**STUDY PACK**

**ON**

# ADVANCED HUMAN RESOURCE MANAGEMENT II

**PROFESSIONAL EXAMINATION II**

**ADVANCED HUMAN RESOURCE MANAGEMENT II**

**PROFESSIONAL EXAMINATION II**

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**FOURTH EDITION**

**CHARTERED INSTITUTE OF PERSONNEL MANAGEMENT OF NIGERIA**

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# FOREWORD

This fourth edition of the CIPM study pack is one of the learning resources recommended to persons preparing for certification through professional examinations. It is uniquely prepared to meet the knowledge standards of HR certification bodies and/or degree awarding institutions. The study pack is highly recommended to researchers, people managers and organisations responsible for human capital development in its entirety.

Each chapter in the text has been logically arranged to sufficiently cover all the various sections of this subject as itemised in the CIPM examination syllabus. This is to enhance systematic learning and understanding of the users. The document, a product of in-depth study and research, is practical and original. We have ensured that topics and sub-topics are based on the syllabus and on contemporary HR best practices.

Although concerted effort has been made to ensure that the text is up to date in matters relating to theories and practices of contemporary issues in HR, nevertheless, we advise and encourage students to complement the study text with other study materials recommended in the syllabus. This is to ensure total coverage of the elastic scope and dynamics of the HR profession.

Thank you and do have a productive preparation as you navigate through the process of becoming a seasoned Human Resources Management professional.

**Olusegun Mojeed, FCIPM, fnli**
**President & Chairman of the Governing Council**

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**Oluwatoyin Naiwo, FCIPM**
**Registrar/Chief Executive**

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# CHAPTER ONE

# GLOBAL ISSUES IN HUMAN RESOURCE MANAGEMENT

## 1.0 Learning Objectives

At the end of careful reading of this topic, the learner is expected to have both literary and functional grasp of the following:

1. meaning of Globalization
2. various implications of globalization that have functional impact on the operation and application of human resource practices
3. connection of ICT and effect on the operation of human resource management.
4. people living with disability in work place and the expectation for HR Managers
5. demography and generational shift in the work place
6. current ILO fundamental Rights Convention and their impact on HR management in practice.

## 1.1 Introduction

This topic is considered important for human resource professionals as well as practitioners because the frontier of HR practice has undertaken international dimensions. Consequently, practitioners and professionals in HR practice need to think beyond the shores of the country of their operation when applying or interpreting HR concepts and policies. Globalization with its attendant inclinations have brought new dimensions into the practice of HR. Therefore, the International Labour Organization has responded with review of essential conventions that has taken the practice of human resource management beyond local boarders. This topic in aspiring to achieve its objectives has given some expositions to the key deliverables of the objectives.

## 1.2 Globalization

Globalization describes the multidimensional developments across the world, which impact does not affect its place of occurrence/origin alone but also have same effects on all the countries of the world. Globalization is a collective noun used to describe how commerce and technology have made the world into a more connected and interdependent place, in effect, it describes the political, socio-economic, cultural and technological changes that keep defining and redefining the interactions and inter-relationship that occur among people, the flow of business and essential information across the world. But the municipal life that countries of the world now live has occasioned seamless interconnectivity. The effect of an occurrence in any part of the world quickly affects the rest of the world. The greatest driver of this development is Technology and its rapid changes. Globalization is not only the narrowing of distances between countries and bringing them together but also the growing openness in international trade and markets, capital, technologies and skilled personnel (Ayagi, 2001). Consequently, HR practice responds to globalization and its impacts will demand HR practitioners and professional's preparation for the following:

a. Evolution of remote work
b. Operation of HR deliverables with requirements across boarder
c. The need for workforce-planning concerning international employees
d. Learn to navigate international HR challenges for human resources.
e. Raising the meaning of efficiency and effectiveness in practice beyond the usual domain

## 1.3 ICT and Globalization

Information and Communication Technology-ICT describes the significance of Information communication Technology as a veritable tool that raises the bar of activities in the globalization process. Globalization will be difficult to happen if not with the revolution brought into it by ICT. Advantages of ICT in Globalization can be succinctly put thus:

a. It provides people with opportunities in employment or in information reception and dissemination. This in turn guarantees better life
b. Access to information and services at very affordable cost that have the potential of influencing better life.

c. It makes communication easy in terms of processing and application
d. The life of business is positively impacted with ICT. This enhances faster growth of the economy
e. It also enhances the productivity of workers as a lot of impediments to performance such as; space, time efficiency and effectiveness would have been resolved with technologies.

## 1.4 Child Labour

The League of Nations in 1924 adopted the Geneva Declaration and Its further discussion in 1959 also adopted ten fundamental principles on the rights of the child. The 9th Principle states that "the child shall be protected against all forms of neglect, cruelty and exploitation. Child shall not be the subject of traffic, in any form. The child shall not be admitted to employment before an appropriate minimum age; child shall in no case be caused or permitted to engage in any occupation or employment which would prejudice his health or education, or interfere with his physical, mental or moral development (CRIN, 2019)." According to UNICEF, Child Labour is a work that exceeds a minimum number of hours, depending on the age of a child and on the type of work. Such work is considered harmful to the child and should therefore be eliminated. This description was adopted:

- Ages 5-11: At least one hour of economic work or 28 hours of domestic work per week.
- Ages 12-14: At least 14 hours of economic work or 28 hours of domestic work per week.
- Ages 15-17: At least 43 hours of economic or domestic work per week (UNICEF, 2014).

In 1989, the UN General Assembly adopted Convention on the Rights of the Child which recognizes the role of children as social, economic, political, civil and cultural actors. The Convention guarantees and sets minimum standards for the protection of children's rights in all areas (UNICEF, 2020). In 1999, the Worst Forms of Child Labour Convention was adopted by the ILO and the UN. This calls for the immediate prohibition and elimination of all forms of work that may harm the health, safety or morals of children. UNICEF has been working with the ILO since

1996 to promote the ratification of international labor standards and policies to combat child labor (UNICEF, 2020).

All the foregoing, were presented to give some historical trends on how globalization has influenced the issue of Child Labour. Every signatory to the UN convention is bound to observe the provisions of the convention. It has gone a long way to influence Nigeria Labour Laws.

## 1.5 People living with disability and work

One of the key effects of Globalization is the new perspective it has created for every individual as having the potential to productively contribute to the growth of the nation's economy. Attention is now being drawn in particular to people living with disability as having the potential to contribute to the growth and development of their nations irrespective of their physical challenges. For instance, an estimated 1 to.3 billion people experience significant disability (WHO disability index for 2023) this represents 16% of the world's population or 1 in 6 of us.

**Who is a person with disability**?

A person is categorized as having disabilities if such impairment has a long-term physical, mental, intellectual or sensory effect. When such interferes with various attitudinal and environmental barriers, they hinder the full and effective participation of such individual in the society on equal basis with other able-bodied person.

## 1.6 Effects of Migration on HR Management

The effect of Migration on HR Management could be positive or negative.

**Positive effects:**

a. Unemployment is reduced and people get better job opportunities.
b. Migration helps in improving the quality of life of people. It helps to improve social life of people as they learn about new culture, customs, and languages which helps to improve brotherhood among nations.
c. It encourages improvement in local employment laws and HR procedures

d. It encourages improvement in work standards because of trans-border diversity in work place

**Negative Effects:**

a. Migration can lead to increased cultural diversity in the host country.
b. Migrants may experience forms of segregation, discrimination or cultural clashes. Assimilation occurs over time, as migrants settle in their host country.
c. Migrants may eventually induce social, economic, and political problems in receiving countries, such as;(1) increases in the population, with adverse effects on existing social institutions; {2) increases in demand for goods and services; (3) displacement of nationals from occupations in the countryside and in the cities;
d. Issues relating to communication due to language barriers.
e. Issues of securing accommodation or housing on arrival.
f. Illness due to inability to access healthcare.
g. Migrants can be exploited.
h. Migrants may experience racism

## 1.7 Skill Shortages

Skills shortage exists when there are more vacancies than job seekers in an occupation. By contrast, an oversupply of skilled staff exists if there are more job seekers than job vacancies in an occupation. In Human resource management – Skill shortage risk relates to the shortage of human resources resulting from several factors. These may include absenteeism, aging workforce, disability management practices, inconsistent assignment of staffing levels and the inability to recruit and retain competent hands.

However, there is difference between skill gap and skill shortages. Skill gap defines a situation when an employer believes that workers do not possess the right type of competencies to perform tasks associated with their job. In contrast, skill shortage occurs when an employer is unable to fill an advertised vacancy due to the lack of a suitably qualified candidate

## 1.8 Demographic and generational shift

A generational shift refers to a change in the demographics of a population. The employees' demographics demonstrate peculiar characteristics in their knowledge, skill and attitude that impact on work attitude both positively and negatively. It is essentially important for the Human Resource Management to have the knowledge of this peculiar idea. This will enable the practitioners and professionals in HR practice to be properly guided when executing HR roles in recruitment plan, in job distribution, in succession planning and exit plans.

**The demographics are:**

Silents (Born between 1925 and 1946)

1. Baby Boomers (Born between 1946 and 1964)
2. Generation Xers (Born between 1964 and 1979)
3. Generation Y- the millennial (Born between 1980and 1994)
4. Generation Z (Born between 1995and 2009)
5. Generation Alpha (Born 2010 to 2024)
6. Generation Beta will be born from 2025 to 2039 - McCrindle Research 2023

## 1.9 Health & Safety Challenges

One of the issues that have been a challenge in the work environment is the management of Health and safety. Occupational Hazards and medical challenges are prevalent and affect productivity in the organizations. Common causes are: temperature, light and air conditioning. Harmful surroundings and hazardous substances, like asbestos. Workstation health and safety, like computers and other display screen equipment (DSE) Manual handling. There are minimum health and safety regulations that every organization engaging in business transactions or rendering services must comply with. Regulatory bodies also embark on periodic inspections to ensure compliance. The ILO Conventions that regulate these issues are; C155 Occupational Safety and Health Convention, 1981, R164 Occupational Safety and Health Recommendation, 1981. HR anchor must collaborate with the organization's Health and Safety anchor to be sure that the right and appropriate things are done.

### 1.10 ILO fundamental Rights Conventions

The eight (8) ILO fundamental Right Core Conventions are:

a. The Forced Labour Convention, 1930 (No. 29),
b. The Abolition of Forced Labour Convention, 1957 (No. 105),
c. The Freedom of Association and Protection of the Right to Organize Convention, 1948 (No. 87)
d. The Right to Organize and Collective Bargaining Convention, 1949 (No.98)
e. The Equal Remuneration Convention, 1951 (No. 100) ,
f. The Discrimination (Employment and Occupation) Convention, 1958 (No. 111)
g. The Minimum Age Convention, 1973 (No. 138) ,
h. The Worst Forms of Child Labour Convention, 1999 (No. 182) .

These Conventions mostly ratified by the ILO member countries were referred to as "Decent work, Conventions, and international labour standards." International Labour Organization (ILO) also has four key principles upon which its activities rests. These principles were the bedrock upon which work space is regulated. They are:

(a) Freedom of association and the effective recognition of the right to collective bargaining;

(b) The elimination of all forms of forced or compulsory labour;

(c) The effective abolition of child labour;

(d) The elimination of discrimination in respect of employment and occupation. conditions under which they are granted. It covers the nine principal branches of social security, namely medical care, sickness, unemployment, old age, employment injury, family, maternity, invalidity and survivors' benefits.

### 1.11 Cross-Country legislations

The core labour standards which all legislations across countries premised their labour legislations are a set of four fundamental, universal and indivisible human rights:

a. Freedom from forced labour
b. Freedom from child labour
c. Freedom from discrimination at work
d. Freedom to form and join a union, and to bargain collectively.

International Labor Standards therefore take the form of Conventions or Recommendations covering a variety of issues related to labor rights, employment, social security, social policy and related human rights.

**Assessment Review Exercises**

1. As HR Anchor in your organization, present a strong case to your management on how your organization can prepare for transition from analog HR operation to digital platform?
2. Globalization would have been a difficult process if not for the revolution brought into it by ICT. Critically present your views on this statement and also support your views with five advantages of ICT in globalization process?
3. Work environment could have been in a disarray if not for the intervention of the International Labour Organization-ILO. Do you agree or disagree with this statement? Justify your answer by applying the four principles upon which ILO Convention was founded?
4. Explain the term Employee Migration and discuss five each of the positive and negative effects it has on HR practices?

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# CHAPTER TWO

# CAREER MANAGEMENT

## 2.1 Learning Objectives

At the end of reading this topic, learners are expected to be able to:

a. have correct and current interpretation of what constitutes a career,
b. understand career planning and how it is been carried out,
c. know the various dimensions involved in career planning,
d. know how to handle career management in practice, and
e. prepare against career shock in employment.

## 2.2 Introduction

This topic will equip Human resource management practitioners and professionals with the appropriate skills and competencies to set career goals, draw career structure and various activities needed to be put in place to ensure the work environment return value to the employees beyond remuneration and perquisite of office while preserving the primary object of the organization which is to create value and sustain the institution.

## 2.3 Career Planning

There are different perspectives on the concept of career. The Oxford English dictionary records career as an occupation undertaken for a significant period of a person's life and with opportunities for progress. Career planning is described as a deliberate choice of an individual to identify his or her career objective and to structure the steps to take to attain it. It could also be seen ''as a process of systematically matching career goals and individual capabilities with opportunities for their fulfilment (Schermerhorn, 2022).

Career management is an umbrella term. It is a life-long process of investing resources on oneself to accomplish your future aspirations. These resources include financial, time, space, training, reading, attitude and discipline all of which equip you appropriately to navigate the ocean of a career. If an individual follows the above path it is referred to as personal career management. If

on the other hand, an organization consciously design a path for her employees with a view to achieving her objectives, it is referred to as organizational career management.

## 2.4 Career Pathing

Career pathing is a deliberate process of setting organizational talent priorities and aligning them with available employees' career growth. The process may include empirical mapping of the employee career direction based on vertical, lateral and cross-functional roles within the organization. Three major drivers are involved in this process. They are the objectives, the interest and the skill set needed or required by the employee or the organization. An example of a Vertical Career Pathing (VCP) in HR function is described below: Peak position is assumed to be HR Director. An employee who wishes to attain the peak would be required to pass through these career lanes:

Step 5 – HR Director Assistant

Step 4 - HR Deputy Director Specialist

Step 3 - HR Assistant Director

Step 2 - HR Specialist

Step 1 - HR Assistant

For each step there are specific job objectives and competencies required to be met by the job occupant. If these competences are not possessed and obviously demonstrated, success in the career may be a mirage. Generally, what is usually stated in career pathing include the following:

| **Career Stage** | | **Competencies required or deployed** |
|---|---|---|
| Entry Level | - | Integrative competencies |
| Operational Level | - | Knowledge-based |
| Technical (Tactical) Level | - | Skill-based |
| Management Level | - | Entrepreneurial |

Different vocation or occupation has the above universal career paths. The requirements in terms of objective, skill and interest of individuals are obtained and for purpose of aligning it to that of the organization. Deliberate career pathing assists organization in human resource management vertically in all its deliverables such as: HR Planning, Training and Development, Performance Management, Talent Retention and Succession Planning.

## 2.5 Career Development

Career development explains the support given to employee by the organization to ensure that an employee achieve his/her career objectives. Such support could be monetary or non-monetary or both. It depends on the organization and the level of its maturity in career flavour, the following are possible support:

a. Provide clarity on the career route and requirements
b. Institute formal learning and development programme
c. Institute formal coaching and mentoring programme
d. Institute networking programme
e. Define and clarify incentive plans for the career advancement programme

In most organization with career flavors, career development programmes are facilitated by the HR management units such as: Learning and Development, Talent Acquisition and Management or HR business partner.

## 2.6 Models and Stages of Career Development

Many authors have presented perspectives in this regard but Michelle L. Casto's model is preferable because of its clarity of purpose and simplicity in understanding, which are critical requirements for effective and efficient implementation in the world of work. The model:

**a. Assessment Stage**

This is a stage of self-assessment for fit. The employee is new on the job and very green. He is endowed with values, strengths and weaknesses which he is not sure where they fit on the job or in the new environment. The employee needs self-assessment as well as to consult with possible career counsellor to be able to take a good decision

**b. Investigation Stage**

This stage involves making concerted effort to identify your career choice and its potentials. Employee requires positive frame of mind at this stage. He needs to conduct research into the world of work to assess the potentials of the job. In some cases, engagement with experienced individuals for guide could be necessary

**c. Preparation Stage**

At this stage, employee should have discovered himself and the choice to be made. Commitment to serious preparation to acquire required competencies to be able to navigate the 'ocean' of the career is quite necessary. Employee needs to gain more knowledge, skills and experience on his choice. At this stage concrete goals and objective is necessary to be set.

**d. Commitment Stage**

Employee demonstrates confidence in the choice made. But there may still be issues agitating his mind on the choice made. The need for job search may be necessary. This will assist in the assessment of offers for acceptance and rejection.

**e. Retention Stage**

This stage in career route indicates that the careerist has arrived. It demands he settles down to get the job done. Definitely he needs identify his job customers and how best to satisfy them. Consequently, a high degree of customer service competencies is required. The candidate needs to read, learn and gain experience along the line. He also needs to build and extend the frontier of his professional competencies

**f. Transition Stage**

In every career, a time comes when an employee needs to move. This may be due to disaffection, boredom etc. But caution must be exercised and internal and external career network properly reviewed. Sometime it may discover that it is not career change the employee need, but to develop resilience and enhance himself in terms of exposure, training etc., in preparation for eventual future opportunities.

## 2.7 Career Progression

This is the sequential routes that determine when an employee get to the peak of his career. Sometime it is considered moving up the ladder of your career. Every employee aspires to get to the top of his chosen career. However, this does not refer mainly to promotion from one level to the other level. It includes vertical movement or horizontal movement. Some time it involves moving from one sector of the business to another. It may be taking on another role or work challenges. Principally, employee requires enablers to be able to fit along the line. Conventionally, enabling instruments includes, training and development, experience and exposure to best practices.

## 2.8 Career Plateau

This is a stage in employee's career where he could no longer advance further in terms of promotion, new assignment or responsibilities. Situation such as could be occasioned by the following:

a. Skill obsolescence
b. Lack of needed skill
c. Acquired experience no linger meeting the current demand of the job
d. Lack of exposure.

Career plateau could be caused by internal or personal factors experienced by the employee. It could be caused by organizational structure or be content induced.

## 2.9. Employees' Roles in Career Management

Employee's career will be progressive if cautions, as well as pro-active steps are taken to protect job. Employee needs to be aware that the best security for career sustenance is for the employee to make himself remain relevant in the organization. He needs to situate himself into the heart of the business. To attain this, he will need the following:

a. Read relevant literatures widely as Readers are leaders. He needs to be on top of the game always.
b. Develop his skills on the job and upscale it at all times. He needs to present himself as a person that is fit and current

c. Maintain high level of performance rooted in excellent customer's service
d. Learn to speak to power about your career plan. That is, employee needs to engage his line manager on his career plan. Such engagement could assist employee career plan and enhance his potentials. Ensure you maintain and sustain management feasibility. Be on the table not under the table.
e. Take initiative and demonstrate creativity. Any one that is good on the job can be sure that his retention in service with happiness is guaranteed by over eighty percent.
f. Moderate your attitude and be disciplined. Moving up the career ladder requires a lot of attitudinal moderation.
g. Be conscious of organizational politics and its devastating effects if one loses out.

## 2.10 Acting Appointment

This could be defined as placing an employee in a position of responsibility which requires professional competence on temporary basis. Acting Appointment suggests that the substantive job holder might have gone on leave. Upon resumption he will take over his roles. HR department's responsibility in this regard is to ensure that a policy frame work is put in place to manage acting appointment. Such policy must provide for the following: official letter communicating the terms of acting appointment; tenure of acting appointment; how to handle remuneration of acting employee; what should be put in place before taking over in acting capacity and the processing of handing over from acting capacity.

## 2.11 Transfer and Re-Deployment Policies

Policy is a guide to handle issues and situations in a very good and decent manner. Every policy has non-negotiable framework. This consists of; objective, purpose, procedure and conclusion. Therefore, Transfer and Re-deployment policy must be situated within the context of this framework.

**Transfer** in employment is the change in employee job role usually without any effect on remuneration or perquisites of office, Common necessities for Transfer in employment are as follows:

a. To rectify impropriety in placement of employee or when employee has personal issues such as health, physical challenge, not comfortable with superior or colleagues.

b. Sometime in shift employment, if the employee's shift is not comfortable possibly in terms of work-life balance, transfer could be initiated to provide succour
c. When succession planning is in its critical stage of up-scaling the competence of an employee being prepared for future higher role, transfer could be initiated
d. Sometime when the organization is witnessing economic downturn and there is desire to retain some good hands, transfer to other division of the organization may be necessary.
e. In the period of economic challenges, some senior employees may be transferred to take up relatively junior roles in some sections or units of the organization so as to prevent them being laid off.

**Re-deployment** is the process of transferring an employee to another substantive position. Here the employee is billed to perform higher responsibilities most often in different location or department or on new roles. First consideration here is possession of required competencies to deliver value on the new role. Redeployment, is generally with improved remuneration and benefits. A significant difference in transfer and re-deployment is that transfer is majorly initiated by employee or employee performance while re-deployment is majorly influenced by employer consideration of the need and the achievement of organization's objective.

## 2.12 Transfer and Re-Deployment Benefits

These two mechanisms are used as engine oil that stimulate the engine of organizations. When it is instituted formally in any establishment and a proper policy is initiated to drive them, they provide the following benefits:

a. There are options for employee and employer to structurally address the issue of performance deficit when identified, in addition to the option of lay off.
b. They provide opportunities for career planning. Employee can request for transfer while employers can initiate transfer
c. They provide opportunity for the organization to take decision on succession planning
d. Transfer reduces boredom and monotony that could have affected the career objective of employee and where the mechanism is available, dissatisfied employee could use it as a form of formal request to straighten their career objective

e. Employer have the window of redeployment to up-scale organization's development strategy
f. All the above do encourage productive workforce as employee have ample opportunity to define and redefine their career objectives.

**ASSESSMENT EXERCISES**

1. a. Briefly describe the following:
   (i) A career
   (ii) Career Planning
   (iii) Career pathing

   b. Describe four critical levels of career structure and the competencies required at each level

2. a. Write short notes on Career Development.
   b. State five key supports an organization could give to an employee for the navigation of career progression.
3. Write short notes on Six stages of Career Development as propounded by Michelle L. Casto.

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# CHAPTER THREE

# EMPLOYEE ENGAGEMENT

## 3.1. Learning Objectives

At the end of the reading of this topic, it is expected that the reader should be able to achieve the following:

a. understand the correct meaning of employee engagement
b. knows its features and effect in organization
c. understand the frame work that holds it
d. know the benefits it has as well as the challenges it portends
e. knows how to measure its effects on the organization
f. understand the grounds of HR's advocacy for the application of employee engagement in work space.

## 3.2. Introduction

The term employee engagement is of recent receiving greater attention from stakeholders. In this chapter, the reader will be acquainted with the essential issues relating to employee engagement. With the knowledge of the topic, there will be improvement in the perception and mechanism of handling the activity relating to it in the work situation.

## 3.3. Overview of Employee Engagement

Employee engagement is the emotional commitment the employee has to the organization and its goals, resulting in the use of discretionary effort, the employee cares more, he is more productive, gives better service, and even stays in his/her jobs longer. All of that leads to happier customers, who buy more and refer more often, which drives sales and profits higher, finally resulting in an increase in service delivery. Engagement is a positive, two-way relationship between an employee and their organization. Both parties are aware of each other's needs, and the way they support each other to fulfill those needs. Engaged employees and employer will go the extra mile for each other because they see the mutual benefit of investing in their relationship (Chiumento, 2004).

Where employee engagement prevails, the employee feels passionate about the assigned duties and wanting to do more. The employee focusses on what makes the organization to deliver value to the customers and ready to work outside the normal call of duty with all discretionary initiatives the duties require. In returns, the employer reciprocates the employee's commitment with recognition, career pathing, developmental supports and promotion, higher responsibilities and remuneration improvement. By these, the two frameworks that enhance effective employee engagement have been explored.

### 3.4. Employee Engagement Policy

With the space of employee engagement explored, organizations need to put in place a policy guide to ensure adequate coverage of the necessities. Generally, every policy is premised on these frameworks: objectives/purpose, contents and the implementation procedure. Employee engagement policy should contain the following outlines:

a. Setting the objective/purpose of putting in place the policy
b. What should be the contents of the policy?
c. What should be the implementation procedure/plans?
d. How will the implementation and application of the policy be moderated?

However, as already explained, Employee Engagement is a two-way route. First, the perspective of the organization, second, the reaction of the employee.

i. <u>The perspectives of the organization</u>

The policy outlines how the company will encourage her staff to feel happy, satisfied, cared for, valued and respected in the organization

ii. <u>The reaction of the Employee</u>

The policy also outlines the type of reaction that the organization will expect from staff in terms attitude, thought and behavior which reciprocate what the organization has put in place.

iii. <u>The Moderatory framework</u>

The policy states how the implementation and application of the policy

will be regulated?

### 3.5. Employee Engagement Drivers/Factors

Effective employee engagement will be driven by the following:

a. **Care & Recognition**

The employer must create a work environment that will guarantee care and recognition for the employee. This is not in terms of documentation in a staff policy but must be seen and felt by the employee. The Employee on the other end must return back this value to the employer by awesome dedication and commitment to work

b. **Trust**

The employer must create a work environment where trust is edified. It must be shown in delegation and duty assignments. The leadership must demonstrate that trust is a hallmark. Promise made must be kept. This is a very strong driver because trust is a very difficult 'article to sell''. However, when employee see that the organization encourages trust, it will also be demonstrated.

c. **Well-being of employee**

The employer must demonstrate that the wellbeing of employee is paramount. It must be shown that it is considered a priority. This should be shown in the implementation and application of organizational policies.

d. **Communication**

The employer must create a work environment where there is communication flows unhindered. All frameworks of effective communication must be allowed to thrive. There should be encouragement for open and honest dissemination of information. There should be timely reaction to information why honest and bitter opinions should be allowed.

e. **Sense of belonging**

For effective employee engagement to thrive, employee must not only be hearing stories of dedicated, committed, honest and good employee in the press or comment, they must be made to feel it and enjoy it. This must reflect in remuneration and other perquisites of office. All material or non-material, monetary and non-monetary schemes should be provided as appreciative incentives.

Where the above scenario is provided and allowed to thrive in organization, tendency is clear that employee engagement space will record employee working with good sense of purpose, deep commitment, with dedication and collaborative attitude, deliberate love to express honest opinion and ability to give and receive feedback positively.

### 3.6 Measurement of employee engagement

It is very informative for every organization or work environment to be sensitive to the state of employee engagement in their environment. Therefore, to ensure that the employees are positively flowing with the work environment and delivering the expected value, it is important to set parameters to measure how engaged or disconnected the employee is with the work environment. Literature contains numerous measures of employee engagement. However, the parameters set by the Academy to Innovative HR are highlighted:

a. **Absenteeism rate** – Employee high incidences of absence from work could be an indicator of a disconnected employee. Highly engaged employee may not likely be friend to persistent absence from work.
b. **Turnover rate** – Well engaged staff is not likely to leave the organization early. Therefore, rate of voluntary exit could be an indicator of disconnect or engaged employee.
c. **Employee Satisfaction Rate** – This could be measured through work quality metrics, Work-quantity metrics, accident rate metrics, and work efficiency rate metrics. All these could give clear indication of the level of employee disconnect or employee engagement.
d. **Glassdoor.com rating** – Employer branding is revealed from comment employee make casually which sometime are aggregated from the website of organization. Some websites are dull and appear un-kept. Some are active with real feelings of employee about their

organization. Information revealed here could communicate deep meaning in both positive and negative way to customers, potential applicants and newly hired. This is what Academy of Innovative HR classified as Glassdoor.com rating

e. **ROI - Return on Investment of employee engagement** –The ROI of a well engaged employee results in high productivity such as quality product. Such employee knows the value which such brings to the organization

**f. Customer happiness** – Well satisfied employee will respond to customer request positively. A well satisfied customer through efficient and effective service delivery will lead to enhanced organizational productivity.

**3.7 Employee Net Promoter Score (eNPS)** – This is a popular metrics in the space of employee engagement. It uses three frame works of Promoter, Passive and Detractors. Measuring scale is 0-10. Questions such as; 'how likely are you to recommend this organization as a place to work?' Responses could be categorized base on scores of 9 -10 as Promoters and 7- 8 as Passive and 0-6 as Detractors'. To calculate eNPS the formula is:

eNPS = % of Promoters - % of Detractors

**Employee retention index** – A well engaged employee stays longer. Understands the firm's processes and the internal working. This reduces the cost of onboarding of new recruits. Learning curve is impressive and a gain to the organization

### 3.8. Importance of Employee Engagement to organization

Engaged Employee leads to:

a. Higher service, quality, and productivity, which leads to higher corporate performance.
b. Higher customer satisfaction, which leads to higher corporate performance.
c. Increased sales, service delivery (repeat business and referrals).
d. Higher shareholder returns - (i.e., stock price), organization's service delivery etc.
e. The use of discretionary effort means that the engaged employee works overtime when needed, without being asked. Engagement takes place when people are committed to their work. They are interested, indeed excited, about what they do. The opposite of

employee engagement is a “Zombie Employee”. A zombie employee is a disengaged employee that will stumble around the office, lower morale and cost the company money.

f. Reduction of product damage, error and rework because of exceeding dedication and commitment.
g. High positive effect of the words of mouth which has the potential to influence customer decision about the organization’s product or service.

### 3.9. EMPLOYEE BRANDING

Brand engagement refers to the creation of attachments between consumers and brands. Employee Branding could then be described as creation of attachment between the employer and employee. These attachments may be emotional or rational, and they produce brand loyalty over time. Brand speaks much about reputation, love, taste and experience. If employees have very good experience for working in an organization and feel good enough to promote the image and reputation of the organization as employer of choice, it shows the employee branding of the organization is high. If your employee engagement efforts are working, your employer brand will grow. Putting effort into engaging your employees, strengthens your organization’s reputation as one that invests in its people and cares about them beyond their start date. Employee Net Promoter Score (eNPS) as presented in paragraph 3.7 above further establish how employee branding is measured in organization.

### 3.10. HR Value Proposition

HR Professionals must evolve defined frameworks that provide structure and guide for employee engagement activities. The HR Value proposition therefore takes the following into consideration:

a. Make recommendation on methods of communicating the values and aims of management and the achievements of the organization, so that employees are more likely to identify with it as one they are proud to work for.
b. Call the attention of management that commitment is a two-way process; employees, cannot be expected to be committed to the organization unless management demonstrates that it is committed to them and recognizes their contributions as stakeholders.

c. Impress on management the need to develop a climate of trust by being honest with people, treating them fairly, justly and consistently, keeping its word, and showing willingness to listen to the comments and suggestions made by employees during process of consultations and participation.
d. Develop a positive psychological contract by treating people as stakeholders, relying on consensus and cooperation rather than control and coercion, and focusing on the provision of opportunities for learning, development and career progression.
e. Recommend and take part in the achievement of single status for all employees (often included in a partnership agreement) so that there is no longer an 'us and them' culture.
f. Encourage management to declare a policy of employment security, and ensure that steps are taken to avoid involuntary redundancies.
g. Develop performance management processes that provide for the alignment of organizational and individual objectives.
h. Advise on means of increasing employee identification with the company through rewards related to organizational performance (profit sharing or gain sharing) or employee share ownership schemes.

HR Professionals must move up their role from a transactional perspective to that of a strategic partner and subsequently build capacity in terms of skills to lead and effectively support key employee engagement initiatives.

**Assessment Exercises**

1. Briefly describe employee engagement. State what should be the frame work of good employee engagement policy.

2. At a seminar in your organization, you were given a topic on Employee Engagement, discuss briefly the roles of Employee and Employer towards ensuring an effective Employee Engagement.

3. Employee engagement will succeed if some critical drivers support the initiative. State and briefly discuss each of these drivers.

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# CHAPTER FOUR

# EMPLOYEE WELLNESS, SAFETY AND HEALTH

## 4.1 Learning Objectives

At the end of reading this topic, it is expected that the reader will be able to:

- appreciate the importance of the essential frameworks that relates to health, safety and wellness of employee, and
- be able to make a very strong case for special attention to be devoted to it by the employees and employers in the workplace.

## 4.2 Introduction

Employee health, safety and wellness concerns have become very important in the work place of now than it has ever been. Team Loop (2022) succinctly celebrates its importance thus, "You will not be able to focus on your work and give your best efforts if you do not have the mental stability and confidence that your future and the future of your loved ones are protected. So, we can see that poor health and safety at the workplace can negatively impact organizations' workforce, i.e., your employees, and distract them from being able to give their 100 percent in their work. As an employer, you are also legally obligated to provide safe working conditions and promote workplace safety to your employees to prevent workplace injuries and ensure occupational safety and health."

This study pack therefore, attempts to give a bird-eye-view of the key frameworks contained in the topic, their necessity for HR roles in the work of employment.

## 4.3 Conceptual clarification of terms

Employee Health, Safety and wellness could be described as the need to ensure and provide necessary enabling facilities that could guarantee good state of life in terms of mental, emotional and physical wellbeing of employee in a work environment. This thought is premised on the fact that if employee is healthy and safe in a work environment, the organization's performance will be positively impacted – Healthy employees lead to 'Happy employees' and often translates to

‘engaged and productive employees, which is good for the organization, A better understanding of the topic will be appreciated from the perspective of providing answers to the questions below:

a. **Who is a healthy employee?**

   A healthy employee could be described as an employee who is physically and mentally fit to deliver the expected value from the job he is assigned to do. Most often, we look at physical health but it is becoming highly necessary to also consider that the employee is mentally ready do the work. The responsibility to ensure that the staff is healthy is for both the employer and the employee. The two must recognize this import and work towards it.

b. **What does it mean for an employee to be safe in a work place?**

   A work place that is free from hazards could be considered a safe work place. Some hazards cannot be completely eliminated, consequently, precaution should be taken to reduce the chances of injury.

c. **What does employee wellness connote?**

   This is a deliberate plan made by the employer to put in place health promotion activities or policies that support positive health and behavior from employee in a work place. Such activities and policies include understanding the need for medical screening before engagement or on periodic basis. Allowing periodic medical and wellness seminars and training. Providing facilities for physical fitness in a work place etc.

   Employee wellness will be adequately provided and cared for if its seven dimensions as propounded by Bill Hettler (1976) are understood by HR role and take steps to direct the attention of the employer and employees to it. The seven (7) dimensions of employee’s wellness are:

   Wellness is commonly viewed as having seven dimensions:

   1. mental
   2. physical
   3. social
   4. financial
   5. spiritual
   6. environmental

7. vocational.

These dimensions are interdependent and influence each other. When one dimension of our well-being is out of balance, the other dimensions are affected.

### 4.4 Causes and effects of workplace injuries

Workplace injuries could be described as injuries or illness that occur in relation to an employee's job. Many types of workplace injuries abound. But these four common types are listed here:

i. Slips and Falls – caused by wet or damaged floors, debris on the floor and other obstructions
ii. Manual Labour – an environment where carrying, pulling, lifting heavy object could lead to employee having back injuries, heart related problems, muscle problem or loss of limbs
iii. Working with heavy equipment – working with moving equipment or vehicle
iv. Workplace hazards – susceptible to burns, explosions etc.

Their degree or intensity could be classified into – primary, secondary, direct, indirect and chronic injury. Also, expensive medical bills and loss of wages can create some emotional in balances for employee and hurt the ability to support self.

**Some causes of workplace injuries are:**

a. Over exertion -claimed to account for 34% of workplace injuries occurrence.
b. Contact with objects and equipment – considered to be the second leading cause.
c. Slips, falls and trips -claimed to account for 25% of workplace injury related (Tom Reddon, 2022).

Effect of Workplace injuries could be very challenging to organizations in two forms:

a. **Direct Effects** - Employer's meeting with the legal requirement of paying compensation when injury happened. Also, payment of hospital bills and attendant distractions.

b. **Indirect Effects** – These are effect that may not directly be in terms of financial cost to the organization at first run but turns to be huge cost later. This includes:
   i. Loss of productivity
   ii. Recovery of lost production
   iii. Employees replacement and training

### 4.5 Fatigues, Stress and Presenteeism

Fatigue and Stress are two of a one. They are both indications of attitudinal reaction to a situation that exerts pressure on man's physical and mental state of being. Fatigue is feeling overtired with low energy and strong desire to sleep that interferes with normal daily activities. Usual notable causes that could be beyond illness are lack of sleep or adequate sleep, heavy exertion, jet lag, a large meal or ageing.

Stress on the other hand, is a reaction exhibited when we are under situation that appears uncontrollable. It is a state of worry or mental tension caused by a difficult situation. These are some manifestations of the above state of health that inhibit job performance; dizziness, sore or aching muscles, muscular tensions, headache, heart palpitations, sleeping difficulties; insomnia, gastrointestinal upset such as diarrhea or constipations, moodiness, slow reflexes and responses and dermatological disorders.

Presenteeism is another job-related indication that inhibits effective and efficient work performance. It is an act of being present at work for longer hour without being healthy. Possibly due to the organization policy of no work no pay, a sick employee comes to work but due to ill health he or she is unable to perform his/her functions and yet did not apply for sick leave or go to the hospital. Examples of presenteeism are:

a. Attending work despite being sick
b. Working overtime regularly
c. Coming to work at weekends or during holidays
d. Working outside of work hours
e. Answering calls and emails (staying contactable or logged-in)

The implications of these in work environment are:

i. Loss of Productivity
ii. Increase likelihood of mistakes
iii. Worker exhaustion or even workplace epidemics.

### 4.6 The goals and benefits of Workplace safety and health

A deliberate action towards ensuring good health and safety of employees in a work place has some major benefits both for the organization, the employees, the stakeholders and the country at large. Some of these benefits are stated hereunder:

a. It reduces employee's absence from work
b. It engenders more efficient and productive workplace
c. It reduces downtime triggered by illness and accidents
d. It prevents injuries and diseases
e. It makes work premises to be neat and kept to high standard
f. A safe and healthy work environment elicit employee's happiness which robs-off on increase productivity
g. A safe and healthy environment reduces insurance claims and its attendant distractions
h. Keeping work environment safe and healthy sends clear signal to employee that their employer is concerned about them which in turns encourage them to wanting to do more.
i. Safe and healthy work environment enhances the brand value and goodwill of the company.
j. It reduces business cost and disruption thereby hip the bottom line and goodwill of customers.

### 4.7. Dynamic Management of Workplace Health, Safety and Wellness of Employees

Workplace injuries can be prevented. This could be possible if employers apply a very strategic approach to the issue. The following are some guides in this regard:

a. Clear understanding of the work place injuries and their impact on effective and efficient performance of employee as well as its impact on the achievement of organization's objective
b. Clear understanding that prevention of workplace injury is far better than curing it when it happens
c. Employer should conduct periodic Risk assessment and make use of the report
d. Employer should put in place structured regular inspections to ensure all equipment and structures are in good position
e. There should be periodic training for employees and employer on health, safety and environment
f. Employer to provide Personal Protective Equipment (PPE) and ensure employee use it as appropriate
g. Workplace floor should be equipped with appropriate safety signages and signals
h. There should be procedure for reporting and managing accidents
i. Physical inspection by a designated officer should be conducted periodically
j. Organization should take the issue of Health Safety and environment seriously. As such a designated department, equipped with the necessary equipment must be put in place
k. Health safety and employee wellness must be approached strategically. That is, a policy that will appraise the financial, physical and psychological wellbeing of employee which will provide immediate support as well as long term positive preventive measures must be put in place.

### 4.8. Managing workplace Employee's Health, Safety and Wellness with Technology

Technology has received the accolade of accelerating value delivery in all spheres. This also applies to managing workplace employee's health, safety and wellbeing. The use majorly is in the areas of documentation, occurrence tracking, adherence to rules and regulations a good administration of incidences as well as sieving latest information on the development in the world of workplace health, safety and employee wellness. Some of the technologies that could be used to standardize occupational health, safety and employee wellness are:

a. **Nanotechnologies** such as; Wearable Technologies which encompasses apps that assist in physiological monitoring, Environmental health related detectors, proximity

detection, exoskeletal suits. All these assist the employer and employees to have reliable information on personal health and work-related hazards.

In particular, employers can track specific information about their employees, including the number of steps taken each day, heart rate, sleep quality, physical activity levels, the number of calories burned, and more. By following these simple

b. **Data Analytics Software** – Records of health and wellness related incidences in organization could be recorded overtime for comparative decisions. Such information on individual or incidences in organization could be analyzed for comparative decision guide

c. **Safety apps** – smartphones, the OHS Answers app, developed by the CCOHS, the OHS Answers app, developed by the CCOHS, allows employers and employees to access information about several aspects of occupational safety. The app can be helpful in a number of situations (Vaughn, 2022):

i. Employers can ensure compliance with occupational health and safety regulations.

ii. It is easier to access information on potential hazards in their industry or region.

iii. The app can help employers know more about health and safety procedures that need to be followed at work.

iv. Employees can identify any potential health risks or injuries, which they can then share with their employers.

v. The app features a library of resources about workplace hazards and risks, as well as information about how to prevent them. It also includes a section about various health safety programs, employee assistance programs, OHS regulations, and wellness practices. And employers can use it to make informed assessments about health and safety risks.

**d. Virtual Reality apps and Augmented Reality apps**

Many tech vendors are already offering Virtual reality (VR) safety training programs that can enable employees to practice using equipment and simulate working environments that pose potential risks. Looking into the future, virtual reality and augmented reality (AR) technologies may be increasingly used to simulate tasks to measure and reduce risks—before a worker starts the actual job (Chubb, 2022).

## 4.9. Employee Health and Safety – The role of HR

From the forgoing, some fundamental issues connecting Employees health and safety in the workplace have been settled. What remains is the connection which HR roles has with the subject matter. Policy and plans s to ensure a healthy and safe workplace has to be driven by someone or a department before all the plans can have the positive effect intended. It is the responsibility of the HR to set the stage, propose the policy and plans, implement and monitor to the level of meeting its desired objectives. Five of the basic roles of the HR include:

a. **Planning** – Identification of the potential risk element in the workplace and issues that could negatively affect the health of employees. Recommend policy frame-work and secured appropriate buying-in from the management. The planning stage also encompasses recruitment of appropriate employees to lead the implementation
b. **Directing** – Structure the implementation strategy with business objectives in mind
c. **Organizing** – Co-ordinating and the implementation of plans
d. **Controlling** -Ensure all plans flows with the extant regulatory laws. The implementation operates in line with the existing laws in the operating environment
e. **Evaluating** – Monitor the implementation to ensure the overall objective is achieved
f. **Training** – Ensure proper training of employee to make compliance easy

**Assessment Exercises**

1. In an onboarding programme, you have been asked to justify the essence of a policy on Employee health, safety and wellness in your organization. Briefly state your opinion in five cogent points.
2. List five workplace injuries and briefly discuss their implications for organization success.
3. Briefly discuss the following and their effects on organization performance
   a. Presenteeism
   b. Stress
   c. Fatigue

## SAMPLE CASE STUDY ON OCCUPATIONAL HAZARD

### Caustic Cement Burn in a Nigerian Male: A Surrogate for the State of Occupational Safety in Nigeria

**Author(s):** Tondor Cleopatra Jumbo-Uzosike, Kingsley Enyinnah Douglas

### BACKGROUND

Cement is an important material used in the construction industry. When mixed with water, it has abrasive, caustic and drying properties that could cause allergic and sensitivity reactions to the skin, chemical skin burns or damage to the eyes following contact. Cement burns to the skin appears to occur commonly among apprentice masons or individuals who have little knowledge about the hazards of wet cement. Rowe and Williams first reported the adverse effects of wet cement to the skin in 1963. Inadequate knowledge about possible hazards following contact with wet cement is a serious risk factor for the occurrence of caustic cement burn. The aim of this presentation is to ensure that sufficient information is made available to the public, small scale and large-scale industries, to reduce and prevent future occurrence of cement burns. This would also reduce sickness absence and employee turn-over rates in industries.

Required:

a. To what extent as the organization complied with the extant regulations on safety standards?
b. What are the preventive measures that the company ought to have put in place?
c. Did you agree that the victim was entitled to any statutory sick pay? If yes explain with clear examples of what he should have been entitled to.

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# CHAPTER FIVE

# WORKFORCE PLANNING AND TALENT MANAGEMENT

## 5.1. Learning Objectives

At the end of the reading of this topic, learners should be able to:

a. understand the meaning and dimensions of workforce planning
b. know the key techniques adopted in workforce planning
c. know the benefits of workforce planning in organizations
d. know the significance of metrics and type of metrics in workforce planning
e. understand the meaning and application of Talent Management
f. know how these concepts could assist HR professionals on the job.

## 5.2. Introduction

Opinion is settled on the critical importance of employee in organization. The agitating discourse is how do we resource the best employee that drives the aspiration of the organization. A simple approach though technically challenging is to ensure a proper deliberate workforce planning. This topic is therefore, designed to draw the attention of HR to the fundamental details of how to determine the employees an organization needs at a particular time, how to source them, how to ensure proper placement agenda and monitoring their performance. Therefore, workforce planning is seen as the process of analyzing, forecasting, and planning workforce supply and demand, assessing gaps and determining target talent management interventions to ensure that the organization has the right people, with the right skills in the right places at the right time - to fulfill the organization's objectives. A general perspective about workforce planning has identified seven critical questions that should be answered in this direction:

a. What is the current organization's employee's needs?
b. What type of employees do we require?
c. What will be the organization's employees needs in the near or distant future?
d. What do we consider as the missing link between now and the future?
e. What do we need to settle or fix?
f. What effort would be required to get this done?

g. How do we evaluate the degree of success?

### 5.3. Advanced Techniques in workforce planning

Various techniques abound with one objective in mind. That is, evolve a strategy to ensure that the organization has the right people, with the right skills in the right places at the right time - to fulfill the organization's objectives. Key consideration for effective workforce planning is listed below:

a. Analyze your current workforce plans,
b. Forecast workforce needs,
c. Analyze the gaps,
d. Develop strategies for filling the gaps,
e. Appraise the financial and cost implications,
f. Implement the strategies, and
g. Monitor and evaluate the effectiveness.

Workforce planning has some benefits to organizations. Among these are:

a. Aligning HR with the overall business strategy
b. Improving employee's retention
c. Minimizing hiring costs
d. Anticipating change & prepares for the future
e. Overcoming Talent gaps
f. Refining Recruitment process
g. Enabling Organizational development

### 5.4. Quantitative Techniques

Quantitative techniques may be defined as those techniques which provide the decision makers a systematic and powerful means of analysis, based on quantitative data. There are four main types in research firmament: Descriptive, Correlational, Causal-Comparative/Quasi-Experimental, and Experimental. It emphasizes objective measurements and the statistical, mathematical, or numerical analysis of data collected through polls, questionnaires, and surveys, or by manipulating pre-existing statistical data using computational techniques. This kind of technique allows workforce planning to be somehow scientific and result of the analysis assists in great measure to arrive at a more accurate conclusion. The two most commonly used quantitative data analysis

methods are descriptive statistics and inferential statistics. Examples of common quantitative tools are: Surveys (Questionnaires) and Observation checklists.

### 5.5. Qualitative Technique

While quantitative techniques deal with aggregation of relevant data on the subject of research and analyzing them to predict verifiable outcomes, qualitative techniques focus on gaining insight and understanding about an individual's perception of events and circumstances. In business and management, qualitative analysis uses subjective judgment to analyze a company's value or prospects based on non-quantifiable information, such as management expertise, industry cycles, strength of research and development, and labor relations. samples of qualitative data are document study, observations, semi-structured interviews and focus groups. Six common types of qualitative research are phenomenological, ethnographic, grounded theory, historical, case study, and action research. In workforce planning therefore, information gathered on the employee situation in the past and present with situational presentations are critically reviewed to appreciate what could possibly assist the organization’s decision on employee’s situation in the near and distant future.

### 5.6. Use of Metrics in workforce variance analysis

For appropriate workforce planning, correct and current information are required. To be able to get this, very reliable instrument is required. Information could be quantitative or qualitative. From empirical research, to get the required information that is reliable, metrics are required. In Workforce planning, metrics gather information about a workforce from people in the business, people process, and the wider labor market. Shayna Hodgkin’s position in this regard is adapted. He recommended twenty-two model of information that could be gathered to ensure effective Human Resource Intervention in organization. These are:

1. Age, race, and gender diversity ratio
2. Headcount
3. Full-time employees
4. Internal mobility rate
5. Contract type and distribution
6. Age
7. Tenure distribution

8. Career path ratio
9. Employee engagement scores
10. Retention rate
11. Voluntary vs. involuntary turnover
12. Attrition
13. Bench strength
14. Competencies
15. People profiles and assessments
16. Quality of hire
17. Annual failed hires
18. Reasons for resignation
19. Absenteeism
20. Time to hire
21. Training ratio
22. eNPS - Employee Net Promoter Score (eNPS = Percentage of promoters – percentage of detractors)

For example, if your organization has 100 employees on its roster, 25 of whom are promoters, 10 are detractors, and the rest are neutrals, your employee net promoter score (eNPS) equals 25 – 10 = +15. (Decision Rule -100 to +100) to determine the positivity or negativity of eNPS. However, some key workforce planning metrics that businesses must warehouse include: headcount data, turnover rate, cost per hire, time to fill, employee productivity, training and development costs, revenue per employee, and employee satisfaction and engagement. Quantitative and qualitative data on each of these metrics are very useful for predication and forecast in workforce planning.

### 5.7. Talent Management Roles and Its Benefits

Organizations could thrive if good people inhabit and operate it. Good people in this direction refers to employees that are naturally imbibe with right knowledge, skill and attitude. A deliberate strategy of sourcing, recruiting, managing, motivating and retaining the good employee is called Talent management. The key issue here is that not all employees could be so carried in this basket, but those that have been seen through practical demonstration that they are adding the expected value to the organization could be regarded as the talent. They are those that have demonstrated that they have what it takes to deliver the proper value to the organization. Talent management is a constant process that involves attracting and retaining high-quality employees, developing their skills, and continuously motivating them to improve their performance.

The primary purpose of talent management is to create a motivated workforce who will stay with the organization in the long run. When organization's employees resourcing, strategy is perfect and attract and recruit the most suitable hands they are classified as Talent. Therefore, managing them requires appropriate taking them through the best of the employee life cycle:

Talent Management Roles

a. identify
b. engage
c. develop,
d. review and retain
those individuals who have the potential to be of greatest value to an organization.

Benefits of Talent Management

By managing talent strategically, organizations should derive the following benefits:

a. building a high-performance workplace,
b. fostering a learning climate,
c. adding value to their employer brand,
d. improving diversity management.
e. retaining skillful and resourceful employee
f. attaining the organization objective without stress

## 5.8. Components of Talent Management

a. Strategic Workforce Planning.
b. Onboarding
c. Employee Retention
d. Learning and Career Development
e. Performance Management
f. Compensation Management

## 5.9. Frameworks in Talent Management

a. Identify the purpose of the talent management framework
b. Define goals and objectives
c. Review current talent management processes
d. Update recruitment and talent acquisition processes
e. Standardize compensation and benefits
f. Develop team members

g. Plan for succession

### 5.10. Developing Competency Framework for Talent Management

a. Identify the purpose of the talent management framework

b. Define goals and objectives

c. Review current talent management processes

d. Update recruitment and talent acquisition processes

e. Standardize compensation and benefits

f. Develop team members

g. Plan for succession

### 5.12. Goal Tracking and Alignment

Goal tracking and alignment guide employee to be focused on the job. It is a deliberate principle to ensure employee focuses on the essential requirements of the job which aims at achieving the bigger organizational objective. Every employee has personal goal even before enlisting into employment. For employee to be in the good book of performance, effort should be directed at how to achieve organization's objectives while not necessarily downplaying his/her objective. When clashes abound, the employee has the right to decide on which should be supreme rather than playing ostriches.

Goal alignment involves the marriage of three pillars – organizational goals, team goals, and individual goals. Organizational goals represent the overall objectives of an organization and its stakeholders, while team goals are specific objectives assigned to different departments or teams within a company

**Track your goals by:**

a. List each of your goals
b. Create smaller tasks to help hit each goal.
c. Assign reasonable deadlines to your goals
d. Review your progress regularly
e. Establish a reward system for yourself

f. Build a schedule to follow
g. Forgive yourself when you fall off track
h. Form an accountability group

**Alignment of goals across the organization**

Alignment of goal means that everyone in the organization is working together toward the same goal. It can benefit the organization with increased efficiency and productivity:

a. Set clear organizational goals. Goals alignment starts at conception
b. Get buy-in from leadership. Once you have your organizational goals outlined, it's time to share them with leadership
c. Communicate goals on every level
d. Help employees achieve their goals
e. Review achievement and reinforce success and rework failure

**Assessment Exercises**

1. Briefly explain your understanding of workforce planning. List and discuss the seven (7) critical questions that should be answered to deliver an effective workforce plan.
2. Is every employee a Talent? What are the critical explanations to justify who is a Talent?
3. (a) Discuss the strategic approach to Talent Management.

   (b). Mention and discuss six (6) benefits that could be derived for a good talent management strategy.

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# CHAPTER SIX

# THE NEW WORLD OF WORK

## 6.1. Learning Objectives

At the end of reading this topic, readers should be able to:

a. explain the coverage of the new world of work,
b. discuss its features, impact of technological architecture on business,
c. explain why employees and employers must align with the tide of technological development as a pre-condition to remaining relevant in the world of work,
d. know the new forms of work, the location of work and the critical features that define and redefine the current work space,
e. Present strong advocacy for HR as a responsible stakeholder in the care and management of employees in organization of the future.

## 6.2. Introduction

Developments have taken place particularly in the 21st century that have shaped and keep on re-shaping the world of work globally. Globalization, remote working, automation, revolution in technology among others have influenced how we work, where we work, the skill set required to be able to work efficiently and effectively and the education we need to work and at work. Consequently, this topic is designed to reveal the fulcrum of the new world of work and the tremendous impact the technological transformation has made towards defining and redefining the essentials of the work space. This topic is therefore, deliberately designed to update the human resource managers of today on this development. It is believed that with the update, they will be guided in their preparation for the development and equip themselves with the necessary tool to handle the eventual development in the new world of work.

## 6.3. The Use of Technology: Automation, Robotics, AI, ChatGPT

New world of work is a melting pot of people with different background, culture, generation and perspectives. Information and communication technology, the rise of service economy and globalization are critical influencers. Therefore, ICT tools such as: share-point online, outlook groups, Yammer Group, Microsoft teams, To Do, One Drive, one note, Shift, Flow, Skype for

Business and Askcody are tools defining the trends of work. Activities such as Data Management, Time Management, Presentation, Budgeting, Internet access, Mobile office, Language Translation. These developments communicate to the management that acquisition of these technological tools are no longer luxuries but condition precedent to meeting the current essentials of the emergent world of work. Consequently, in consideration of the criticality of employee's take in this new waive in workplace, HR Manager needs to know how this development affects the essential deliverables of his organization. What will be the employee sourcing technique that will deliver value, what skill set will be required or needed etcetera.

### 6.4 Skills and Education required for new world of work

The new world of work requires special skills set and education to enable HR operators have what it takes to be able to drive their roles most efficiently and effectively in the new world of work. But at the center of all is high proficiency in the knowledge and application of technological devices. Attaining this level of proficiency will show the direction an employee is navigating in the deployment of essential skills to handle other attitudinal tendencies required for the job of the future. The features that define enabling capabilities of the employees in the new world of work are perseverance, self-direction, planning, self-discipline, adaptability, initiative, oral and written communication, public speaking and presentation, listening, leadership, teamwork, collaboration, cooperation, facility in using virtual workplaces, emotional and social intelligence, resilience, social/diversity awareness, entrepreneurial mindset, digital fluency and analysis/solution mindset. These skills, knowledge and attitudinal enablement will guide the employer to analyze the space of the work of the future and prepare for it. To do this, employer of the future world of work too will require the following:

a. **Understand the future of work**

   This is necessary to gauge the skill and competencies required. How will it look like, what critical issues will define success or failure? Will the purpose of organization or business still remain as it was?

**b. What do you do with the current capabilities and competencies?**

An assessment is necessary to determine if the current employees are good enough in terms of knowledge, skill and attitude to deliver the services needed for the organizations. In doing this you will know which work will no longer exist? What skills will be obsolete? What equipment will no longer fit and what remedial actions will be taken?

**c. Inject fresh blood**

Having decided on number 'a & 'b" and conclude on injecting fresh blood into the systems considerations will be necessary. Among these are; where will the fresh employees come from? What essential criteria will determine their sourcing? What will happen during their on-boarding and how will their deployment be strategically aligned with the mindset of the organization?

## 6.5. Location of Work

Location of work refers to the geographical location of workplace. The emergent world of work is gradually erasing the idea of physical office. This is due to the accelerated improvement in the constant review of the Conventions of the International Labour Organization as occasioned by globalization. Agitation for work-life balance is becoming more active than hitherto. Considerations are giving more to employees parenting, caregiving and personal health challenges. Consequently, with technological revolution in the world of work more emphasis is placed on new location of work that balance employee emotional and psychological demands with that of employer who sets the organization for a purpose which must also be achieved.

## 6.6. Timing of work

A tech-ready workspace with high-speed internet access and other ICT tools have become the vogue in the construct of the work space of the 21st century. Consequently, timing of work has attracted varying changes. Employee is able to work anywhere at any time.

## 6.7. New Forms of work arrangement

a. **Remote work** – This refers to the process that allows an employee to do his work in a place other than in a centrally located office designed by the employer. Types of Remote Work are: employee working from home, co-working platform, work-hive or private office or any other place but not in a central office location designed by the employer. Remote working requires some non-negotiable conditions:

i. Strong and reliable internet connectivity,
ii. Communication and collaboration tools,
iii. Healthy culture, and
iv. Some best practices that could enhance its effective and efficient functionalities include clear guidelines and policies, team building and top-notch technologies.

Remote working however, has some challenges that needed to be resolved in the course of application. This includes: Productivity drains (some workers may lose focus and interest), Mistrust and micro management, unreliable technology, employee reluctance, possible controversy on the acceptance of the policy by the generality of stakeholders.

**b. Virtual work**

This is service delivery and business transaction that is principally premised on communication technology. It is also an interaction, collaboration, discussion etc., between workers who use computer to reach each other from different locations.

**c. Non-standard work arrangement**

This is a work arrangement that deviates from the full-time work arrangement. Examples are: part-time work, temporary work, fix-term, contracting and sub-contracting; visiting employee, self-employment and home work. Non-standard forms of employment are thought to have grown in recent years with the increase flexible production methods. In standard employment, employee is expected to work for 22 hours a week. Therefore, any work arrangement where employee work less than an hour could be classified as a non-standard work arrangement. The implication of such work arrangement is that the employee will be taxed 25% flat rate as PAYE.

**d. Flexi time**

A flexi time work arrangement has two features:

i. The employee and employer agree on the choice of employee with regards to opportunity to choose his start and closing work time

ii. The employee and employer agree on the scope of work that must be delivered within the time chosen

iii. The same number of schedules of work hour must still be covered.

**Some of the benefits of Flexi-time are:**

a. It increases productivity
b. It improves work-life balance
c. It reduces stress and burnout
d. It attracts top-talent
e. It promotes healthy work life

**Some drawbacks of Flexi-time are:**

i. Opportunity for collaboration at work space which is very critical in the new world of work is lost.
ii. It has the potential of affecting the customers negatively.
iii. The company's culture, work traditions and ethics are lost with serious effect on the company's brand.
iv. May not be a practical option for all employees.
v. It could be abused by employee if taken as king pin approach.

**e. Compresses work week**

This is another type of work arrangement that globalization has introduced. It is an arrangement of allowing an employee to do 30-40 hours a week work time in less than five days a week work time. For instance, an employee could be allowed to do three or four days in a week for to cover the full 35 – 40 hours per week work.

**Advantages**

i. It allows employee more free days in a week
ii. Absences from work reduce drastically because employee work on a definitive hour(s) of work
iii. Improved service hours
iv. It reduced commutes

**Disadvantages**

i. Incompatible schedules
ii. It is capable of leading to work fatigue
iii. If not manage well it has the potential of being abuse by the employee
iv. Except it is adopted as a general work policy, allowing it as choice for employee will weaken work collaboration

## 6.7. The Concern for HR Roles in Organizations

For the new World of work to deliver its potentials, the unit apportioned the responsibility to manage employee within the organization will require to rejig its approach and delivery mechanism. Some measures are suggested hereunder:

a. HR Policies and procedures should attract constant review and update in tune with the global practices.
b. The template for employee sourcing and resourcing needs to also attract review and update. The skill set required at a particular point in time to service the current need of organization will keep changing
c. The industrial and labour relations laws will need to be placed on dash-board for everyone to see and know, as changes or review comes up.
d. Work space construct will keep changing. Therefore, to ensure employee work environment reflect the tide of the moment, HR will need to place special attention on the following:
    1. Rise up to the occasion in their preparation in terms of knowledge, skill and attitudinal requirements to face the emerging challenges

2. Implement reforms in training programmes. Expose themselves and other employees to constant experience sharing and exposure in all unit of the operation so that they could be in tune with the reality of the moment.

e. Organizations will need huge investment in Technological infrastructures that are correct and current. A huge investment indeed which organization must not run away from. To champion this will be a HR responsibility

f. HR must speak to power. The employer must be made to realize that huge investment will be required to be able to align with the expectation of the future work space. NIM (2002) has this to say; the implication of ICT for management transformation will require the following:

   i. ICT environment is mandatory
   ii. Computer literacy for all employee is mandatory
   iii. Investment should be pragmatic
   iv. Computerization does not mean buying computers
   v. Executives must know the available opportunities
   vi. They may not be proficient today but they must be literate today
   vii. Everybody in the work space must read wide as readers are leaders.

**Assessment Exercises**

1. Describes the new world of work. State and explain the impact of five (5) of the key features on the work environment.

2. The new world of work is technological driven. Mention and discuss briefly five (5) ICT tools and their potential impact on the new world of work.

3. (a) Identify Ten (10) capabilities required from the employees that will operate successfully in the new world of work

   (b) Discuss briefly five (5) of the capabilities and how they are impacting on the new world of work

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# CHAPTER SEVEN

# ADVANCED PERFORMANCE MANAGEMENT

## 7.1 Learning Objectives

At the end of reading this topic, HR professionals should be able to acquire the needed competencies on the key deliverables listed below and how to put them to practice in the course of carrying out their assignment.

a. People Management capability
b. Organizational goals and Target-Setting
c. Performance Management Tools and their application
d. Performance Appraisal Method and Processes.

## 7.2. Introduction

Success in recruiting a good employee will be justified if such employee delivers the expected value to the organization. To evaluate employee performance is very critical. This is one major way to really ensure the expected value is added. This topic therefore, intends to equip HR operators with the right knowledge and skills on performance management so that the role of leading the activities in the work space, which is a core deliverable for them will be achieved. However, further readings and exposure are necessary to enhance their capability in this regard.

## 7.3. People Management Roles

People Management in the context of this topic refers to Employee Management in work-space. The term is used to describe formal systems devised for the management of people within an organization. These systems or responsibilities could be classified into five; talent management, compensation and employee benefits, training and development, compliance, and workplace safety. Broadly itemized, people management roles in work environment covers the following:

a. **Recruitment and Hiring**: This is one of the most important responsibilities in People Management functions. It is the route through which the employee is connected with the organization. Key issue in this regard is that every organization must have policy

and procedure upon which this role is premised. Also, the objective of the organization must be connected with the type of individuals being recruited. The policy framework will define when, how and who is to be recruited. However, the extant labour laws must guide actions in this regard.

**b. Training and Development**

This is another critical role in people management. It is to determine the kind of knowledge, skill and attitude that will be promoted in the organization. Training and development functions is large and expansive. It starts from employee onboarding where the employee will be exposed to the culture and practices of the organization. There are different phases of training-basic, intermediate and advanced levels. This cut across each function and responsibilities. There is also on the job and off the job training programmes. There is also Local and foreign training. A major issue in Training and development is how to measure return on investment on Training and development. Literature abounds on practical and simple ways this could be done. Professionals are advised to go deep into this. Until you are able to provide justification for return on investment on training, efforts may not be adequately appreciated

**c. Employee-Employer Relations**

Relationship in the work space is diverse. However, one between employer and employee needs to be carefully managed. There are statutory rules and regulations to guide this. One issue that is current in this regard is for the HR actors to recognized that globalization has made employee-employer relationship a boundless subject. International Labour organization has established a lot of conventions that must be followed by every country that is a party to the international agreement. Every relationship in the work space is virtually guided by law and this must be followed by the two parties-employer and employee

**d. Maintenance of Company Culture**

Organization will die if it has no culture. If it has but not properly established and maintained, such organization will most often be in cultural crises to the detriment of

achieving its purpose. The role of ensuring the organization has a culture, promote that culture and maintain it, rests squarely on people management function.

**e. Managing Employee Benefits**

A key purpose for work is to earn compensation and benefit. Compensation and benefit administration are major roles in People management. It is usually guided by policy and procedure. The role of ensuring there is a policy and procedure, ensuring adherence and applying them without sentiment rest squarely on people managers.

**f. Create a Safe Work Environment**

Health, Safety and employee wellness have become a global requirement in workplace. For organizations to adequately manage them, a special department must be saddled with the responsibility. From the template of job distribution in conventional practice, People Managers handles this more than any other department. Depending on the job distribution template that organization uses, it could be a full-fledged department or a unit but it rests squarely on people management functions. Activities covered health concerns, security concern and safe work environment concerns. Policy and Procedures are necessary for effective management

**g. Handle Disciplinary Actions**

Work environment is structured in a way that there are rules and regulations to guide actions and behaviors. Where this exists, there will offenders and violators. Consequently, to address the issue of indiscipline in work environment there should be procedure on how to handle the case of offenders. Disciplinary actions are usually given a good space in the staff/ employee manual. This is to ensure that rules and regulations are publicized adequately and the implication of violation is also stated. This repos0nibility is also in the purview of People Management functions

**h. Exit management**

Organizations now devote time on managing exit of staff irrespective of the circumstance. The objective is not only to ensure that the exiting staff is happy

irrespective of the circumstance but also to encourage those still serving that at their own time they will be properly treated. Exit Management is also guide by the company policy and procedure.

### 7.4. Organizational Goals and Target Settings

No organization is without a purpose of existence or creation. This purpose is the essence of existence of such organization. Employees desirous of success must situate his/her personal goals within the context of the organizational goals. Generally, three types of goals are discernible. They are process, performance, and outcome goals:

a. Process goals are specific actions or 'processes' of performing. For example, aiming to study for 2 hours after dinner every day,
b. Performance goals are based on personal standard, and
c. Outcome goals are based on winning or success achieved.

To achieve organizational goal, employees must double their effort to ensure they deliver appropriate value to enhance the achievement of corporate goals and objectives. Goals setting is received from the top. For an organization, the Board set's goal or target for the Management Team. Each Division or Department receives its target all derives from corporate or organization's objective. From this level, it goes down till it gets to every employee's goal/objective.

To ensure every unit of the organization performs its best, there is usually performance measurement. Performance measurement is diligently applied where there is performance target. This cuts across all levels. Being able to set a performance target for work, initiative and/or objective is a critical component in developing your performance framework and system. The target sets and accepted represents a commitment to achieve a specific and better quality or level of performance over a specified time frame upon which performance will be measured. Empirical studies have established that appropriate target-setting requires some mechanisms. A classical one in this regard is setting a SMART target. This consists of key features which includes:

a. Specific – Good target must be Specific

b. Measurable, - Good Target must be measurable

c. Achievable - Good Target must be achievable

d. Realistic - Good Target must be realistic

e. Time-bound - Good Target must be time-bound

A quality target should pass the above five tests. Example:

| | Key Performance Area | Target | Weight | Key Performance Indicator | Measurement |
|---|---|---|---|---|---|
| | Production Mgt- Man-hour Loss | Instances of Man-hour loss attributed to negligence on the part of Manager and his Team MUST not be more than 1 within the period of appraisal | 15 | a. Exceeds Expectation – 15<br>b. Met Expectation – 10<br>c. Considerable Expectation – 5<br>d. Nonperformance - 0 | |

### 7.5. Accountabilities

Accountability is the acceptance of responsibility for one's own actions. It implies a willingness to be transparent, allowing others to observe and evaluate one's performance. Responsibility is task-oriented. Every person on a team may be responsible for a given task that is required to complete a massive project. Accountability is what follows after an activity has been completed. It is how the job performer takes over the ownership of the results achieved. Key Accountabilities are the critical success factors and clear job outcomes/drivers that define any job. A position's accountabilities are not the same as a job description. They answer these fundamental questions about the job: What must this job accomplish? What specifically will success look like in this job?

### 7.6 Balanced Scored Card

A balanced scorecard is a strategic management performance metric that helps companies identify and improve their internal operation in an attempt to enhance the external outcomes. It measures past performance data and provides organizations with feedback on how to make better decisions

in the future. The four perspectives of a traditional balanced scorecard which reveals the action spot for its critical analysis are:

a. **Financial Perspective**– Measuring the effect of organization's cost saving and efficiency, profit margin outlook and revenue sources viability to the corporate strategy,
b. **Customer** – Measuring how an organization from the viewpoint of the individuals who purchase and utilize its products and services react to the achievement of the corporate strategy
c. **Internal Process** – Measuring the impact the organization's internal processes have in actualizing the corporate strategy or not
d. **Learning and Growth -** refers to intangible assets (e.g., Employee skills and abilities) that are required to maintain internal processes in the organization and their implication on the attainment of organization bigger objectives.

**Key Elements of Balanced scorecard:**

Strategic Objectives:

- Key Performance Indicators (KPIs)
- Targets and Initiatives
- Cascading
- The Financial Perspective
- The Customer Perspective
- The Employee Perspective
- The Operational Perspective

**Benefits of a Balanced Scorecard for Businesses**

a. Break strategy into things you can measure
b. See a balanced view of your organization
c. Improve strategic communication
d. Visualize strategic cause and effect
e. Improve organizational alignment

f. Drive accountability
g. Employees are able to ascertain the contributions made
h. Support decision-making

**Advantages of the balanced scorecard**

1. Brings structure to business strategy – It initiates a holistic approach to measuring organization's performance
2. Makes communication easier – Every member of the organization must be involved; therefore, vertical and horizontal communication is ensured.
3. Facilitates better alignment – Virtually every unit of the enterprise is involved. Each knows the implication of its non-performance on the corporate leading and lagging
4. Connects the individual worker to organizational goals – BSC has in its heart the corporate objectives, consequently every worker is connected.

**Disadvantages of the balanced scorecard**

1. It must be tailored to the organization. Respective organizations have their distinctive competencies. This must be studied before BSC is applied. What works in organization A may have different perspective in organization B
2. It needs buy-in from leadership to be successful- Even not only leadership it needs the buy-in of every member of the organization
3. It can get complicated. – If effective understanding is not allowed it could be complicated in the process of application particularly, when it is designed to measure individual employee performance rather than organization that is originally intended.

## 7.7 Performance Management

Managing the performance of employees requires some strategic directions**.** Suggested Steps to be followed:

a. Share the big picture of the organization with employees,
b. Re-evaluate and update the Key Performance Areas- KPAs,

c. Re-evaluate and update the Key Performance Indicators-KPIs,

d. Set SMART goals/Target,

e. Involve the employees in the process,

f. Provide frequent, actionable feedback,

g. Recognize employees for their work,

h. Reward performance and take decision on non-performance, and

i. Offer additional training where necessary.

### 7.8 Performance Management tool

Performance management tools are types of HR software that helps organizations track employee performance in a consistent and measurable way. It ensures that cross-functional departments are working effectively and collectively towards achieving the same organizational goal. Some of the Key Performance Management Tools are:

a. Goal Setting Tools. Setting proper goals for employees is one of the initial steps that leads to increased employee and organizational productivity,

b. Feedback Tools,

c. Employee Appreciation Tools,

d. HR Management Tools,

e. Performance Appraisal Tools,

f. Personal Development Plans, and

g. Pulse Survey Tool.

### 7.9. Performance Management Automation

Performance Management Automation is a design to reduce hitherto paper-driven Performance management system to an electronic-driven one. There is performance review software that is specially designed to allow HR managers, team leaders and project managers to analyze one's work and offer personalized feedback on how to improve in order to get a more efficient and effective output. Performance review automation allows employees to create, store and monitor their progress and help achieve their development plans. It helps employees and managers refer to past

activity and performance records and brush up their memory during the discussion sessions. This way, managers can deliver fair, transparent, and meaningful reviews and development recommendations to employees.

**Benefits of Performance management Automation**

a. It enables instant feedback,
b. It gives real time visibility to performance trend,
c. It manages performance workflow to innovate customized and streamlined performance process,
d. It allows lesser-time on administrator's task thereby allows him to devote more time on strategy execution,
e. It is cost saving and the impact is high,
f. It guarantees accessibility and repository of information for referential purpose, and
g. It improves employee's alignment with the corporate strategy.

## 7.10 Performance Appraisal

A performance appraisal is a systematic and periodic process of measuring an individual's work performance against the established requirements of the job. It's a subjective evaluation of the employee's strengths and weaknesses, relative worth to the organization, and future development potential. The following are Performance Appraisal Methods that have been applied and tested overtime:

a. Graphic Rating Scale,
b. Essay Performance Appraisal,
c. Checklist Scale performance Appraisal,
d. Critical Incidents report,
e. Work-standards performance Appraisal,
f. Ranking performance Appraisal,
g. Management -By-Objective Appraisal, and
h. Behavioral Anchor Rating.

**Top 4 Techniques**

a. Rating Scales,
b. Forced Choice Techniques,
c. Critical Incident,

d. Self-Assessment.

**Performance Appraisal Process**

The performance Appraisal process follows these routes:

a. Planning,
b. monitoring,
c. developing,
d. rating,
e. rewarding.

These processes require involvement of every member of the work force in a manner that all employee work together and support each other, resulting in natural, effective performance management.

**Assessment Exercises**

1. HR is expected to demonstrate some key competencies in people management. Justify the above assertion by stating five (5) of the key competencies and also briefly discuss them
2. (a) Describe the process of goal/target setting in organization.
   (b) State five (5) features in setting a good target and discuss briefly each of them
3. Discuss briefly each of the followings and explain how they could be very useful to performance management in organization
   (a) Target Setting
   (b) A SMART Target
   (c) Performance Management Automation
   (d) Organization and Employee goal

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# CHAPTER EIGHT

# HUMAN RESOURCE DIGITIZATION

## 8.1. Learning Objective

At the end of reading this topic the learners should be able to:

a. achieve competence in the processes and procedures of HR digitization and digitalization,
b. understand the key issues involved in HR digitization and digitalization process,
c. know the difference between HR digitization and digitalization,
d. know some key concepts involved in the process,
e. know the benefits of HR digitization and digitization, and
f. understand the key support and initiatives involved in the HR digitization and digitalization.

## 8.2. Introduction

HR space is witnessing serious transition and transformation powered by technological advancement and break through. Organizations of the 21st century scrambles for relevance. The reality of digitalization transition grips all and serious efforts are afoot to ensure compliance. Any organization that is desirous to active play in the market space of the millennium must adapt to the language of the millennium. The obvious language is digital transformation and compliance. Therefore, this topic draws the HR operators to the reality of digitizing HR processes and procedures as a leap step to digitalization of HR processes. This is done to hasten efficiency and effectiveness and handshake global revolution in HR processes. It is therefore to this end that the topic attempts to guide the HR operator on the essential steps in the HR digitization and digitalization.

## 8.3. Meaning and Components of HR Digitization

Caution must be exercised not to confuse digitizing with digitalization even though the two are mutually inclusive. In HR practice, digitalization means transforming traditional HR processes to become automated and data-driving using the latest technology. However, the first step in this transformation and transition is the conversion of HR physical asset to digital format. For example,

paper records of employee are being converted into digital format, so as to make it process-useful in HR digital software, such as, in cloud to automate the process management for administrative use. This conversion is called digitization. Digitizing employees' paper records as an HR information software opens a new window database is a classic example of digitization in HR. Digitalization, adds value to this through the use of technology in processing the converted HR paper records for HR processes.

## 8.4. Uses and Benefits of HR Digitization

a. It supports the use of digital technologies to automate HR tasks and activities.

b. It allows HR leaders to quickly adapt their business processes to changing market conditions.

c. It allows businesses to be better in responding quickly when new technologies or trends emerge.

d. It is flexible and makes conversion easy.

e. It is cost effective and efficient.

## 8.5. Functional Areas in HR Digitization

One of the key perspectives in HR Digitization is a deliberate decision of an organization to take firm decisions to buy into these innovations:

**a. Going paperless**

A paperless office (or paper-free office) is *a* work environment in which the use of paper is eliminated *or greatly reduced*. It is one of the several initiatives that digitization has brought to office management space. Through this innovation money spent on paper, printers, ink, postage, office space for files and employee time to manage paperwork is greatly reduced.

**b. Employee self-service application (ESS)**

This is a technology that lets employees handle many human resources (HR), information technology (IT), and other administrative needs on their own. Basic administrative tasks such as updating personal information or more advanced tasks like applying for leave and changing payroll details are seamlessly carried out by individual staff right on their laps.

**c. Automation in motion**

This is the automatic execution of tasks without periodic interference. It happens in the realm of digitization and digitalization of processes. Whereas, digitalization is the conversion of analog information into texts, photographs, and voices, among others, digitization mostly aims to support work digitally while automation makes it possible to carry out this very work independently. Digitizing your processes lets you dissect and automate each task and decision for improvements that help remove pain points, eliminate process friction, and optimize workflows.

**d. Recruiting through social media**

Social media recruiting is the process of using social media platforms, like LinkedIn, Twitter, Facebook, and Instagram, to share job postings, network with professionals, and research potential job candidates. (Indeed, Editorial Team (2022)

**e. VR for Training**

Virtual Reality (VR) training is an immersive learning experience that recreates real life settings and simulates work challenges. It gives employees the chance to gain on-the-job training in a risk-free environment where they can learn by doing. Virtual Reality have allowed for more engaging training, increased employee confidence and reduced training costs. VR also enables organization to train employees remotely, providing flexibility and accessibility for our workforce.

**f. Gamification at work to encourage employee seamless transition**

This is the application of game elements in a non-game context such as workplace. It's a commonly used marketing technique to boost customer loyalty and increase engagement.

**g. People Analytics**

This is collecting and applying organizational, people, and talent data to improve critical business outcomes. It enables HR departments to gain data-driven insights to make decisions on different people processes and turn them into actions to drive the performance of an organization

**h. Digital Platforms**

This is the software and technology used to unify and streamline business operations and IT systems. A digital platform serves as a company's backbone for operations and customer engagement (Cognizant, 2020).

### 8.5.1 Design thinking or Design Philosophy

Design thinking is creating an excellent experience for the customer to empathize with them to understand their motivations, needs and pain points. To do this effectively, five steps are required:

a. Define: state your users' needs and problems.
b. Empathize- Research your user's needs
c. Ideate: challenge assumptions and create ideas.
d. Prototype: start to create solutions.
e. Test: try your solutions out.

Through empathy and understanding, design thinking helps uncover unmet needs, identify pain points, and develop innovative solutions that address them. This human-centered approach is critical in digital transformation, where the ultimate goal is to enhance user experiences and drive engagement. Design thinking helps us to understand users, challenge assumptions, redefine problems and create innovative solutions to prototype, test and thereafter, implement.

### 8.5.2 Agility

Agility is about speed and the ability to adapt to swiftly moving changes. The more agility an organization has, the more ability to survive. Agility enables organizations to react more swiftly to market opportunities. It allows them to wanting to take plunge on new products and services. It allows them to test and interact on new products and services more effectively. Organizations launch novel concepts and ideas quicker. In digital economy high agility by organizations and individuals is needed to be able to weather the storms of competition.

### 8.5.3 Digital Orientation

Digital orientation is when an organization employs advanced technologies as social networks, mobile applications, and digitized processes, among others to run its operation. An organization that operates along this line is said to be digital oriented. Digital orientation is an organization's

guiding principle to pursue digital technology-enabled opportunities to achieve competitive advantage.

### 8.5.4. Network Leadership

Network leadership is about working together to make sure that people in the network are connected in a way that encourages flows of resources, information and support to every part of the network. It requires executives to engage, empower, facilitate, and bring 'connectedness' to an otherwise unwieldy mass of disparate elements

## 8.6. Challenges in HR Digitization

Like every other transformational programme, HR digitization is bound to face some challenges. Some among others are listed hereunder:

a. **Creating a digital company culture**. If the company is set to adopt a digital strategy, it should first revise its company culture. Cultural tenets that permeate analogue processes will definitely bow to the digital revolution.
b. **Management struggles** – Depending on the capabilities at the Management level, if the digital density is low, some obstacles will be witnessed in the transformation and transition plan.
c. **Transforming HR processes -** This is the condition precedent for digitisation revolution.
d. **Personalize employee experience** – Challenges could come in training density for employee onboarding into the new order if the quality of employee resourcing is weak.
e. **Finding the best talents** – Getting employee that is best fit is essentially not easy form the perspective of availability, willingness and ability of the organization to meet the financial requirement.
f. **Financial Challenge** – This could impair getting the right technology and infrastructural enablers.

## 8.7. Digitization in Practice

### 8.7.1. Road map

(1) Establish a clear goal,

(2) Get everyone on board,

(3) Keep things simple,

(4) Prioritize ideas,

(5) Assess performance,

(6) Create the right culture, and

(7) Evaluate to trend-mark the degree of success.

### 8.7.2. Employee Self-Service app

Employee self-service (ESS) application is a widely used human resources technology that enables employees to perform many job-related functions, such as; applying for reimbursement, updating personal information and accessing company benefits information, which were once largely paper-based.

### 8.7.3. Automation

The Advanced learner dictionary defines automation as "the technique of making an apparatus, a process, or a system operate automatically." In HR processes, it connotes the execution of tasks without a periodic interference. After the conversion of HR physical assets hitherto in analogue format into digital format: such as texts, photographs, voices among others, automation takes over. For example; a digital automation company automates its HR processes on employee requests into a Self-Service digital platform. By so doing, employee could simply make request and receive management response just at a tap of his of the company Employee self-service platform. By so doing paper and man-hour required is reduced.

### 8.7.4. Virtual Reality Network -VRN

VR is a self-controlled environment where the user can control the simulated environment via a system. It enhances a fictional environment by using sensors, displays, and other features like motion tracking, Movement tracking is a computer-generated environment with scenes and objects

that appear to be real, making the user feel they are immersed in their surroundings. This environment is perceived through a device known as a Virtual Reality headset or helmet.

**Types of VR**

a. Non-Immersive Virtual Reality.
b. Semi-Immersive Virtual Reality.
c. Fully Immersive Virtual Reality.

**Benefits of Virtual Reality** to HR Practice:

a. It can improve a variety of HR processes such as; recruitment, hiring, onboarding and employee training
b. It allows companies to give future employees insights into their typical company meetings
c. It can facilitate collaboration between employees who are working in different locations
d. Scheduling is simplified, especially in an age of remote or hybrid work, and workers can complete their training on their own time.

### 8.8. Digital Platform and Culture

One of the areas with monumental effect consequent upon the globalization wave is the terrific impact of digital revolution on product and services. It has effect on the cultural imperatives all over the world. The general dictum that the world is a global village shows its effect and impact. There are trans-national and trans-border impacts. It is noteworthy that the effects are both positive and negatives.

Digital Platform means transformation of process and services from analogue platform to digital automation of organizational processes and services. This transformation affects six basic experiences in organizations. These are:

a. Employees' experiences
b. Change management experience,
c. Innovation management experience
d. Leadership co-ordination experience
e. Organization Culture imperative experience

The impact of culture on digitalization is very crucial. Innovation acceptability, local laws and tradition congruence, cultural permission, conflict of tradition etc. Certain cultural traits go with employee's life on the job, the no bound globalization traits could shake the basis of organizational ethos. However, organizations no longer operate within the confines of local laws but that of International and intercontinental dimensions. Organization of the future may definitely need to adapt with this.

**Assessment Exercises**

1. a. What is HR digitization?
   b. Explain the difference between HR digitization and HR Digitalization.

2. Discuss at least eight (8) functional areas of HR Digitization.

3. Explain your understanding of the following in HR digitization:
   (a) Digital Orientation
   (b) Digital Platform
   (c) Digital Agility
   (d) Network Leadership
   (e) VR and AR

4. If you consider HR Digitization as the route to follow in the new world of work and your enthusiasm wanes because in the course of your start you begin to face some challenges. State five (5) of these challenges and how you think they could be overcome.

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# CHAPTER NINE

# WORKPLACE DIVERSITY AND INCLUSIVENESS

## 9.1. Learning Objectives

At the end of reading the topic, learners should be able to:

a. understand the meaning of workplace diversity and inclusiveness
b. identify work place demographics and their impact
c. understand the meaning of cultural diversity and the impact it has in a workplace dynamic
d. know the possible ways of managing cultural diversity in a workplace
e. understand the approach that could be adopted in managing workplace diversity and inclusiveness
f. appreciate the benefits and challenges of workplace diversity and inclusiveness

## 9.2. Introduction

Some environmental developments are currently exercising some critical influences on the workplace dynamics. It is not that they have not being but the evolution of globalization and its impact on workplace are currently making them more potent in effect. One of such in workplace is people diversity and inclusiveness. This topic reveals some features, benefits and possible challenges of workplace diversity and inclusion. A clear understanding of this by the HR operators will further assist them taking proper action in the course of their work experience.

## 9.3. Meaning and Language of Diversity

It means understanding one another by surpassing simple tolerance to ensure people truly value their differences. At work, cultural diversity means developing a workforce that is not only comprised of, but values employees from different cultures. Diversity means people of different races, ethnicities, gender identities, and sexual orientations in the workplace. Diversity focuses on the makeup of the workforce - demographics such as gender, race/ethnicity. Diversity is also recognizing the differences between employees, their identities and their backgrounds. Inclusion is wholeheartedly valuing and embracing these differences and believing they're of benefit to the business.

## 9.4. Basic Dimension in Workplace Diversity studies

Basic dimensions in employee diversity include; gender, religious beliefs, race, marital status, ethnicity, parental status, age, education, physical and mental ability, income, sexual orientation, occupation, language, geographic location, and many more components. These are individual employees' unique identity in work place.

## 9.5. Basic Demographics

Employees basic demographic refers to the ways in which employee are similar or different from each other. It may be defined by any characteristic that varies within a particular work unit such as gender, race, age, education, tenure, or functional background (such as being an engineer versus being an accountant). Examples of demographic characteristics include: age, race, gender, ethnicity, religion, income, education, home ownership, sexual orientation, marital status, family size, health and disability status, and psychiatric diagnosis.

## 9.6. Understanding Cultural Diversity

Cultural diversity in the workplace, is the inclusion of employees from different backgrounds, different races, different sexual orientations and different political views. It is about bringing people together from a diverse set of backgrounds and cultures, then creating an environment that not only recognizes the differences between these cultures and backgrounds, but also create a forum for understanding of the diversity in the cultures and background. Such a development encourages bonding and allow members to be original in their behaviour and thinking as they feel at home. By feeling included and considered, employees feel less stressed and are less likely to have negative emotions towards their employer, and a greater diversity of voices are heard throughout an organization – creating a melting pot of free-thinking that breeds blue-sky ideas.

## 9.7. HR Valuing and Management Diversity

Celebrating the current diversity culture within the organization through designating of a day to all of the ethnicities within your organization can help to retain diverse talent. It also ensures that you are bringing inclusion to the organization as everyone will feel valued and appreciate each other's home country. How to promote workplace diversity and inclusion:

a. **In Hiring** – The hiring should promote diversity in age, race, culture and religion

b. **Communication -**Communicate the policy on diversity and promote with strict application

c. **Religious Accommodations** – Demonstrate this openly and respect the employee's religious bias. However, avoid preference

d. **Team-Building** – composition of the teams should be non-bias

e. **Intercultural Interaction** – Demonstrate this to all and sundry

f. **Policies and Procedures** – Let there be a deliberate policy promoting diversity and inclusiveness

g. **Zero-Tolerance Policy** – Violation of regulations must be strictly sanctioned

h. **Sensitivity Training** – Choice for training must respect diversity

## 9.8. Approaches to Workplace Diversity and Inclusion Management Process:

a. Be aware of unconscious bias.
b. Communicate the importance of managing bias.
c. Promote pay equity.
d. Develop a strategic training program.
e. Acknowledge holidays of all cultures.
f. Make it easy for your people to participate in employee resource groups.
g. Mix up your teams.
h. Allows uniformity in policies and procedures

## 9.9. Some Benefits of Diversity Management in workplace

a. A diverse workforce is more likely to understand your customers' needs and come up with ideas to fulfill them.

b. Diversity in the workplace will also increase employee morale and instill a desire to be more effective and work more efficiently.

c. Effective management of Diversity in workplace has the potential to greatly increase the productivity of your organization.

d. Different perspectives, opinions, and ideas can lead to more innovation and better problem solving.

e. Diversity can help companies better serve their customer-base, reach new business markets, and gain a competitive advantage.

f. A diverse workplace may also foster a stronger sense of belonging among those in traditionally underrepresented groups.

g. Diverse work environment can lead to higher employee engagement, lower turnover, and better productivity.

## 9.10. Challenges of Diversity Management

a. Communication issues

b. Cultural misunderstandings

c. Slower decision making

d. Inequitable inclusion

e. Discrimination in whatever form

**Assessment Exercises**

1. Workplace diversity is real in the new world of work. Explain your understanding of the concept and state some of its basic dimensions.

2. Briefly discuss the following and their implications in the new world of work
   (a). Cultural diversity
   (b) Workplace demographics
   (c) Workplace Inclusiveness

3. Workplace diversity has been posing some challenges to a colleague of yours who has approached you for help. Give a succinct step your belief he can take to overcome these challenges

4. You are in a professional forum. You are to encourage a buy-in of your colleagues into the need to effectively manage workplace diversity. Present your guide to include at least eight (8) benefits that managing workplace diversity could bring to the organization.

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