



MYSEA - Mediterranean Youth, NEETs and women advancing Skills, Employment and Awareness in the blue and green economy



“ From Learning to Earning: Boost Skills, Bridge Gap



Entrepreneurship Training Package

Module 2: Human Resources

EUROTraining Educational Organization (PP2)





Module learning objectives

After completing this module you will be able to:



- Understand the principles of HR management
- Become familiar with the different elements of HR management
- Explain human behaviour and the elements that influence employee behaviour
- Identify and explain the theories of motivation and establish strategies to motivate and build staff morale in the organisation
- Understand the factors which result to successful HR management

Entrepreneurship Training Package

HR Management Fundamentals

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→ Human Resources Management



Human resources management (HRM) consists of all the activities involved in **acquiring, maintaining, and developing** an organisation's human resources. As the definition implies, HRM begins with acquisition—getting people to work for the organisation. The acquisition process can be quite competitive for certain types of qualified employees.

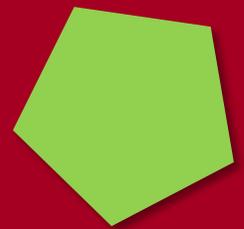


Acquisition



Acquisition includes planning, as well as the various activities that lead to hiring new personnel. Altogether this phase of HRM includes five separate activities, which are:

- **Human resources planning**—determining the firm's future human resources needs
- **Job analysis**—determining the exact nature of the positions
- **Recruiting**—attracting people to apply for positions
- **Selection**—choosing and hiring the most qualified applicants
- **Orientation**—acquainting new employees with the firm



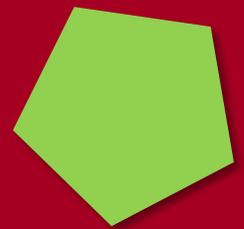


Maintenance



Maintaining human resources consists primarily of encouraging employees to remain with the firm and to work effectively by using a variety of HRM programmes, including the following:

- **Employee relations**—increasing employee job satisfaction through satisfaction surveys, employee communication programs, exit interviews, and fair treatment
- **Compensation**—rewarding employee effort through monetary payments
- **Benefits**—providing rewards to ensure employee well-being



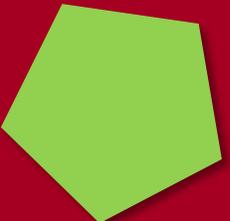


Development



The development phase of HRM is concerned with improving employees' skills and expanding their capabilities. The two important activities within this phase are:

- **Training and development**—teaching employees new skills, new jobs, and more effective ways of doing their present jobs
- **Performance appraisal**—assessing employees' current and potential performance levels



Entrepreneurship Training Package

Human Resources Planning

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Human Resources Planning



Human resources planning is the **development of strategies to meet a firm's future human resources needs**. The starting point is the organisation's overall strategic plan.



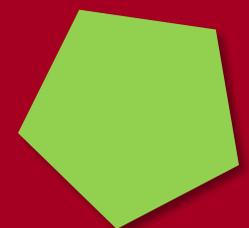


Human Resources Planning



From this, human resources planners can forecast future demand for human resources. Next, the planners must determine whether the needed human resources will be available. Finally, they have to take steps to match supply with demand.

Overall, its purpose is to help managers deploy their human resources as effectively as possible, where and when they are needed, to accomplish the organisation's goals.



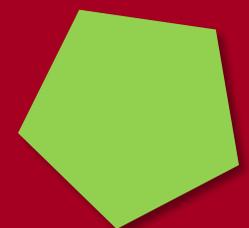


Human Resources Planning



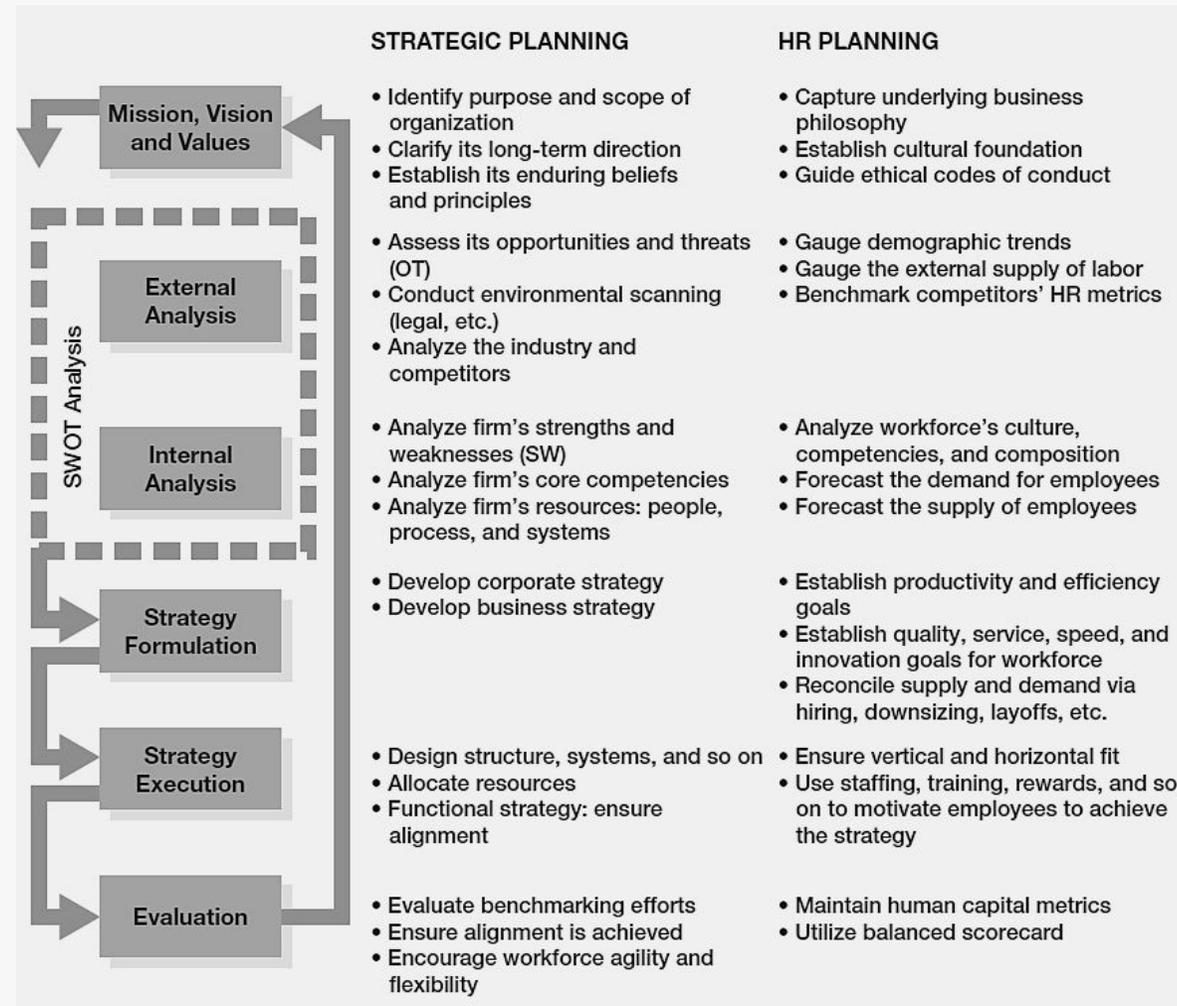
Human resources planning relates to strategic planning in several ways, but at a fundamental level, it is directly linked to **strategy formulation** and **strategy execution**.

Human resources planning provides inputs into the strategic formulation process in terms of what is possible, that is, whether a firm has the types and numbers of people available to pursue a given strategy.





Link between strategic and HR planning





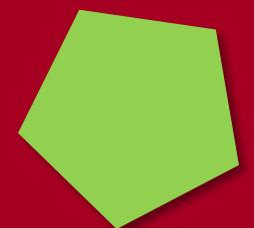
Types of Talent within the Workforce



It is important to determine the types of talent needed and their composition of a firm's current workforce.

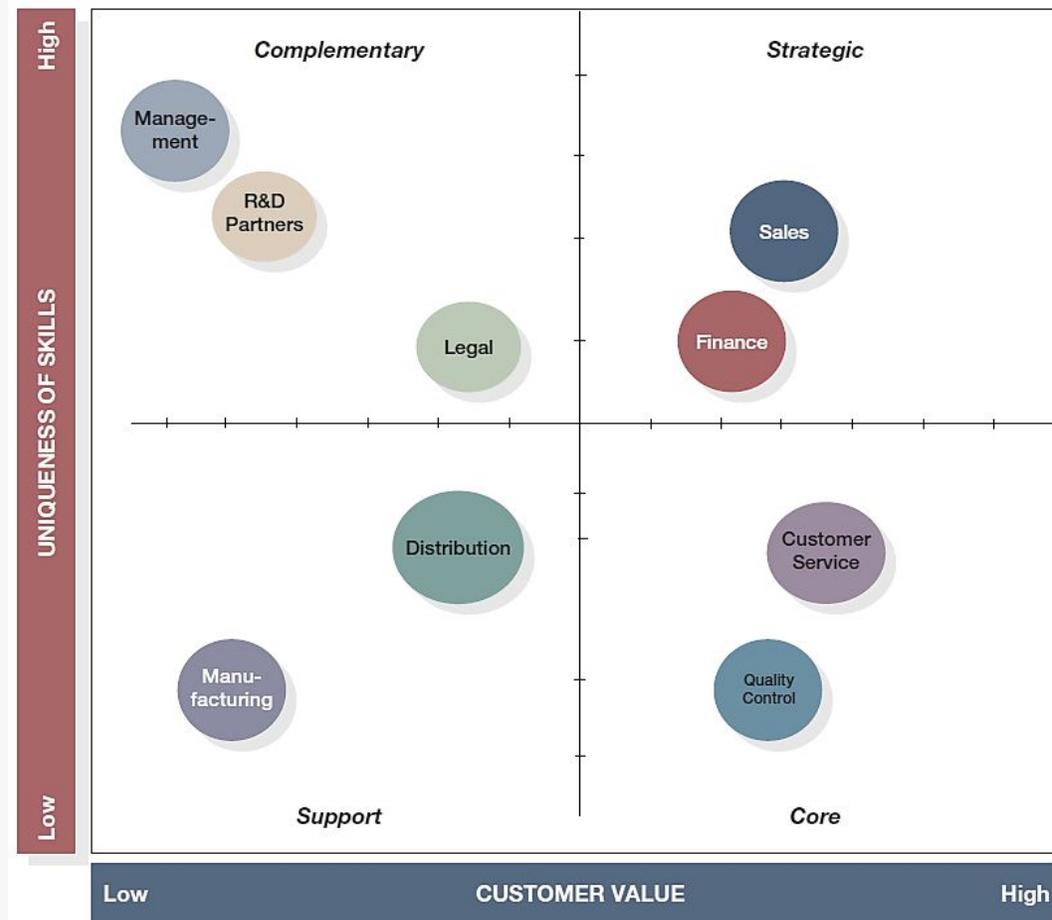
Managers need to determine whether people are available internally to execute an organisation's strategy.

They also have to make tough decisions about whom to employ internally, whom to contract externally, and how to manage different types of employees with different skills who contribute in different ways to the organization.





Types of Talent within the Workforce



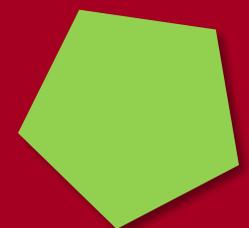


Types of Talent within the Workforce



Managers often consider contracting externally (or outsourcing) skill areas that are not central to the firm's core competence. HRP plays an important role in helping managers weigh the costs and benefits of using one approach to employment versus another.

Evidence from research suggests that employment relationships and HR practices for different employees vary according to which segment they occupy in this matrix.



Entrepreneurship Training Package

Recruiting – Selection - Orientation

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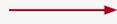




Job Analysis



In order to hire people, it is important to define what we are hiring them for. **Job analysis** is a **systematic procedure** for studying jobs to determine their various elements and requirements.

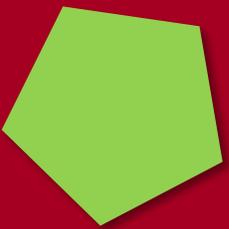


Job Analysis



The job analysis for a particular position typically consists of two parts—a job description and a job specification:

- A **job description** is a list of the **elements that make up a particular job**. It includes the duties to be performed, the working conditions, the responsibilities, and the tools and equipment that must be used on the job



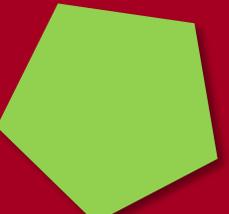


Job Analysis



- A **job specification** is a list of the qualifications required to perform a particular job. Included are the skills, abilities, education, and experience the jobholder must have.

The job analysis is also used in other areas of HRM, including evaluation and the determination of equitable compensation levels.





Recruiting

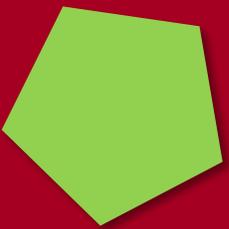


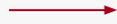
Recruiting is the process of **attracting qualified job applicants**.

Because it is a vital link in a costly process (the cost of hiring an employee can be considerably high), recruiting needs to be a **systematic process**.



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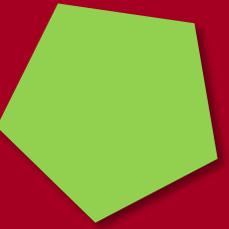


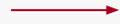


Recruiting



One goal of recruiters is to attract the "**right number**" of applicants. The right number is enough to allow a good match between applicants and open positions but not so many that matching them requires too much time and effort.

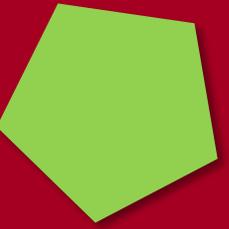




Recruiting



Recruiters may seek applicants outside the firm, within the firm, or both. The source used depends on the nature of the position, the situation within the firm, and sometimes the firm's established or traditional recruitment policies.

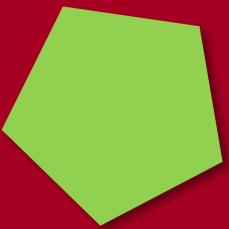




External Recruiting



External recruiting is the attempt to attract job applicants from outside an organisation. External recruiting may include newspaper advertising, employment agencies, recruiting on college campuses, soliciting recommendations from present employees, conducting "open houses," and online employment organisations.

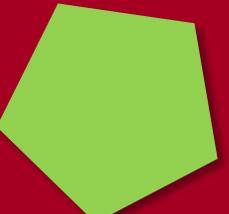




External Recruiting



The primary advantage of external recruiting is that it brings in people with new perspectives and varied business backgrounds. A disadvantage of external recruiting is that it is often expensive, especially if private employment agencies must be used. External recruiting also may provoke resentment among present employees.

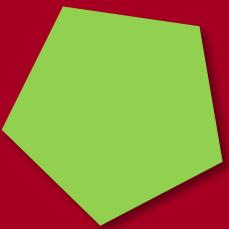




Internal Recruiting



Internal recruiting means considering present employees as applicants for available positions. Usually, current employees are considered for promotion to higher-level positions. Still, employees may be considered for transfer from one position to another at the same level.

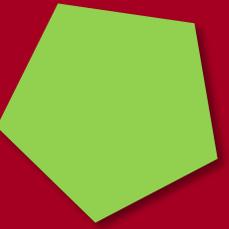




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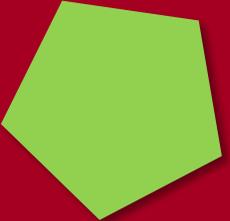




→ Selection



Selection is the process of **gathering information** about applicants for a position and then using that information to **choose the most appropriate applicant**. Note the use of the word appropriate. In selection, the idea is not to hire the person with the most qualifications but rather **the applicant who is most appropriate**.



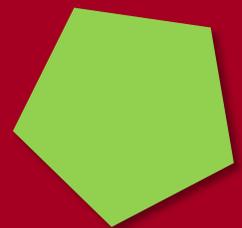


Selection



The selection of an applicant is made by line managers responsible for the position, but HRM personnel usually help by developing a pool of applicants and by expediting the assessment of these applicants.

Common means of obtaining information about applicants' qualifications are employment applications, interviews, references, and assessment centers.

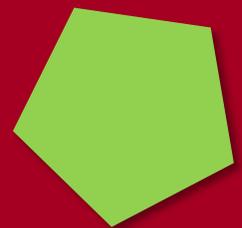




→ Selection tools



An **employment application** is useful in collecting factual information on a candidate's education, work experience, and personal history. The data obtained from applications usually are used for two purposes: to identify applicants who are worthy of further scrutiny and to familiarise interviewers with their backgrounds.

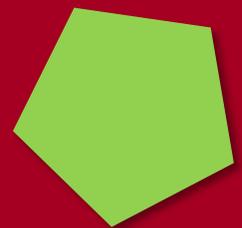




→ Selection tools



Employment Tests administered to job candidates usually focus on aptitudes, skills, abilities, or knowledge relevant to the job. Such tests (basic computer skills tests, for example) indicate how well the applicant will do the job

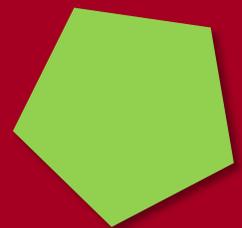




→ Selection tools



The **interview** is perhaps the most widely used selection technique. Job candidates are interviewed by at least one member of the HRM staff and by the person for whom they will be working. Candidates for higher-level jobs may meet with a department head or vice president over several interviews.

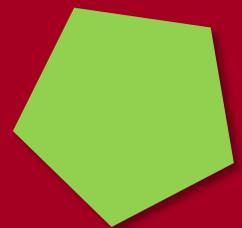




→ Selection tools



Interviews provide an opportunity for applicants and the firm to learn more about each other. Interviewers can pose problems to test the candidate's abilities, probe employment history, and learn something about the candidate's attitudes and motivation. The candidate has a chance to find out more about the job and potential coworkers.



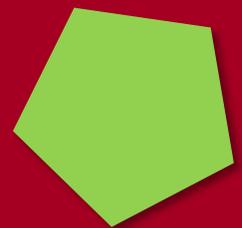


→ Selection tools



A job candidate generally is asked to furnish the names of **references**—people who can **verify background information** and provide **personal evaluations**.

Naturally, applicants tend to list only references who are likely to say good things. Thus, personal evaluations obtained from references may not be of much value. Yet, references are often contacted to verify such information as previous job responsibilities and the reason an applicant left a former job.





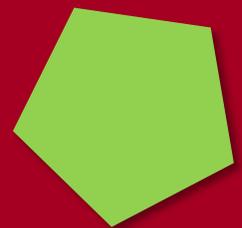
→ Orientation



Once all information about job candidates has been collected and analysed, a job offer is extended. If it is accepted, the candidate becomes an employee. As soon as a candidate joins a firm, they go through the firm's orientation programme.



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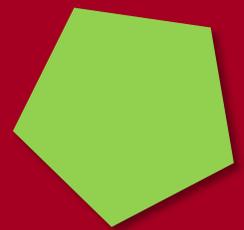




Orientation



Orientation is the process of acquainting new employees with an organisation. Orientation topics range from the location of the company cafeteria to career paths within the firm. The orientation itself may consist of a half-hour informal presentation by a human resources manager. Or it may be an elaborate programme involving dozens of people and lasting several days or weeks.



Entrepreneurship Training Package

Maintaining Employees

EUROTraining Educational Organization (PP2)





→ Employee Reward System



An effective employee reward system must:

1. enable employees to **satisfy basic needs**
2. **provide rewards** comparable with those offered by other firms
3. be **distributed fairly** within the organisation, and
4. recognise that **different people have different needs**.

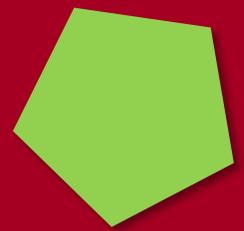




→ Employee Reward System



A firm's compensation system can be structured to meet the first three of these requirements. The fourth is more difficult because it must account for many variables. Most firms offer a number of benefits that, taken together, generally help to provide for employees' varying needs.

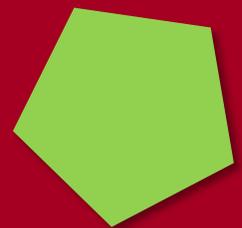




→ Compensation Decisions



Compensation is the payment employees receive in return for their labour. Its importance to employees is obvious. Since compensation may account for up to 80% of a firm's operating costs, it is equally important to management.

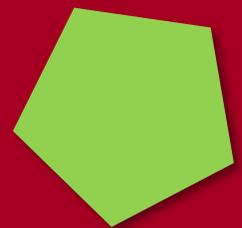




Compensation Decisions



The firm's compensation system includes the policies and strategies that determine employee compensation, and should be designed carefully to provide for employee needs while keeping labour costs within reasonable limits. For most firms, designing an effective compensation system requires three separate management decisions—**wage level**, **wage structure**, and **individual wages**.



→ Wage Level



Management first must position the firm's general pay level relative to pay levels of comparable firms. Most firms choose a pay level near the industry average. A firm that is not in good financial shape may pay less than average, and large, prosperous organisations may pay more than average.

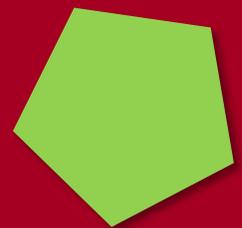




→ Wage Level



To determine what the average is, the firm may use **wage surveys**. A wage survey is a collection of data on prevailing wage rates within an industry or a geographic area. Such surveys are compiled by industry associations, local governments, personnel associations, and (occasionally) individual firms.

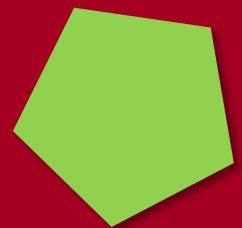




→ Wage Structure



Management must decide on relative pay levels for all the positions within the firm. The **wage structure** almost always is developed on the basis of **a job evaluation**. Job evaluation is the process of **determining the relative worth** of the various jobs within a firm.



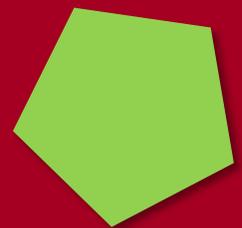


→ Wage Structure



A number of techniques may be used to evaluate jobs. The simplest is to rank all the jobs within the firm according to value. A more frequently used method is based on the job analysis.

Points are allocated to each job for each of its elements and requirements. The more points a job is allocated, the more important it is presumed to be (and the higher its level in the firm's wage structure).



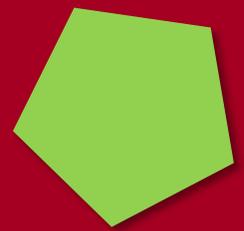


→ Individual Wages



The specific payments individual employees will receive must be determined.

In most firms two people holding similar or same positions would not receive the same pay. Instead, a wage range would be established for each position.

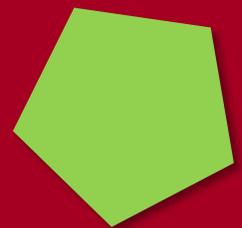




→ Individual Wages



Two wage decisions come into play here. First, the employee's initial rate must be established. It is based on experience, other qualifications, and expected performance. Later, the employee may be given pay increases based on seniority and performance.

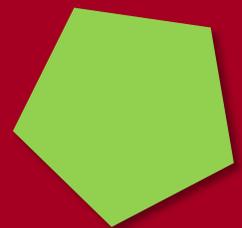




→ Comparable Worth



Comparable worth is a concept that seeks **equal compensation** for jobs that require about the same level of education, training, and skills. Several states have enacted laws requiring equal pay for comparable work in government positions.

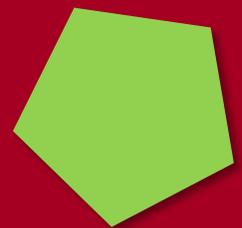




→ Comparable Worth



Critics of comparable worth argue that the market has determined the worth of jobs and laws should not tamper with the pricing mechanism of the market. They also claim that artificially inflating salaries for female-dominated occupations encourages women to keep these jobs rather than seek out higher-paying jobs.





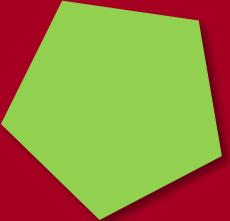
→ Employee Benefits



An employee benefit is a **reward in addition to regular compensation** that is provided indirectly to employees. Employee benefits consist mainly of services (such as insurance) that are paid for partially or totally by employers and employee expenses (such as further education) that are reimbursed by employers.



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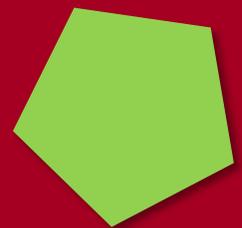
→ Types of Benefits



Employee benefits take a variety of forms.

Pay for time not worked covers such absences as vacation time, holidays, and sick leave.

Insurance packages may include additional pension plans, private health and welfare for employees and their families.



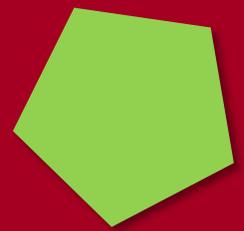


→ Types of Benefits



Some benefits are **required by law**. For example, employers must maintain workers' compensation insurance, which pays medical bills for injuries that occur on the job and provides income for employees who are disabled by job-related injuries.

Employers also must pay for **unemployment insurance** and contribute to each employee's Social Security account.

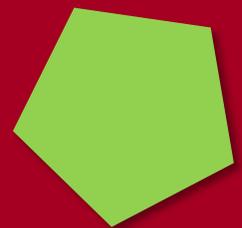




→ Types of Benefits



Other benefits provided by employers include tuition-reimbursement plans, credit unions, child care, company cafeterias, exercise rooms, and broad stock option plans available to all employees.



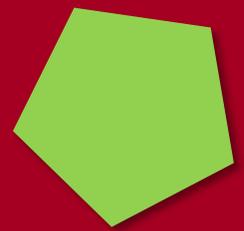


→ Types of Benefits



Some companies offer extra benefits with increased impact on the well being of their personnel, with the objective to attract and retain employees.

Some examples are family accounts that can be used for child care, adoption costs, elder care, college tuition, or extra retirement funds, provision of cheap meals available to workers to take home after a workout in the company gym, discounts on airfares, rental cars, and hotels for vacations, freedom to adapt work schedules to fit their personal needs, and so on.

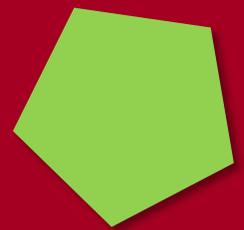




→ Flexible Benefit Plans



Through a flexible benefit plan, an employee **receives a predetermined amount of benefit money** and **may allocate it to various categories of benefits** in the mix that **best fits their needs**. Some flexible benefit plans offer a broad array of benefit options, such as health care, dental care, life insurance, accidental death and dismemberment coverage for both the worker and dependents, vacation benefits, and retirement savings, etc.

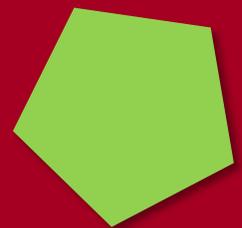




→ Flexible Benefit Plans



Flexible plans can, in the long run, **help a company to contain costs** because the specified amount is allocated by the employee, based on their personal needs. Furthermore, organisations that offer flexible plans with many choices may be perceived as **being employee friendly**. Thus, they are in a **better position to attract and retain qualified employees**.



Entrepreneurship Training Package

Human Resources Development

EUROTraining Educational Organization (PP2)





→ Training and Development



Both training and development are aimed at improving employees' skills and abilities. However, the two are usually differentiated as either employee training or management development.



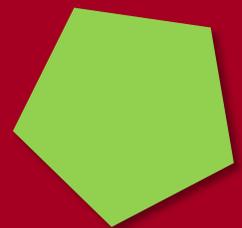


→ Training and Development



- **Employee training** is the process of teaching operations and technical employees how to do their present jobs more **effectively** and **efficiently**.
- **Management development** is the process of preparing managers and other professionals to assume increased responsibility in both present and future positions.

Therefore, training and development differ in **who is being taught** and the **purpose of the teaching**. Both are necessary for personal and organisational growth.



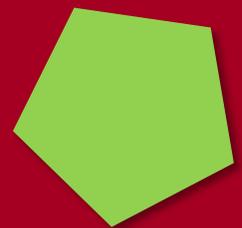


→ Training and Development



Companies that hope to stay competitive typically make huge commitments to employee training and development.

Driven by cost, travel, and time savings, **online learning** alone (and in conjunction with face-to-face situations) is a strong alternative strategy.

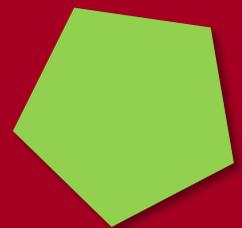




→ Training and Development



Development of a training programme usually has three components: **analysis of needs**, **determination of training and development methods**, and creation of an **evaluation system** to assess the programme's effectiveness.

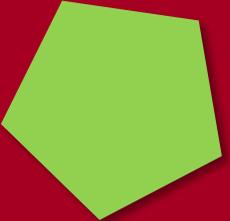




→ Analysis of Training Needs



When thinking about developing a training programme, managers first must determine **if training is needed** and, if so, **what types of training needs** exist. At times, what at first appears to be a need for training is actually, on assessment, a **need for motivation**.

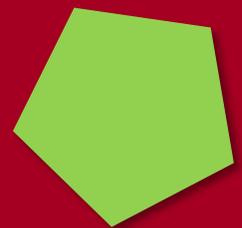




→ Analysis of Training Needs



Training needs can vary considerably. For example, some employees may need training to improve their technical skills, or they may need training about organisational procedures. Training also may focus on business ethics, product information, or customer service.

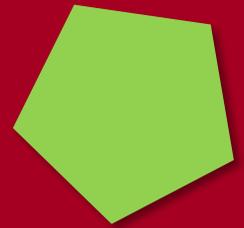




→ Training and Development Methods



- **On-the-job methods.** The trainee learns by doing the work under the supervision of an experienced employee.
- **Simulations.** The work situation is simulated in a separate area so that learning takes place away from the day to day pressures of work.

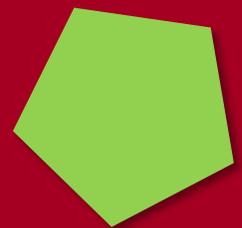




→ Training and Development Methods



- **Classroom teaching and lectures.** You probably already know these methods quite well.
- **Conferences and seminars.** Experts and learners meet to discuss problems and exchange ideas.
- **Role playing.** Participants act out the roles of others in the organization for better understanding of those roles (primarily a management development tool).

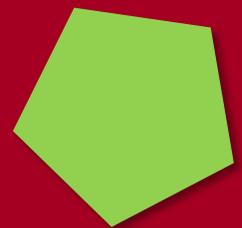




→ Evaluation of Training and Development



To ensure that training and development are cost-effective, it should be evaluated periodically. A variety of methods are available to assess the extent to which a firm's training programmes **improve learning**, **affect behavior** on the job, and **impact** the bottom-line **performance** of an organisation.





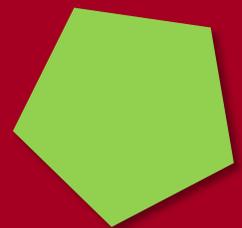
→ Evaluation of Training and Development



Four basic criteria are available to evaluate training:

- 1) reactions,
- 2) learning,
- 3) behaviour, and
- 4) results.

Some of these criteria are easier to measure than others, but each is important in that it provides different information about the success of the training. The combination of these criteria can give a total picture of a training programme to help managers decide where problem areas lie, what to change about the programme, and whether to continue it.

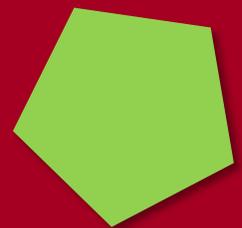
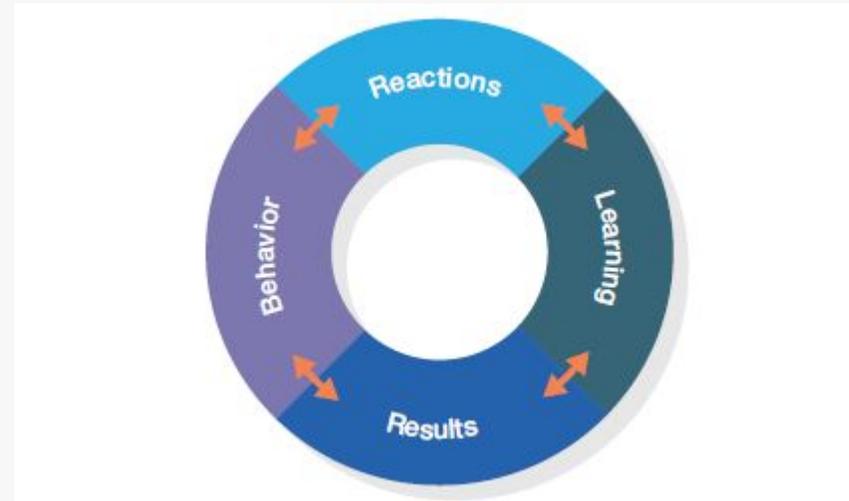




→ Evaluation of Training and Development



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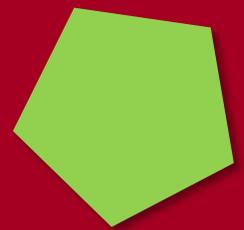




→ Criterion 1: Reactions



One of the simplest approaches to evaluating a training programme is to assess **participants' reactions** to it. In addition to indicating whether they enjoyed the training, they can give insights into the **content** and **techniques** they found most useful. They can critique the **instructors**, suggest **ways to improve** the training, and indicate whether or not it should be continued.

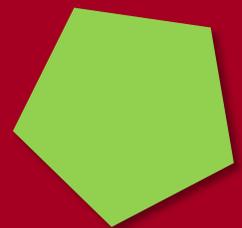




→ Criterion 1: Reactions



Nevertheless, positive reactions to a training session are no guarantee it has been successful. It may be easy to collect glowing comments from trainees, but as gratifying as this information is, it may not be useful to the organisation unless it translates into **tangible, improved on-the-job performance** based on the firm's **strategic goals**. Reaction measures should not stop with assessing the training's entertainment value



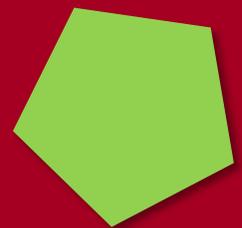


→ Criterion 2: Learning



Beyond what participants think about the training, did they actually learn anything? **Testing the knowledge and skills** of trainees **before** and **after** a training programme will help determine their improvement.

The skill and knowledge levels of employees who have undergone a training programme can also be **compared to employees who have not**.

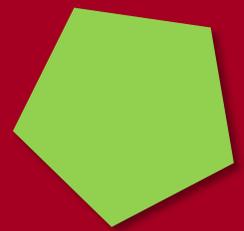




→ Criterion 3: Behaviour



The transfer of training refers to **how well employees apply what they have learned to their jobs**. It has been established that much of what is learned in a training programme never gets used back on the job.



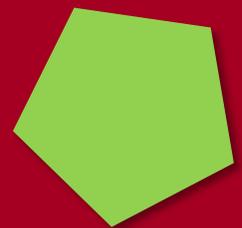


→ Criterion 3: Behaviour



To maximize the transfer of training, managers and trainers can take several approaches:

1. **Feature identical elements.** have conditions in the training programme come as close as possible to those on the job. For example, instead of verbally explaining a manufacturing process, it is better to demonstrate it on a factory floor.

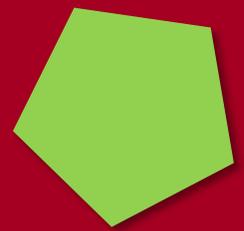




→ Criterion 3: Behaviour



2. Focus on **general principles**, if necessary. When jobs change or the work environment cannot be matched exactly, trainers often stress **the general principles** behind the training rather than focusing on rote behavior. This approach **helps trainees learn how to apply the main learning points to varying conditions on the job.**

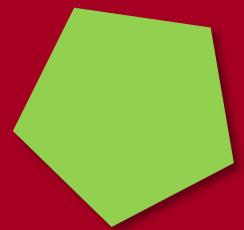




→ Criterion 3: Behaviour



3. **Establish a climate for transfer.** In some cases, trained behaviour is not implemented because old approaches and routines are still reinforced by people within the organisation. To prevent this kind of problem, firms need to **encourage their managers to embrace the strategic changes** their organisations are seeking to implement and reinforce and reward trainees for applying the new skills or knowledge.

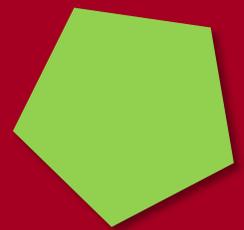




→ Criterion 3: Behaviour



4. Give employees transfer strategies. Particularly in settings that are not conducive to transfer, managers should provide trainees with strategies and tactics for dealing with their transfer environment. One approach, called **relapse prevention** (RP), teaches individuals **how to anticipate and cope with the inevitable setbacks** they will encounter back on the job—that is, a relapse into former behavior.

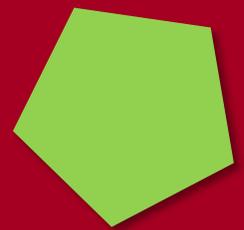




→ Criterion 4: Results, or Return on Investment (ROI)



Most organizations today measure their training in terms of its **return on investment (ROI)**, which is also sometimes referred to as the utility the firm gets for its training expenditure. A company's ROI refers to the **benefits it derives from training compared to what it costs**.



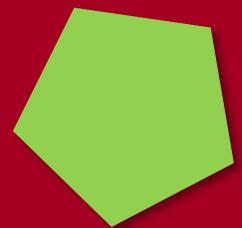


→ Criterion 4: Results, or Return on Investment (ROI)



The benefits can include higher revenues generated, increased productivity, improved quality, lower costs, more satisfied customers, higher job satisfaction, lower employee turnover, and greater innovation.

Some HR experts think managers can get overly preoccupied with ROI calculations and benchmarking, because often the benefits of training can be intangible or take a long time to appear.



Entrepreneurship Training Package

Performance Management

EUROTraining Educational Organization (PP2)





→ Performance management



Performance management is the process of creating a work environment in which people **can perform to the best of their abilities** in order to meet the company's goals. It is an entire work system that flows from a company's goals.

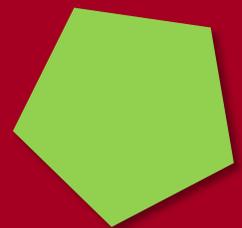




→ Performance management



Performance reviews are the result of a process by which a manager **evaluates an employee's performance** relative to the requirements of their job, the goals set with their manager, and then uses the information to show the person **where improvements** can be made and **how**. The reviews are a tool organisations can use to develop employees. Performance reviews are also referred to as **performance appraisals** and **performance evaluations**.

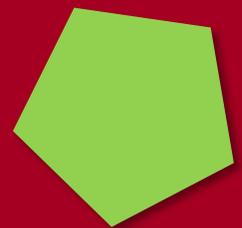




→ Purposes of Performance Management



Developmental Purposes. A performance management system gives managers a concrete framework they can use to gather information and be used as a tool to **build on a person's strengths, eliminate potential weaknesses,** and further their career while improving the performance of the organisation as well.

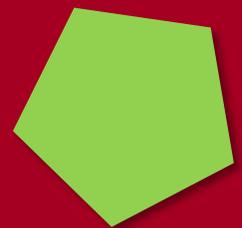




→ Purposes of Performance Management



Administrative Purposes. Performance management programs provide input that can be used for the **entire range of HRM activities**, such as determining the relative worth of jobs, recruiting criteria, validating selection tests, promotions, transfers, layoffs, and pay decisions

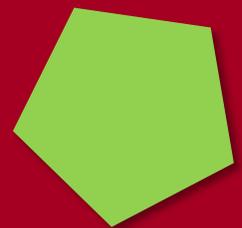




→ Performance Review Methods



Performance review methods can be broadly classified as measuring **traits**, **behaviours**, or **results**. Trait approaches based on people's characteristics continue to be used despite their subjectivity. Behavioural approaches provide more action-oriented information to employees and may be best for development. The results-oriented approach has become more popular because it focuses on the measurable contributions that employees make to the organisation.

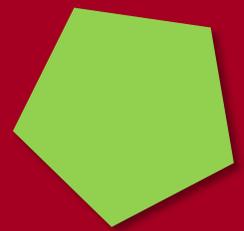




→ Trait Methods



Trait approaches are designed to measure the extent to which an employee **possesses certain characteristics**—such as dependability, reactivity, initiative, and leadership—that are viewed as important for the job and the organisation in general. Trait methods became popular because they are easy to develop. However, if not designed carefully on the basis of job analysis, trait evaluations can be notoriously biased and subjective.

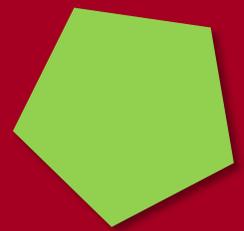


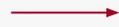


→ Trait Methods



- **Graphic Rating Scales:** each trait or characteristic to be rated is represented by a scale indicating the degree to which an employee possesses that trait or characteristic.
- **Mixed-Standard Scales:** the rater is given three specific randomly sequenced descriptions of each trait: superior, average, and inferior.

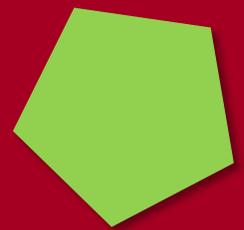




Trait Methods



- **Forced-Choice Method:** the rater chooses from statements, often in pairs, that appear equally favorable or equally unfavorable but are designed to distinguish between successful and unsuccessful performance
- **Essay Method:** the rater writes a description of the employee's performance and make recommendations for his or her development. Often the method is combined with other rating methods to provide additional descriptive information.



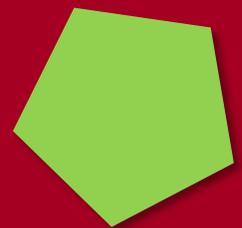


→ Behavioural Methods



Behavioural methods specifically describe which actions should (were or were not) be exhibited on the job.

- **Critical Incident Method:** a critical incident occurs when employee behaviour results in unusual success or failure. The manager keeps a log or diary for each employee throughout the review period and notes specific critical incidents related to how well they perform. The critical incident method can also help a manager counsel employees when they are having performance problems.
- **Behavioral Checklist Method:** requires the rater to check statements on a list that describe characteristics of the employee's behavior.

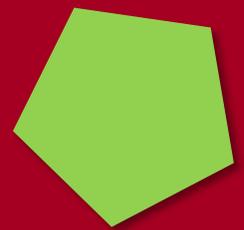




→ Behavioural Methods



- **Behaviourally Anchored Rating Scale (BARS):** it consists of a series of five to ten vertical scales—one for each important dimension of performance. These dimensions are “anchored” by behaviours identified through a critical incident job analysis. The critical incidents are placed along the scale and are assigned point values according to the opinions of experts.
- **Behavior Observation Scale (BOS):** is similar to a BARS in that they are both based on critical incidents. However, rather than asking the evaluator to choose the most representative behavioural anchor, a BOS is designed to measure how frequently each of the behaviours has been observed.

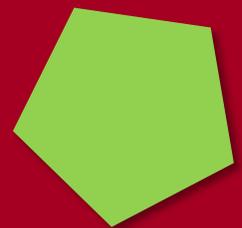




→ Results Methods



Rather than looking at employees' traits or on-the-job behaviours, many organisations evaluate employees' accomplishments—such as the sales and output results they achieve. Employees are responsible for their outcomes along with discretion over the way they accomplish them (within limits).

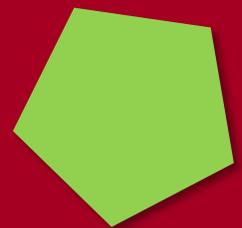




→ Results Methods



Sales, Productivity, and Quality Measures: each of these measures directly links what employees accomplish to results that benefit the organisation. In this way, results-based reviews can directly align an employee and an organisation's goals.

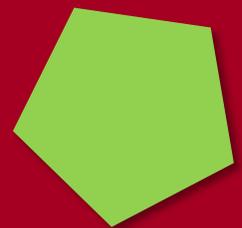




→ Results Methods



Management by Objectives: employees establish objectives (such as production costs, sales per product, quality standards, and profits) by consulting with their managers and are then evaluated based on their meeting those objectives.

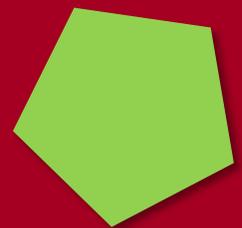




→ Results Methods



The Balanced Scorecard (BSC): it can be used to appraise individual employees, teams, business units, and the corporation itself. A BSC review takes into account four related categories: (1) financial measures, (2) customer measures, (3) process measures, and (4) learning measures.



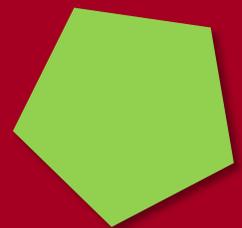


→ Improving Performance



Identifying the Sources of Ineffective Performance: a person's performance is a function of several factors, but perhaps it can be boiled down to three primary concerns: ability, motivation, and environment

Performance Diagnosis: identify the root causes and get to work on a solution that improves performance.



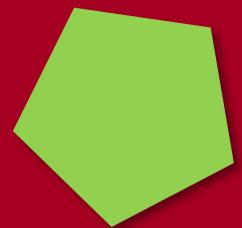


→ Improving Performance



Managing Ineffective Performance: once the sources of performance problems are known, a course of action can be planned. This might involve providing training, transfer to another job or department o the organisation, etc.

Focus on Changing the Behavior, Not the Person: communicate without making suggestions about personal traits an employee should change but instead suggest more acceptable ways of performing.



Entrepreneurship Training Package

Diversity and Inclusion & Ethical Leadership

EUROTraining Educational Organization (PP2)





→ Developing a Diverse Talent Pool



Workplace diversity refers to the differences among people in a workforce owing to gender, race, ethnicity, religion, age, sexual orientation, physical abilities and ideologies. Diversity also includes employees' life experiences, how they solve issues and socioeconomic status.

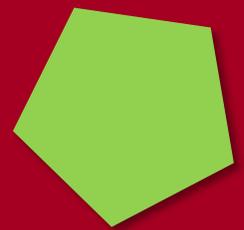


→ Developing a Diverse Talent Pool



Here are some examples of workforce diversity:

- **Cognitive diversity:** employees have different styles of thought in recognising problems and finding solutions.
- **Lifestyle diversity:** people lead various lifestyles outside of work that influence their professional life.
- **Brand and reputation diversity:** some companies are more inclusive in their hiring practices and creating teams, which can help attract more diverse employees and clients.

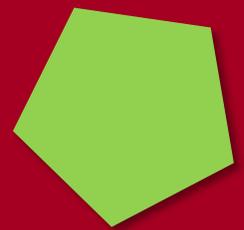




Benefits from establishing a diverse and inclusive workplace



Businesses that are **inclusive and diverse** can make workers feel more **comfortable and engaged at work**, but diversity also has advantages for businesses. Productivity and innovation typically rise when workers feel valued at work. Businesses might also see an improvement in **workplace culture** and a **wider range of candidates**.





→ Benefits from establishing a diverse and inclusive workplace



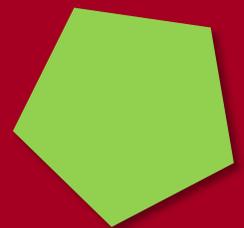
Employees may be **more satisfied** with their jobs if they **feel engaged** and **represented** at work. Employees are more likely to participate and feel a **stronger connection** to their work when they are happier at work. This frequently leads to **increased productivity and morale**, which can result in **better performance** and increased earnings for the company.



Benefits from establishing a diverse and inclusive workplace



A bigger talent pool can be formed and be more likely to draw diverse candidates by extending the candidate criteria. During applications and interviews, many candidates take the company's diversity policy and practices into account. Candidates may be more interested in and in line with your company's values if they observe representation among your current personnel and your dedication to diversity and inclusivity.

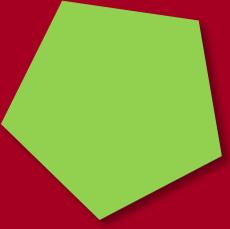




→ Benefits from establishing a diverse and inclusive workplace



A **positive workplace culture** depends on the **mutual trust** of the employer and employees. You may boost employee trust and relations by **encouraging diversity and inclusivity at work**. This will enable your staff to **fully engage** in their work and **stay true to their individual personalities**.





Promoting a diverse and inclusive workplace



- By comparing corporate data to regional statistics on diversity in the workforce as a whole, you can **determine whether diversity is appropriately represented** in the workforce of the organisation. It is important to **segment and evaluate diversity data** within a company in a number of distinct areas, including management, customer service, accounting, and other fields.



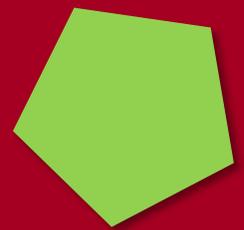
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→ Promoting a diverse and inclusive workplace



- The diversity recruiting and retention programme's objectives should be clearly stated, and managers at all levels should be encouraged to support them.
- Recognize the **demographic shifts** affecting the workforce.
- Establish long-lasting connections with colleges, minority organisations, and other important resources.





Promoting a diverse and inclusive workplace

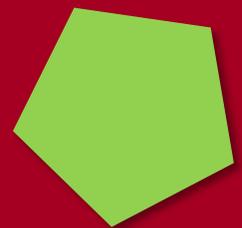
- Create a business culture that values diversity and promotes an inclusive workplace to become the employer of choice for a diverse workforce.
- Put a **diversity statement** on your website and in social media to highlight the fact. Include **diversity statistics**, pictures, and videos of minority employees at various levels of employment.



→ Promoting a diverse and inclusive workplace

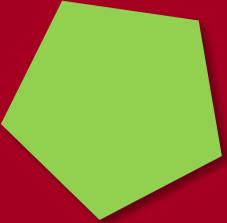


- By attending job fairs, placing recruitment ads in minority magazines, and keeping an eye on websites where varied job seekers' resumes are more likely to be found, you can establish a presence in minority areas.





→ Promoting a diverse and inclusive workplace

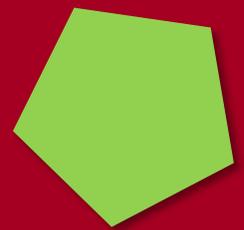
- 
- Utilise the **internal resource groups for employees**. Make the employee referral program a formal component of diversity to show the organization's commitment to it.
- 



→ Promoting a diverse and inclusive workplace



- HR managers should **receive training** so that diverse candidates are not excluded from the recruitment process because of their differences.

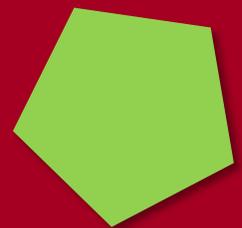




→ Promoting a diverse and inclusive workplace



- The effectiveness of these recruitment attempts should be evaluated, and the programme should benefit from the findings.





Ethical leadership



The behaviors of top leaders are being scrutinised more than ever, and those responsible for hiring new leaders for a business are looking more and more closely at the background of those being considered.



Ethical leadership



The emerging pressures for stronger corporate governance models are likely to further increase commitment to selecting only those individuals with high ethical standards and to hold them more accountable than in the past for both their actions and the consequences of those actions.



Ethical leadership



Ethical leadership is defined as "*leadership demonstrating and promoting 'normatively appropriate conduct through personal actions and interpersonal relations'*". It essentially means that ethical leadership is putting people into management and leadership positions who will promote and be an example of appropriate, ethical conduct in their actions and relationships in the workplace.



Ethical leadership



In the short-term, ethical leaders can help **boost employee morale** and help them feel excited about their management and their work. It can increase **positivity and collaboration** in your organisation and make everyone feel happier to be at work.



Ethical leadership



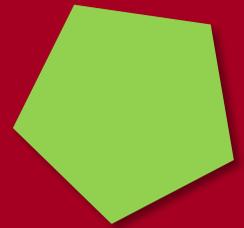
In the long-term, ethical leadership can **prevent company scandals**, ethical **dilemmas**, and ethical **issues**. It can also help organizations gain more partnerships and customers, which can lead to more money. Loyal employees are also a crucial element of long-term success for a business.



What makes an Ethical Leader



- Leads by example
- Is willing to evolve
- Respects everyone equally
- Communicates openly
- Manages stress effectively
- Mandates fairly



Discussion & Remarks



IDEAS



REMARKS

SUGGESTIONS



FURTHER
QUESTIONS



Thank you for
your attention

