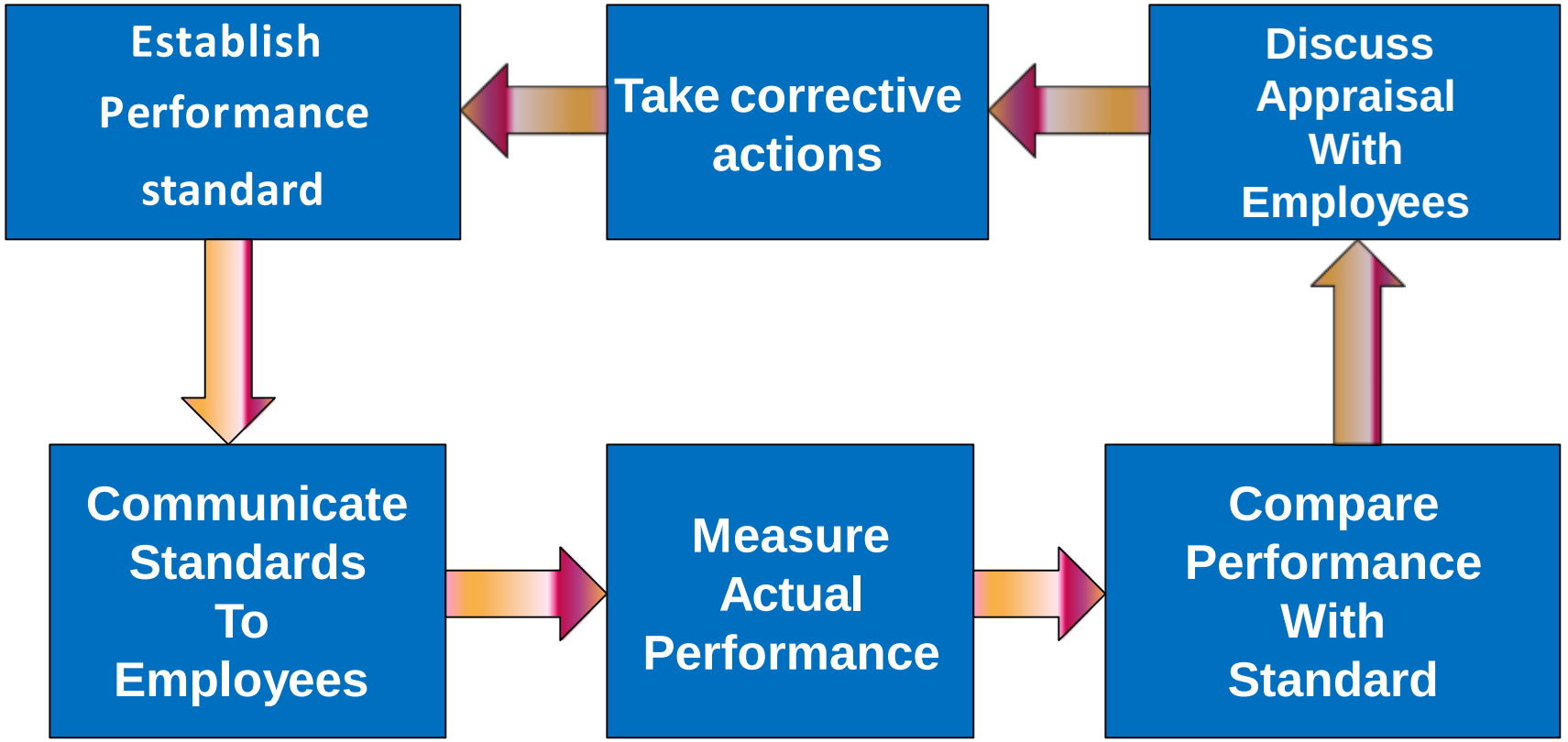
Uses of Performance Appraisal

- **Performance improvement: PA** provide feedback necessary for improving performance and motivating employees.
- **Compensation adjustments**: help to determine who get what
- **Placement decisions**: Managers use information from PA to make decisions on promotions, transfer and demotion
- **Training and development needs: PA** indicate a training and development needs
- **Guide career planning and development decisions**

Uses of Performance Appraisal

- **Indicate deficiencies in staffing process**: show strengths and weakness in performing staffing functions
- **Informational inaccuracies**: indicate errors in collecting information on job analysis and planning
- **Job-design errors**: Poor performance may be a symptom of poor job designs
- **Feedback to human resources**: indicates how well the human resource function is performing

The Performance Appraisal Process



The Performance Appraisal Process

Step 1:Establishing Performance Standards

- performance expectations and standards of performance are established based on the job descriptions.

Step 2: Communicating Standards to Employees

- Communicating performance standards to employees will enhance their **motivation** and **commitment** towards their jobs.

Step 3: Measuring the Actual Performance

- The supervisor then observes and evaluate the work performance and behavior of an employee

Step 4: Comparing the Actual Performance with Standard

The Performance Appraisal Process

Step 5: Discussing Appraisal with Employees

- After the evaluation, the rater must describe work-related progress in a manner that is mutually understandable

Step 6: Initiating Corrective Action

- Alternatives for corrective action includes:
  - Taking no action: if problems are insignificant
  - Correcting the deviation: if problems are significant
  - Revising the standards: if problems are due to inappropriate performance standards

Responsibility for PA

1. Immediate Supervisor
2. Peer Evaluation
3. Self Appraisal
4. Subordinate Evaluation
5. Group Appraisal
6. Combinations

Performance Appraisal Methods

1. Rating Scales: rates employees according to pre-defined factors

This method requires the evaluator to record his/her subjective assessment of the employee's on a scale.

e.g.

Name of the employee_____

Position_____

criteria	excellent	good	acceptable	fair	poor
	5	4	3	2	1
Attendance					
Cooperation					
total					

Performance Appraisal Methods

2.Critical Incident technique: Keeps a log (record) of a person's effective and ineffective job behavior

•At the end of the valuation period, the evaluator used the log along with other data to assess employee job performance

3. Essay method: requires the rater to write a brief narrative description of employee's performance and characteristics.

4. Ranking: rater is asked to assess employees in a rank order of overall performance relative to others doing the same job.

5.Work Standards: compares each employee's performance to a predetermined standard or expected level of output

Performance Appraisal Methods

6. Checklist Appraisal

- A checklist appraisal is a record of performance, not an evaluation by the supervisor.
- It contains a series of questions about the employee's performance.
  - The supervisor checks boxes to answer the questions yes or no.
  - The human resources department has a key for scoring the items resulting in a rating of the employee's performance.

Performance Appraisal Methods

7. Management by Objectives (MBO)

- In organizations where MBO is used to set goals and objectives for employees, the supervisor will use this approach for performance appraisal also.
  - The appraisal is based on whether or not the employee has met his or her objectives.
  - The advantage is that employees know what to expect.
  - The supervisor focuses on results rather than more subjective criteria.

Bias in Appraising Performance

- Harshness Bias
- Leniency Bias
- central tendency
- Proximity bias
- Recency bias
- Personal preferences of the supervisor
- The halo effect



Chapter Six

Compensation

Chapter Objectives

At the end of this chapter, you will be able to:

- ✓ Describe the purpose and meaning of compensation
- ✓ List out the Factors affecting compensation
- ✓ Discuss the different types of compensation
- ✓ Explain various types of employee benefits and services

Contents

1. Importance of compensation
2. Factors affecting compensation
3. Types of compensation
4. Employee benefits and service

What is Compensation?



Compensation is **reward** employees receive in exchange for their performance. It is concerned with **wages** and **salaries**, **pay raises**, and similar **monetary** and **non monetary** exchange for employees' performance .



Objectives of Compensation

- ✓To attract qualified employees required
- ✓To retain and motivate the existing workforce
- ✓Control cost (to avoid over payment or underpayment)
- ✓Comply with legal regulations (to consider legal challenges imposed by the government)
- ✓Ensure equity :establish fair and equitable rewards to the employees
- ✓Reward desired behavior
- ✓Facilitate understanding: peope in the orga. can easily understand the compensation management system.
- ✓ Further administrative efficiency

Consequence of Pay Dissatisfaction

- If employees are dissatisfied with the type of compensation they receive, the following results would be exhibited;

✓Low job performance

✓Absenteeism and turnover

✓Looking for better paying jobs

✓Strike and increased grievance

✓Job dissatisfaction

Factors affecting compensation

a. Government
b. Cost of Living
c. Comparable wage rates
d. Market Conditions
e. Ability to Pay

Job Evaluation

- **Compensation** within an organization is determined by **comparing** one job to other job.
- This comparison is made possible with **job evaluation**.
- ***Job evaluation*** is that part of a compensation system in which an organization determines the relative value of one job in relation to another.
- The major reason for job evaluation is to maintain ***internal pay equity*** . Moreover, job evaluation is used to:

Types of Compensation

1. **Financial compensation:** any form of financial rewards that an employee receives out of his /her services. It further be classified in to:

a. **Direct compensation:** which is paid to employees in the form of **wages, salaries, bonuses, and commission** in exchange for their performance.

- This type of compensations are **directly** related to **performance** of employees

b. Indirect compensation (benefits) includes all financial rewards that are not included in direct compensation.

- This type of compensation **is not** directly related to performance. Major categories of benefits:
  - **Insurance Benefits**
  - **Security Benefits**
  - **Time-off Benefits**
  - **Employee Services**

Types of Compensation

2. **Non financial compensation:** includes any form of rewards employees receive from:

a. **The job content*:*** such as the need for **recognition**, **responsibility**, **personal growth** and the like or

*b.**The*** **job environment** consists of comfortable **working conditions, competent supervision, pleasant work companions** and other related physical and social needs of employees.

Methods of Payment

- **Time-based payment**
- **Performance-based payment method (Incentive Plans)**
- **Combination of time-based and output-based methods**



Chapter Seven

Promotion, Demotion, Transfer and Separation

Chapter Objectives

At the end of this chapter, you will be able to:

- Discuss the concept of transfer, promotion, demotion and separation
- Explain the different types of transfer, promotion and separation

Contents

1. Promotion and types of promotion
2. Purpose of transfer
3. Reasons for transfer
4. Types of transfer
5. Demotion
6. Types of separation

Promotion

- **Promotion** occur when a current employee is moved from one job to other that is **higher** in **pay, responsibility, status** and **organizational** level (vertical movement). In other words:
  - If the employee's performance is high he/she will get promotion.
  - It is un Upward movement of employees
  - Employees get salary increment
  - Includes more responsibility
  - Promote to higher position
  - More power

Demotion

Demotion down ward movement of an employee to a position with **low responsibility, organizational level, status and perhaps lower in pay.** Demotion may occur due to: **discipline, poor performance and inappropriate behavior. In other words:**

- It is downward movement
- Decrease in pay, responsibility and power
- Punishment for less performance or inappropriate behavior

Transfer

- **Transfer** reassignments of employees from one job to other with **similar status, pay** and **responsibility** (horizontal movement). In other words:
  - It is a horizontal movement
  - Same salary
  - Same position

Separation

There are two types of separation

1. Permanent separation
   - Termination of contract of employment
   - Retirement
   - Disciplinary termination
2. Temporary separation
   - Annual leave
   - Maternity leave
   - Sick leave e.t.c