PRE-PLACEMENT TRAINING
H R M MODULE

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MVSR Engineering College
(Sponsored By Matrusri Education Society, Estd. 1980)
Affiliated to Osmania Universty & Recognised by AICTE
Nadergul (P.O) Hyderabad - 501 510.

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Compiled by
Mr. G.Jayanth Kumar
Mrs. M. Silpa Reddy

Pre-placement Training- MBA students (HR Specialization)

Recruitment

Recruitment refers to the process of sourcing, screening, and selecting people for a job at an organization.

The recruitment industry has four main types of agencies: employment agencies, recruitment websites, "headhunters" for executive and professional recruitment, and in-house recruitment. The stages in recruitment include sourcing candidates by advertising or other methods, and screening and selecting potential candidates using tests or interviews.

Agency types

The recruitment industry has four main types of agencies. Their recruiters aim to channel candidates into the hiring organization's application process. As a general rule, the agencies are paid by the companies, not the candidates.

Traditional agency

Also known as employment agencies, recruitment agencies have historically had a physical location. A candidate visits a local branch for a short interview and an assessment before being taken onto the agency's books. Recruitment consultants then Endeavour to match their pool of candidates to their clients' open positions. Suitable candidates are short-listed and put forward for an interview with potential employers.

Remuneration for the agency's services usually takes one of two forms:

- A contingency fee paid by the company when a recommended candidate accepts a job with the client company (typically 20%-30% of the candidate's starting salary), which usually has some form of guarantee, should the candidate fail to perform and is terminated within a set period of time.
- An advance payment that serves as a retainer, also paid by the company.
- It may still be legal for an employment agency to charge the candidate instead of the company, but in most places that practice is now illegal, due to past unfair and deceptive practices.

Websites

Such sites have two main features: job boards and a résumé/curriculum vitae (CV) database.

Job boards allow member companies to post job vacancies. Alternatively, candidates can upload a résumé to be included in searches by member companies. Fees are charged for job postings and access to search resumes.

Headhunters

A "headhunter" is industry slang for a third-party recruiter who seeks out candidates, often when normal recruitment efforts have failed. Headhunters are generally more aggressive than in-house recruiters. They may use advanced sales techniques, such as initially posing as clients to gather employee contacts, as well as visiting candidate offices. They may also purchase expensive lists of names and job titles, but more often will generate their own lists. They may prepare a candidate for the interview, help negotiate the salary, and conduct closure to the search. They are frequently members in good standing of industry trade groups and associations. Headhunters will often attend trade shows and other meetings nationally or even internationally that may be attended by potential candidates and hiring managers.

Headhunters are typically small operations that make high margins on candidate placements (sometimes more than 30% of the candidate's annual compensation). Due to their higher costs, headhunters are usually employed to fill senior management and executive level roles. Headhunters are also used to recruit very specialized individuals; for example, in some fields, such as emerging scientific research areas, there may only be a handful of top-level professionals who are active in the field. In this case, since there are so few qualified candidates, it makes more sense to directly recruit them one-by-one, rather than advertise internationally for candidates. While in-house recruiters tend to attract candidates for specific jobs, headhunters will both attract candidates and actively seek them out as well. To do so, they may network, cultivate relationships with various companies, and maintain large databases, purchase company directories or candidate lists and cold call prospective employees.

In-house recruitment

Larger employers tend to undertake their own in-house recruitment, using their human resources department. In addition to coordinating with the agencies mentioned above, in-house recruiters may advertise job vacancies on their own websites, coordinate employee referral schemes, and/or focus on campus graduate recruitment. Alternatively a large employer may choose to outsource all or some of their recruitment process (recruitment process outsourcing).

Sourcing

Sourcing involves 1) advertising, a common part of the recruiting process, often encompassing multiple media, such as the Internet, general newspapers, job ad newspapers, professional publications, window advertisements, job centers, and campus graduate recruitment programs; and 2) recruiting research, which is the proactive identification of relevant talent who may not respond to job postings and other recruitment advertising methods done in #1. This initial research for so-called passive prospects, also called name-generation, results in a list of prospects who can then be contacted to solicit interest, obtain a resume/CV, and be screened (see below).

Screening and selection

Suitability for a job is typically assessed by looking for skills, e.g. communication, typing, and computer skills. Qualifications may be shown through résumés, job applications, interviews, educational or professional experience, the testimony of references, or in-house testing, such as for software knowledge, typing skills, numeric, and literacy, through psychological tests or employment testing. In some countries, employers are legally mandated to provide equal opportunity in hiring. Business management software is used by many recruitment agencies to automate the testing process.

Employee Selection Process

Hiring top performing employees may be one of the most valuable activities you can do for your business.

What makes Profiles International assessments the leading assessment tools in the industry is our exclusive Job Fit technology. We combine tested and reliable data derived from our pre-employment screening assessment system, with a customized job analysis survey to create a benchmark by which you can hire an employee who best fits your job and company.

Employee Selection Process

By including job match as a key factor in your employee hiring process, your allocation of human capital will be significantly more effective. Most employee hiring decisions are made with inadequate information, but Profiles International assessments will deliver the information you need to know before tendering a job offer and making a hiring mistake.

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How to Read a Resume in 10 Easy Steps

One thing that we recruiters spend a lot of our time doing is reading resumes. After all, that's often the first contact we have with a candidate. Just as there are many ways to write a resume, there are just as many ways to read them. Read on to see my time-tested techniques for quickly reading resumes so you can identify high probability of placement candidates.

Step 1: Make sure you understand the requirements for the position you are working to fill. At a minimum, read and understand the requisition and talk to the hiring manager. Make a short list of screening criteria.

Step 2: Read the candidate's name. Do you know this person? Have you seen the resume before? Have you heard something about them? Do you know someone who may know them who you can contact for more information? Is there any history in your Applicant Tracking System that you can read? From-time-to-time, a hiring manager will ask me if they've interviewed a candidate before. There's no point going down the same path again if you can check some notes. You may save a lot of phone and in-person interview time.

Step 3: Review education. Do they meet the minimum education requirements? Do they have any useful additional education?

Step 4: Look at the most recent employer. Do you know the company? Do you know anyone who works there? How long has the candidate worked there? What do they do there?

Step 5: Consider the general layout, presentation, and accuracy of the resume. What you're looking for will vary based on the position you're working to fill. Clearly a graphic artist's resume should be graphically pleasing and still communicate to you as a recruiter. An executive administrator should have zero spelling and punctuation errors. An embedded software engineer should list embedded operating systems and programming languages they've used plus give a clear description of projects they've worked on and their part in those projects.

Step 6: Notice any biases you've made while reviewing the resume. They could be negative or positive biases. For example, you may have concluded that the candidate lives too far away or lives really close, is too old or too young, or went to a school you do or don't like. None of these biases are valid reasons for accepting or rejecting a resume. Focus on resume content that speaks to the candidate's ability to do or not do the job.

Step 7: Consider all those things you know about candidates that succeed at the target company. For example, some companies are relaxed and casual while others are formal. Is there evidence on the resume that speaks to this? Often the language the candidate uses will give you considerable insight into their personality, style, and preferences. And of course the type of companies they've worked for previously will give you a strong indication.

Step 8: Glance at the cover letter, if there is one, and see if there is any particularly pertinent information contained there. For example, an out of area candidate may indicate that they will be in the area on a job hunting trip, that they know someone who you know, or that they addressed the letter to someone who hasn't worked at the company for 3 years. Is the cover letter written appropriately for the job you're working to fill? Personally, I don't place a lot of importance on the cover letter.

Step 9: Only follow enough of these steps until you have a valid reason to reject the resume. Doing more than that is a complete waste of your time. If you've made it this far you should know if the candidate has potential or not. Depending on the process where you work, you may opt to send the resume to the hiring manager for review or you may contact the candidate so that you can talk with them. Sometimes I email the candidate with a few clarifying questions.

Step 10: This step is for recruiters who really want to distinguish themselves. Sometime you'll see a resume for someone who you know should absolutely work for the target company. They have a well presented resume, great job history, excellent education, and just the right mix of skills and experience. They don't, however, fit any existing positions. Create an opportunity for them by having powerful conversations with a key person who can make a difference. Success here is one measure of the depth of your relationship with the hiring manager. You'll need to establish considerable credibility first but this step will make you really valuable.

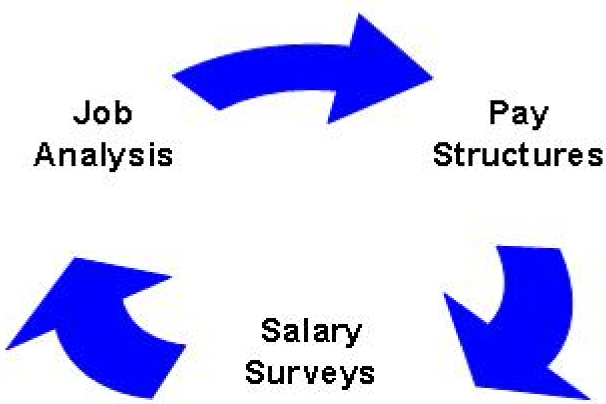
COMPENSATION MANAGEMENT

Human Resource is the most vital resource for any organization. It is responsible for each and every decision taken, each and every work done and each and every result. Employees should be managed properly and motivated by providing best remuneration and compensation as per the industry standards. The lucrative compensation will also serve the need for attracting and retaining the best employees .

Compensation is the remuneration received by an employee in return for his/her contribution to the organization. It is an organized practice that involves balancing the work-employee relation by providing monetary and non-monetary benefits to employees.
Compensation is an integral part of human resource management which helps in motivating the employees and improving organizational effectiveness.

Components of Compensation System

Compensation systems are designed keeping in minds the strategic goals and business objectives. Compensation system is designed on the basis of certain factors after analyzing the job work and responsibilities. Components of a compensation system are as follows:



Types of Compensation

Compensation provided to employees can direct in the form of monetary benefits and/or indirect in the form of non-monetary benefits known as perks, time off, etc. Compensation does not include only salary but it is the sum total of all rewards and allowances provided to the employees in return for their services. If the compensation offered is effectively managed, it contributes to high organizational productivity.

Direct Compensation

Indirect Compensation

Need of Compensation Management

- A good compensation package is important to motivate the employees to increase the organizational productivity.
- Unless compensation is provided no one will come and work for the organization. Thus, compensation helps in running an organization effectively and accomplishing its goals.
- Salary is just a part of the compensation system, the employees have other psychological and self-actualization needs to fulfill. Thus, compensation serves the purpose.
- The most competitive compensation will help the organization to attract and sustain the best talent. The compensation package should be as per industry standards.

Strategic Compensation

Strategic compensation is determining and providing the compensation packages to the employees that are aligned with the business goals and objectives. In today's competitive scenario organizations have to take special measures regarding compensation of the employees so that the organizations retain the valuable employees. The compensation systems have changed from traditional ones to strategic compensation systems.

The general components of salary in India

- Basic Salary
- Commissions/Incentives
- Bonus
- Dearness allowance
- Child Education Allowance (better give as reimbursement to save tax)
- Child Hostel Allowance (better give as reimbursement to save tax)
- City Compensatory Allowance
- Conveyance Allowance
- House Rent Allowance
- Leave Travel Allowance (better give as reimbursement up to a maximum of 15,000/- to save tax)
- Lunch Allowance
- Medical reimbursement to a maximum of 15,000/ (otherwise it will go in tax)
- Newspaper allowance (better give as reimbursement to save tax)
- Special Allowance
- Gift voucher
- Club membership (save tax)

General organizational induction training checklist

- Essential 'visitor level' safety and emergency procedures
- Washrooms
- Food and drink
- Smoking areas and policy
- Timings and induction training overview
- Organizational history and background overview
- Ethics and philosophy
- Mission statement(s)
- Organization overview and structure
- Local structure if applicable
- Departmental structure and interfaces
- Who's who (names, roles, responsibilities)
- Site layout
- Other sites and locations
- Dress codes
- Basic communications overview
- Facilities and amenities
- Pay
- Absenteeism and lateness
- Holidays
- Sickness
- Health insurance
- Pension
- Trades Unions
- Rights and legal issues
- Personnel systems and records overview
- Access to personal data
- Time and attendance system
- Security
- Transport and parking
- Crèche and childcare
- Grievance procedures
- Discipline procedures
- Career paths
- Training and development
- Learning Styles Self-Assessment
- Multiple Intelligences Self-Assessment
- Appraisals
- Mentoring
- Awards and Incentives
- Health and Safety, and hazard reporting
- Physical examinations, eye test etc.
- Emergency procedures, fire drill, first aid
- Accident reporting
- Personal Protective Equipment

- Use, care, and issue of tools and equipment
- Other housekeeping issues
- General administration
- Restricted areas, access, passes

Job and departmental induction training checklist

The induction training process also offers the best opportunity to help the new person more quickly integrate into the work environment - particularly to become known among other staff members. Hence the departmental tours and personal introductions are an absolutely vital part of induction. Organizations depend on its people being able to work together, to liaise and cooperate - these capabilities in turn depend on contacts and relationships. Well-planned induction training can greatly accelerate the development of this crucial organizational capability.

- Local departmental amenities, catering, washrooms, etc.
- Local security, time and attendance, sickness, absenteeism, holidays, etc.
- Local emergency procedures
- Local departmental structure
- Department tour
- Departmental functions and aims
- Team and management
- People and personalities overview (extremely helpful, but be careful to avoid sensitive or judgmental issues)
- Related departments and functions
- How the department actually works and relates to others
- Politics, protocols, unwritten rules (extremely helpful, but be careful to avoid sensitive or judgmental issues)
- The work-flow - what are we actually here to do?
- Customer service standards and service flow
- How the job role fits into the service or production process
- Reporting, communications and management structures
- Terminology, jargon, glossary, definitions of local terms
- Use and care of issued equipment
- Work space or workstation
- Local housekeeping
- Stationery and supplies
- Job description - duties, authority, scope, area/coverage/territory
- Expectations, standards, current priorities
- Use of job specific equipment, tools, etc.
- Use of job specific materials, substances, consumables
- Handling and storage
- Technical training - sub-categories as appropriate
- Product training - sub-categories as appropriate
- Services training - sub-categories as appropriate
- Job specific health and safety training
- Job-specific administration, processing, etc.
- Performance reporting

- Performance evaluation
- Training needs analysis method and next steps
- Initial training plans after induction
- Training support, assistance, mentor support
- Where to go, who to call, who to ask for help and advice
- Start of one-to-one coaching
- Training review times and dates
- Development of personal objectives and goals
- Opportunities for self-driven development
- Virtual teams, groups, projects open to job role
- Social activities and clubs, etc.
- Initial induction de-brief and feedback
- Confirmation of next training actions
- Wider site and amenities tour

Other induction training activities for managerial, executive, field-based or international roles

Here are some typical activities to include in the induction training plans for higher level people. The aim is to give them exposure to a wide variety of experiences and contacts, before the pressures of the job impact and limit their freedom. As with all roles, induction also serves the purpose of integrating the new person into the work environment - getting them known. Induction training is not restricted to simply training the person; induction is also about establishing the new person among the existing staff as quickly as possible. This aspect of induction is particularly important for technical personalities who often are slower to develop relationships and contacts within the organization.

- Site tours and visits
- Field accompaniment visits with similar and related job roles
- Customer visits
- Supplier and manufacturer visits
- Visits and tours of other relevant locations, sites and partners
- Attendance of meetings and project groups
- Shop-floor and 'hands-on' experiences (especially for very senior people)
- Attendance at interesting functions, dinners, presentations, etc.
- Exhibition visits and stand-manning
- Overseas visits - customers, suppliers, sister companies, etc.

Structuring the induction training plan

You should strive to organize the induction plan and give it to the new starter **before** they join you. This means thins need to be planned well in advance because the plan will necessarily involve other people's time and availability.

Develop a suitable template, into which you can slot the arranged activities. Depending on the needs of the situation the induction training plan may extend over a number of weeks, progressively reducing the pre-arranged induction content, as the person settles into their job.

Here's an example of how a week's induction might be shown using a template planner. A schedule is also a useful method for circulating and thereby confirming awareness and commitment among staff who will be involved with the induction of the new starter.

Seeing a professionally produced induction plan like this is also very reassuring to the new starter, and helps make a very positive impression about their new place of work. Adding a notes and actions section helps the new starter to keep organized during a time that for most people can be quite pressurized and stressful. Anything you can do to make their lives easier will greatly help them to settle in. get up to speed, and become a productive member of the team as quickly as possible.

	Monday	**Tuesday**	**Wednesday**	**Thursday**	**Friday**
am	• times • activities/subjects • with whom • location	• times • activities/subjects • with whom • location	• times • activities/subjects • with whom • location	• times • activities/subjects • with whom • location	• times • activities/subjects • with whom • location
notes & actions					
lunch	• times • with whom • location	• times • with whom • location	• times • with whom • location	• times • with whom • location	• times • with whom • location
pm	• times • activities/subjects • with whom • location	• times • activities/subjects • with whom • location	• times • activities/subjects • with whom • location	• times • activities/subjects • with whom • location	• times • activities/subjects • with whom • location
notes & actions					

Employee Training and Development

The quality of employees and their development through training and education are major factors in determining long-term profitability of a small business. If you hire and keep good employees, it is good policy to invest in the development of their skills, so they can increase their productivity.

Training often is considered for new employees only. This is a mistake because ongoing training for current employees helps them adjust to rapidly changing job requirements.

Purpose of Training and Development

Reasons for emphasizing the growth and development of personnel include

- Creating a pool of readily available and adequate replacements for personnel who may leave or move up in the organization.
- Enhancing the company's ability to adopt and use advances in technology because of a sufficiently knowledgeable staff.
- Building a more efficient, effective and highly motivated team, which enhances the company's competitive position and improves employee morale.
- Ensuring adequate human resources for expansion into new programs.

Research has shown specific benefits that a small business receives from training and developing its workers, including:

- Increased productivity.
- Reduced employee turnover.
- Increased efficiency resulting in financial gains.
- Decreased need for supervision.

Employees frequently develop a greater sense of self-worth, dignity and well-being as they become more valuable to the firm and to society. Generally they will receive a greater share of the material gains that result from their increased productivity. These factors give them a sense of satisfaction through the achievement of personal and company goals.

The Training Process

The model below traces the steps necessary in the training process:

- Organizational Objectives
- Needs Assessment
- Is There a Gap?
- Training Objectives
- Select the Trainees
- Select the Training Methods and Mode
- Choose a Means of Evaluating
- Administer Training
- Evaluate the Training

Your business should have a clearly defined strategy and set of objectives that direct and drive all the decisions made especially for training decisions. Firms that plan their training process are more successful than those that do not. Most business owners want to succeed, but do not engage in training design that promise to improve their chances of success. Why? The five reasons most often identified are:

Time - Small businesses managers find that time demands do not allow them to train employees.

Getting started - Most small business managers have not practiced training employees. The training process is unfamiliar.

Broad expertise - Managers tend to have broad expertise rather than the specialized skills needed for training and development activities.

Lack of trust and openness - Many managers prefer to keep information to themselves. By doing so they keep information from subordinates and others who could be useful in the training and development process.

Skepticism as to the value of the training - Some small business owners believe the future cannot be predicted or controlled and their efforts, therefore, are best centered on current activities i.e., making money today.

A well-conceived training program can help your firm succeed. A program structured with the company's strategy and objectives in mind has a high probability of improving productivity and other goals that are set in the training mission.

For any business, formulating a training strategy requires addressing a series of questions.

- Who are your customers? Why do they buy from you?
- Who are your competitors? How do they serve the market? What competitive advantages do they enjoy? What parts of the market have they ignored?
- What strengths does the company have? What weaknesses?
- What social trends are emerging that will affect the firm?

The purpose of formulating a training strategy is to answer two relatively simple but vitally important questions: (1) what is our business? And (2) what should our business be? Armed with the answers to these questions and a clear vision of its mission, strategy and objectives, a company can identify its training needs.

Identifying Training Needs

Training needs can be assessed by analyzing three major human resource areas: the organization as a whole, the job characteristics and the needs of the individuals. This analysis will provide answers to the following questions:

- Where is training needed?
- What specifically must an employee learn in order to be more productive?
- Who needs to be trained?

Begin by assessing the current status of the company how it does what it does best and the abilities of your employees to do these tasks. This analysis will provide some benchmarks against which the effectiveness of a training program can be evaluated. Your firm should know where it wants to be in five years from its long-range strategic plan. What you need is a training program to take your firm from here to there.

Second, consider whether the organization is financially committed to supporting the training efforts. If not, any attempt to develop a solid training program will fail.

Next, determine exactly where training is needed. It is foolish to implement a companywide training effort without concentrating resources where they are needed most. An internal audit will help point out areas that may benefit from training. Also, a skills inventory can help determine the skills possessed by the employees in general. This inventory will help the organization determine what skills are available now and what skills are needed for future development.

Also, in today's market-driven economy, you would be remiss not to ask your customers what they like about your business and what areas they think should be improved. In summary, the analysis should focus on the total organization and should tell you (1) where training is needed and (2) where it will work within the organization.

Once you have determined where training is needed, concentrate on the content of the program. Analyze the characteristics of the job based on its description, the written narrative of what the employee actually does. Training based on job descriptions should go into detail about how the job is performed on a task-by-task basis. Actually doing the job will enable you to get a better feel for what is done.

Individual employees can be evaluated by comparing their current skill levels or performance to the organization's performance standards or anticipated needs. Any discrepancy between actual and anticipated skill levels identifies a training need.

Selection of Trainees

Once you have decided what training is necessary and where it is needed, the next decision is who should be trained? For a small business, this question is crucial. Training an employee is expensive, especially when he or she leaves your firm for a better job. Therefore, it is important to carefully select who will be trained.

Training programs should be designed to consider the ability of the employee to learn the material and to use it effectively, and to make the most efficient use of resources possible. It is also important that employees be motivated by the training experience. Employee failure in the program is not only damaging to the employee but a waste of money as well. Selecting the right trainees is important to the success of the program.

Training Goals

The goals of the training program should relate directly to the needs determined by the assessment process outlined above. Course objectives should clearly state what behavior or skill will be changed as a result of the training and should relate to the mission and strategic plan of the company. Goals should include milestones to help take the employee from where he or she is today to where the firm wants him or her in the future. Setting goals helps to evaluate the training program and also to motivate employees. Allowing employees to participate in setting goals increases the probability of success.

Training Methods

There are two broad types of training available to small businesses: on-the-job and off-the-job techniques. Individual circumstances and the "who," "what" and "why" of your training program

Determine which method to use.

On-the-job training is delivered to employees while they perform their regular jobs. In this way, they do not lose time while they are learning. After a plan is developed for what should be taught, employees should be informed of the details. A timetable should be established with periodic evaluations to inform employees about their progress. On-the-job techniques include orientations, job instruction training, apprenticeships, internships and assistantships, job rotation and coaching.

Off-the-job techniques include lectures, special study, films, television conferences or discussions, case studies, role playing, simulation, programmed instruction and laboratory training. Most of these techniques can be used by small businesses although, some may be too costly.

Orientations are for new employees. The first several days on the job are crucial in the success of new employees. This point is illustrated by the fact that 60 percent of all employees who quit do so in the first ten days. Orientation training should emphasize the following topics:

- The company's history and mission.
- The key members in the organization.
- The key members in the department, and how the department helps fulfill the mission of the company.
- Personnel rules and regulations.

Some companies use verbal presentations while others have written presentations. Many small businesses convey these topics in one-on-one orientations. No matter what method is used, it is important that the newcomer understand his or her new place of employment.

Lectures present training material verbally and are used when the goal is to present a great deal of material to many people. It is more cost effective to lecture to a group than to train people individually. Lecturing is one-way communication and as such may not be the most effective way to train. Also, it is hard to ensure that the entire audience understands a topic on the same level; by targeting the average attendee you may under train some and lose others. Despite these drawbacks, lecturing is the most cost-effective way of reaching large audiences.

Role playing and simulation are training techniques that attempt to bring realistic decision making situations to the trainee. Likely problems and alternative solutions are presented for discussion. The adage there is no better trainer than experience is exemplified with this type of training.

Experienced employees can describe real world experiences, and can help in and learn from developing the solutions to these simulations. This method is cost effective and is used in marketing and management training.

Audiovisual methods such as television, videotapes and films are the most effective means of providing real world conditions and situations in a short time. One advantage is that the presentation is the same no matter how many times it's played. This is not true with lectures, which can change as the speaker is changed or can be influenced by outside constraints. The major flaw with the audiovisual method is that it does not allow for questions and interactions with the speaker, nor does it allow for changes in the presentation for different audiences.

Job rotation involves moving an employee through a series of jobs so he or she can get a good feel for the tasks that are associated with different jobs. It is usually used in training for supervisory positions. The employee learns a little about everything. This is a good strategy for small businesses because of the many jobs an employee may be asked to do.

Apprenticeships develop employees who can do many different tasks. They usually involve several related groups of skills that allow the apprentice to practice a particular trade, and they take place over a long period of time in which the apprentice works for, and with, the senior skilled worker. Apprenticeships are especially appropriate for jobs requiring production skills.

Internships and assistantships are usually a combination of classroom and on-the-job training. They are often used to train prospective managers or marketing personnel.

Programmed learning, computer-aided instruction and interactive video all have one thing in common: they allow the trainee to learn at his or her own pace. Also, they allow material already learned to be bypassed in favor of material with which a trainee is having difficulty. After the introductory period, the instructor need not be present, and the trainee can learn as his or her time allows. These methods sound good, but may be beyond the resources of some small businesses.

Laboratory training is conducted for groups by skilled trainers. It usually is conducted at a neutral site and is used by upper- and middle management trainees to develop a spirit of teamwork and an increased ability to deal with management and peers. It can be costly and usually is offered by larger small businesses.

Trainers

Who actually conducts the training depends on the type of training needed and who will be receiving it. On-the-job training is conducted mostly by supervisors; off-the-job training, by either in-house personnel or outside instructors.

In-house training is the daily responsibility of supervisors and employees. Supervisors are ultimately responsible for the productivity and, therefore, the training of their subordinates. These supervisors should be taught the techniques of good training. They must be aware of the knowledge and skills necessary to make a productive employee. Trainers should be taught to establish goals and objectives for their training and to determine how these objectives can be used to influence the productivity of their departments. They also must be aware of how adults learn and how best to communicate with adults. Small businesses need to develop their supervisors' training capabilities by sending them to courses on training methods. The investment will pay off in increased productivity.

There are several ways to select training personnel for off-the-job training programs. Many small businesses use in-house personnel to develop formal training programs to be delivered to employees off line from their normal work activities, during company meetings or individually at prearranged training sessions.

There are many outside training sources, including consultants, technical and vocational schools, continuing education programs, chambers of commerce and economic development groups. Selecting an outside source for training has advantages and disadvantages. The biggest advantage is that these organizations are well versed in training techniques, which is often not the case with in-house personnel.

The disadvantage of using outside training specialists is their limited knowledge of the company's product or service and customer needs. These trainers have a more general knowledge of customer satisfaction and needs. In many cases, the outside trainer can develop this knowledge quickly by immersing himself or herself in the company prior to training the employees. Another disadvantage of using outside trainers is the relatively high cost compared to in-house training, although the higher cost may be offset by the increased effectiveness of the training.

Whoever is selected to conduct the training, either outside or in-house trainers, it is important that the company's goals and values be carefully explained.

Training Administration

Having planned the training program properly, you must now administer the training to the selected employees. It is important to follow through to make sure the goals are being met. Questions to consider before training begins include:

- Location.
- Facilities.
- Accessibility.
- Comfort.
- Equipment.
- Timing.

Careful attention to these operational details will contribute to the success of the training program.

An effective training program administrator should follow these steps:

- Define the organizational objectives.
- Determine the needs of the training program.
- Define training goals.
- Develop training methods.
- Decide whom to train.

- Decide who should do the training.
- Administer the training.
- Evaluate the training program.

Following these steps will help an administrator develop an effective training program to ensure that the firm keeps qualified employees who are productive, happy workers. This will contribute positively to the bottom line.

Evaluation of Training

Training should be evaluated several times during the process. Determine these milestones when you develop the training. Employees should be evaluated by comparing their newly acquired skills with the skills defined by the goals of the training program. Any discrepancies should be noted and adjustments made to the training program to enable it to meet specified goals. Many training programs fall short of their expectations simply because the administrator failed to evaluate its progress until it was too late. Timely evaluation will prevent the training from straying from its goals.

EMPLOYEES' PROVIDENT FUND

Employee Definition:
"Employee" as defined in Section 2(f) of the Act means any person who is employee for wages in any kind of work manual or otherwise, in or in connection with the work of an establishment and who gets wages directly or indirectly from the employer and includes any person employed by or through a contractor in or in connection with the work of the establishment.

Membership

All the employees (including casual, part time, Daily wage contract etc.) other then an excluded employee are required to be enrolled as members of the fund the day, the Act comes into force in such establishment.

Basic Wages:
"Basic Wages" means all emoluments which are earned by employee while on duty or on leave or holiday with wages in either case in accordance with the terms of the contract of employment and witch are paid or payable in cash, but dose not include

a. The cash value of any food concession;
b. Any dearness allowance (that is to say, all cash payment by whatever name called paid to an employee on account of a rise in the cost of living), house rent allowance, overtime allowance, bonus, commission or any other allowance payable to the employee in respect of employment or of work done in such employment.
c. Any present made by the employer.

Excluded Employee:

"Exclude Employee" as defined under pare 2(f) of the Employees' Provident Fund Scheme means an employee who having been a member of the fund has withdraw the full amount of accumulation in the fund on retirement from service after attaining the age of 55 years; Or An employee, whose pay exceeds Rs. Five Thousand per month at the time, otherwise entitled to become a member of the fund.

Explanation:
'Pay' includes basic wages with dearness allowance, retaining allowance, (if any) and cash value of food concessions admissible thereon.

Employee Provident Fund Scheme:
Employees' Provident Fund Scheme takes care of following needs of the members:
(i) Retirement **(ii)** Medical Care **(iii)** Housing
(iv) Family obligation **(v)** Education of Children
(vi) Financing of Insurance Polices

How the Employees' Provident Fund Scheme works:

As per amendment-dated 22.9.1997 in the Act, both the employees and employer contribute to the fund at the rate of 12% of the basic wages, dearness allowance and retaining allowance, if any, payable to employees per month. The rate of contribution is 10% in the case of following establishments:

- Any covered establishment with less then 20 employees, for establishments cover prior to 22.9.97.
- Any sick industrial company as defined in clause (O) of Sub-Section (1) of Section 3 of the Sick Industrial Companies (Special Provisions) Act, 1985 and which has been declared as such by the Board for Industrial and Financial Reconstruction,
- Any establishment which has at the end of any financial year accumulated losses equal to or exceeding its entire net worth and
- Any establishment engaged in manufacturing of (a) jute (b) Breed (d) coir and (e) Guar gum Industries/ Factories. The contribution under the Employees' Provident Fund Scheme by the employee and employer will be as under with effect from 22.9.1997.

Employees' Provident Fund Interest rate:
The rate of interest is fixed by the Central Government in consultation with the Central Board of trustees, Employees' Provident Fund every year during March/April. The interest is credited to the members account on monthly running balance with effect from the last day in each year. The rate of interest for the year 1998-99 has been notified as 12%. The rate of interest for 99-2000 w.e.f. 1.7.'99 was 11% on monthly balances. 2000-2001 CBT recommended 10.25% to be notified by the Government.

Benefits:
A) A member of the provident fund can withdraw full amount at the credit in the fund on retirement

from service after attaining the age of 55 year. Full amount in provident fund can also be withdrawn by the member under the following circumstance:

- A member who has not attained the age of 55 year at the time of termination of service.
- A member is retired on account of permanent and total disablement due to bodily or mental infirmity.
- On migration from India for permanent settlement abroad or for taking employment abroad.
- In the case of mass or individual retrenchment.

B) In the case of the following contingencies, the payment of provident fund be made after complementing a continuous period of not less than two months immediately preceding the date on which the application for withdrawal is made by the member:

- Where employees of close establishment are transferred to other establishment, which is not covered under the Act:
- Where a member is discharged and is given retrenchment compensation under the Industrial Dispute Act, 1947.

Withdrawal before retirement:
A member can withdraw up to 90% of the amount of provident fund at credit after attaining the age of 54 years or within one year before actual retirement on superannuation whichever is later. Claim application in form 19 may be submitted to the concerned Provident Fund Office.

Accumulations of a deceased member:
Amount of Provident Fund at the credit of the deceased member is payable to nominees/ legal heirs. Claim application in form 20 may be submitted to the concerned Provident Fund Office.

Transfer of Provident Fund account:
Transfer of Provident Fund account from one region to other, from Exempted Provident Fund Trust to Unexampled Fund in a region and vice-versa can be done as per Scheme. Transfer Application in form 13 may be submitted to the concerned Provident Fund Office.

Nomination:
The member of Provident Fund shall make a declaration in Form 2, a nomination conferring the right to receive the amount that may stand to the credit in the fund in the event of death. The member may furnish the particulars concerning himself and his family. These particulars furnished by the member of Provident Fund in Form 2 will help the Organization in the building up the data bank for use in event of death of the member.

Annual Statement of account:
As soon as possible and after the close of each period of currency of contribution, annual statements of accounts will de sent to each member through of the factory or other establishment where the member was last employed. The statement of accounts in the fund will show the opening balance at the beginning of the period, amount contribution during the year, the total amount of interest credited at the end of the period or any withdrawal during the period and the closing balance at the end of the period. Member should satisfy themselves as to the correctness f the annual statement of

accounts and any error should be brought through employer to the notice of the correctness Provident Fund Office within 6 months of the receipt of the statement.

ESI SCHEME

1. What is E.S.I. Scheme ?

* In addition to necessities of food, clothing, housing etc., man needs security in times of physical and economic distress consequent upon sickness, disablement etc. The Employees' State Insurance Scheme is an integrated measure of Social Insurance embodied in the Employees' State Insurance Act and is designed to accomplish the task of protecting 'employees' as defined in the Employees' State Insurance Act against the hazards of sickness, maternity, disablement and death due to employment injury and to provide medical care to insured persons and their families. The Scheme covers employees of non-seasonal power-using factories employing 10 or more persons. There is, however, a built-in provision for its extension to other establishments or classes of establishments, industrial, commercial, agricultural or otherwise. The Scheme has been progressively extended to cover employees in non-power using factories employing 20 or more persons and to commercial establishments.

2. How does the Employees' State Insurance Scheme assist you?

* The dependence of an individual on cash income is a characteristic feature of modern economy. An interruption of money income even for a small period is, therefore, a hardship; a prolonged loss of income is indeed a catastrophe. By coming forward to provide health protection and income maintenance in a series of oft-experienced contingencies like sickness, maternity, disablement and death due to employment injury, the Employees' State Insurance Scheme tends to ameliorate your economic anxiety and to be a friend in need and distress.

3. Why is it called a Health Insurance Scheme?

* The Employees' State Insurance Scheme performs a dual role; by providing assistance in kind (medical care) it tries to restore your health and working capacity and by assistance in cash (cash benefit) it tries to sustain you when your income is interrupted. With a better and facile health protection, greater vitality, and assurance of income-maintenance in times of need, it makes you every inch a better, a healthier, secure worker and therefore, a happier man. The assistance comes to you not as an act of benevolence but in virtue of an acquired right.

4. Who administers the Employees' State Insurance Scheme?

* The Employees' State Insurance Scheme is administered by a corporate body called the Employees' State Insurance Corporation (ESIC), which has members representing Employees, Employers, the Central Government, State Governments, Medical Profession and the Parliament. The Director General is the Chief Executive Officer of the Corporation and is also an ex-officio member of the Corporation. The other bodies at the national level are the Standing Committee (a representative body of the Corporation) and the Medical Benefit Council, a specialized body which advises the Corporation on administration of Medical Benefit. At the Regional and Local levels, the Regional Boards and Local Committees have been constituted. There is, thus, an association of interests and interest groups at all levels.

ESIC is the trustee of the interests of the insured persons. It discharges its obligations and duties through a net-work of Regional Offices and Local Offices, Hospitals and Dispensaries spread over the entire country.

5. Whom does the Scheme protect?

* The Scheme protects all "employees" engaged on a monthly remuneration not exceeding Rs. 6500/- in a factory/establishment to which the Act applies. Persons employed for wages on any work connected with the administration of the factory or establishment or any part, department or branch thereof or purchase of raw materials, or distribution or sale of the product of a factory or establishment are also covered. Mines, Railway Running Sheds, Naval, Military and Air Force Workshops and specified seasonal factories are excluded. The scheme also provides full medical cover to the dependants of insured persons. In the event of death of an insured person due to employment injury dependants become eligible to cash benefit.

6. Where do Employees' State Insurance Funds come from?

* The Employees' State Insurance Funds are primarily built out of employer's contribution and employee's contribution payable monthly as a fixed percentage of wages.

7. How are the employees registered under the Scheme?

* Simultaneously with his/her entry into employment in a covered factory or establishment, an employee is required to fill in a Declaration Form. The employee is then allotted a Registration Number, which distinguishes and identifies the person for the purposes of the Scheme. A person is registered once and once only upon his entry in insurable employment.

8. What is an Identity Card?

* On registration every insured person is provided with a "Temporary Identification Certificate" which is valid ordinarily for a period of 3 months but may be extended, if necessary, for a further period of 3 months. Within this period, the Insured Person is given a permanent "family photo Identity Card" in exchange for the Certificate. The Identity Card serves as a means of identification and has to be produced at the time of claiming medical care at the dispensary/clinic and cash benefit at the Local Office of the Corporation. In the event of change of employment, it should be produced before the new employer as evidence of registration under the Scheme to prevent any duplicate registration. The Identity Card bears the signatures/thumb impression of the insured person.

Since medical benefit is also available to the families of insured persons, the particulars of family members entitled to Medical Benefit are also given in the Identity Card affixed with a postcard size family photo.

If you lose your Identity Card before it has run its normal life, a duplicate card is issued on payment as prescribed.

9. What are the rates of contribution?

* **Contributions payable in respect of an employee comprise of employer's contribution and employee's contribution prescribed in Schedule I of the Act.**

An employee covered under the scheme has to contribute 1.75% of the wages whereas, an employer contributes 4.75% of the wages payable to an employee. The total contribution in respect of an employee thus works out to 6.50% of the wages payable.

10. Who is exempted from payment of contribution?

* Employees earning less than Rs 40/- a day are exempted from payment of contribution. The employers share of contribution is, however, payable.

11. How are the Contributions collected?

* The Contribution is deposited by the Employer in cash or by cheque at the designated branches of some nationalized banks. The responsibility for payment of all contributions is that of the employer with a right to deduct the Employees' share of contributions from employees' wages relating to the period in respect of which the Contribution is payable.

12. What are 'Contribution Periods' and 'Benefit Periods?

* Workers, covered under the ESI Act, are required to pay contribution towards the scheme on a monthly basis. A contribution period means a six-month time span from 1st April to 30th September and 1st October to 31st March. Thus, in a financial year there are two contribution periods of six months duration.

Cash benefits under the scheme are generally linked with contributions paid. The benefit period starts three months after the closure of a contribution period. The two types of periods are given below:–

Contribution Period	Corresponding	Benefit period
1st April to 30th September		1st January to 30th June of the following year
1st October to 31st March		1st July to 31st December

Gratuity

Like your colleagues who throw a warm farewell for you when you leave after putting in substantial years, your employer too has a small, but significant, way of singing 'he's a jolly good fellow' to reward you for your service to the organization.

He does so by giving you a free lump sum of cash - called gratuity in financial parlance - on your exit. The amount that he gives is based on the number of years of service you have put into the organization. Read on to know more about this little-known windfall and some ideas about what you can do with the free money that comes your way.

When are you entitled?

Gratuity in earlier days was rather arbitrary and completely hostage to the whims of the employer. A wealthy, well-established employer would reward his dedicated employees and the not so rich would refuse such generosities. This led to a lot of discord and finally the government stepped in, passing the Payment of Gratuity Act, 1972, making it mandatory for all employers with more than 10 employees to give them gratuity.

Employees, as defined here, are the ones hired on company payrolls. Trainees are not eligible and gratuity is paid on the basis of the employee's basic plus dearness allowance if any.

How much can you get?

You become entitled to a gratuity on resignation or on retirement after five years or more of service. As per the Act, the gratuity amount is 15 days' wages multiplied by the number of

years put in by you. Here wage means your basic plus dearness allowance. Take the monthly salary drawn by you last (basic plus dearness allowance) on resignation or retirement and divide it by 26, assuming there are four Sundays in a month. This is your daily salary. Multiply this amount by 15 days and further with the number of years you have put into service.

For instance, if your average monthly salary is Rs 50,000, the gratuity payable to you after 10 years of service would be Rs 290,000. However your employer factors in another term: 'uninterrupted service'. The term covers the service period of the employee including leaves or breaks, except periods notified as breaks in service by the employer.

For employees who do not fall under the Gratuity Act, the amount due for them is half of the average ten months' salary multiplied by the number of years of service.

Tax treatment

As per the formula under the Act, gratuity up to Rs 350,000 is exempt from taxes. In the above example, the entire money is tax-free. However, for government employees any amount is non-taxable.

Your employer could choose voluntarily to pay you more gratuity; but any extra benefit that he pays, not coming under the formula, will be taxable. For instance, in the above example, if the employer pays you Rs 350,000, the entire money is not tax exempt; only the Rs 290,000 due under the formula is.

In case of death of the employee, the heir is entitled to the gratuity immediately and the entire amount is tax-exempt. However

However, if death occurs after the gratuity is due then any amount above Rs 350,000 is taxable.

Bonus

(i) Company, other than a banking company:

8.5 per cent of its paid up equity share capital as at the commencement of the accounting year;

6 per cent of its reserves shown in its balance-sheet as at the commencement of the accounting year, including any profits carried forward from the previous accounting year.

Banking company:

(i) 7.5 per cent of its paid up equity share capital as at the commencement of the accounting year;
(ii) 5 per cent of its reserves shown in its balance-sheet as at the commencement of the accounting year, including any profits carried forward from the previous accounting year.

Corporation

8.5 percent, of it's paid up capital as at the commencement of the accounting year.

(ii) 6 per cent, of its reserves, if any, shown in its balance sheet as at the commencement of the accounting, year including any profits carried forward from the previous accounting year.

Co-operative society
(i) 8.5 per cent, of the capital invested by such society in its establishment as evidenced from its books of accounts at the commencement of the accounting year;

(ii) Such sum as has been carried forward in respect of the accounting year to a reserve fund under any law relating to co-operative societies for the time being in force

Any other employer not falling under any of the aforesaid categories.

8.5 per cent, of the capital invested by him in his establishment as evidence from his books of accounts at the commencement of the accounting year.

Provided that where such employer is a person to whom Chapter XXIIA of the Income-tax Act applies, the annuity deposit payable by him under the provisions of that Chapter during the accounting year shall also be deducted.

Incentive Program Basics

Every company needs a little extra motivation now and then. Incentive programs or Appreciation programs can assist you in helping your employees enjoy their job a bit more, and happy employees are more productive and work better with each other and your clients. Before considering an Incentive Program, have a look at your pay-scale. If an employee feels under-paid, an Incentive Program is not the answer for motivation.

Communication

Incentives on their own aren't enough. Opening up the lines of communication is the major goal for managers and upper management. An employee must know they can discuss work issues with 'the boss' without fear of being ignored, patronized, or hearing about it later from someone whom it doesn't concern.

If an employee comes to you with a concern, get directly to the heart of the matter. Don't ignore their concern, appear dismissive, or tell them it will pass. Ask the employee what resolution they suggest. Make sure they know you will consider your options for solving the situation.

Work towards open communication between all your departments - staff and workers - and try including workers in management meetings to show there are no 'secret agendas'.

The least expensive motivational tool is giving your employee more say in his or her assignments. Find out what procedures they think could be changed for efficiency, productivity, or ease and see if it's possible to make those changes. Give your employees more freedom in their work environment and make changes only when real problems begin.

Incentives and rewards will be completely disregarded if your employees believe management doesn't care what they think. They will see the incentives as a carrot on a stick.

Reward

Once your communications are open, suggest an incentive program and make a list of possible rewards. Have your employees vote to determine which rewards they would like to receive. Pay attention to the voting. If few employees vote, few care, and you may have other issues to resolve with your employees before implementing the program.

If a company pays its workers fairly, cash is rarely good motivation. It may win you a new hire, but current and long-standing employees prefer appreciation and rewards which don't seem like a paycheck or bonus. Think of how many people consider a year-end bonus as part of their normal pay.

To motivate them you need more, not to spend more, but something that can't be tossed in with a paycheck. Don't throw the rewards around aimlessly. There are only so many gold stars you can give out before a gold star doesn't mean anything anymore.

People who are happy while at work enjoy their work more and everyone benefits. Below is a list of some possible reward ideas. Some you can use to make your own list for your employees to choose.

Suggestions

- A simple 'Thank You' - appreciation of good work, especially in a personal note, is sometimes the most sincere reward
- Treat your employees with respect. Giving them a 'cute' reward might go over well in one business, but in another be seen as demeaning
- A program for rewarding employees who do volunteer work outside of the company
- Staff meetings anywhere but the office, possibly a nice diner or cafe
- Set up a secret pal for the holidays or any employee special days
- Make a 'Thanks for your help' box. Have employees put the name of a fellow employee who went beyond the call to help them. Draw a name monthly for a reward
- Start a birthday program. Have a gift delivered to each employee the week of their birthday
- Have employee 'field trips' at least once a year. Rent out a skating rink, bowling alley, or reserve tables at a great restaurant
- Reward perfect attendance with time off certificates
- Praise a job well done
- Give company swag - hats, shirts, jackets with the company name or logo. Don't give pens, notepads and mugs with the company name, those are better for your clients
- One-on-one meetings if an employee seems unhappy
- Employment anniversary cards - paper or electronic greeting card
- Event tickets when a goal is reached, let the group with the goal choose the event
- Casual lunch with staff to gauge how things are going within their unit

Setting Goals

The first rule to setting a goal for your employees is *making it obtainable*. Setting a series of smaller goals to reach a higher goal will sometimes be best. Remember, raising the mark too quickly or in too large steps will only discourage your employees. Let your employees get a bit comfortable on every level they reach, and work with them to decide if a new goal is simply too high. There is sometimes a limit beyond which employees, production, and the company suffer.

Keep in mind, setting the wrong goal can backfire.

Rewarding the person with the most sales may pit the sales staff against each other, while rewarding the sales staff for customer service and working with each other may make the group, as a whole, more productive.

A positive, enjoyable work atmosphere can be the best motivation.

RECOMMENDED CONTENTS OF PERSONNEL FILES

Employment

- Request for application
- Employee's original employment application
- Prescreening application notes
- College recruiting interview report form
- Employment interview report form
- Education verification
- Employment verification
- Other background verification
- Rejection letter
- Employment offer letter
- Employment agency agreement if hired through an agency
- Employee Handbook acknowledgment form showing receipt of Handbook
- Checklist from new employee orientation showing subjects covered
- Veterans/Disabled self-identification form
- Transfer requests
- Relocation offer records
- Relocation report
- Security clearance status

Payroll

- Weekly time sheets
- Individual attendance record
- Pay advance request record
- Garnishment orders and records
- Authorization for release of private information
- Authorization for all other payroll actions

Performance Appraisals

- New employee progress reports
- Performance appraisal forms
- Performance improvement program records

Training and Development

- Training history records
- Training program applications/requests
- Skills inventory questionnaire
- Training evaluation forms
- In-house training notification letters
- Training expense reimbursement records

Employee Separations

- Exit interview form
- Final employee performance appraisal
- Exit interviewer's comment form
- Record of documents given with final paycheck

Benefits

- Emergency Contact Form
- Medical/Dental/Vision coverage waiver/drop form
- Vacation accrual/taken form
- Request for non-medical leave of absence
- Retirement application
- Payroll deduction authorizations
- COBRA notification/election
- Hazardous substance notification and or reports
- Tuition reimbursement application and or payment records
- Employer concession and or discount authorization
- Annual benefits statement acknowledgment
- Safety training/meeting attendance/summary forms

Wage/Salary Administration

- Job description form
- Job analysis questionnaire
- Payroll authorization form
- Fair Labor Standards Act exemption test
- Compensation history record
- Compensation recommendations
- Notification of wage and or salary increase/decrease

Employee Relations

- Report of coaching/counseling session
- Employee Assistance Program consent form
- Commendations
- Employee written warning notice
- Completed employee suggestion forms
- Suggestion status reports

WHAT SHOULD NOT BE IN A PERSONNEL FILE

Medical Records

- Physician records of examination
- Diagnostic records
- Laboratory test records
- Drug screening records
- Any of the records listed above in the discussion on HIPAA
- Any other medical records with personally identifiable information about individual employees

Investigation Records

- Discrimination complaint investigation information
- Legal case data
- Accusations of policy/legal violations

Security Clearance Investigation Records

- Background investigation information
- Personal credit history
- Personal criminal conviction history
- Arrest records

Insupportable Opinions

- Marginal notes on any document indicating management bias or discrimination (e.g.: "This guy's too fat. He'd never make it," or "She's too old for this job.")

Team Building

Team Building is the process of improving collective performance. A simple but effective methodology involves:

Establishing ownership of shared goals, Removing inhibitors/blockages to achievement of those goals, Introducing enablers (awareness, resources, information, processes, etc.) to help achieve those goals, Using team building processes (e.g.: health checks, performance management, 360 feedback) in the correct sequence to gradually raise performance, akin to climbing a ladder one rung at a time

Team Building is often ineffective because:

In many cases, advanced techniques are used whilst there is a *lack of buy in* to the shared objectives *(Commitment to team building activities is predicated on commitment to the overall direction/goals)* Interventions are made out of sequence

(e.g.: a poorly defined structure, roles and responsibilities will undermine attempts to improve interpersonal relationships) Many offsite events fail to add any real, lasting value because the approach taken to team building is too generic *(any offsite event should be designed to meet specific goals and outcomes)*There is often a lack of understanding of the difference between a group and a team *(team building with a group can be counter-productive, detracting from individual performance without any compensatory collective benefit).* There is a lack of assessment of the team *(Diagnosis is required in order to develop effective intervention strategies)*Objectives
In the Forming stage (Forming-Storming-Norming-Performing), individuals are committed, at most, to their own objectives. Members will only invest time in Storming activities if they think it is worth it - that is, if the collective objectives are seen as important as their own.
A common mistake is for individuals to think that being committed to their own objectives means they are committed to the team .
As in the age-old metaphor where a house needs to be built on rock, the foundation of all team building is *commitment* to the *shared* goal.

Techniques

If team building is viewed as a commodity, as a product to be purchased from a supplier, then it is unlikely to have any lasting value. Having an away-day, playing games or doing fun things will generally lead to lasting and improved collective performance only in the context of a good plan, where events are bespoke (designed to meet specific objectives and outcomes). In fact, having an awayday without good design is taking a gamble - it may achieve something, be a waste of time, or even damage teamwork.

The choice of intervention strategy depends not only on the current state of teamwork, but on the nature of the people. For highly motivated individuals, it can be enough to set a high level direction and then allow individuals to contribute to the detailed development of the goals. For others, whose natural motivations are more individual, there may need to be objective-based rewards that require teamwork. In some instances, where high levels of teamwork cannot be achieved, they may only be effective in the Forming stage, which is highly dependent on leadership.

Groups

A group is a set of people with individual objectives who happen to share the same boss, or the same workplace, or be part of the same organizational unit. In a group, individuals might even have the same objectives - e.g.: in a sales force, everyone might have the same sales target to meet, but they may also compete against each other rather than cooperate.

A team is a group that works towards a single, common objective. In fact, they might have different individual objectives, but those objectives contribute to the higher collective one. E.g. in a sales team, one person might make appointments, another provide technical sales support, another prepare a bid document, and another make the sale. But they are all accountable together for the sales and are not judged solely on individual objectives.

Strategies

Interventions fall into four main areas:

Individual - e.g.: development of individual skills; establishing familiarity with shared processes

Relational - e.g.: improvement of unconscious dynamics; engendering a sense of common purpose and commitment

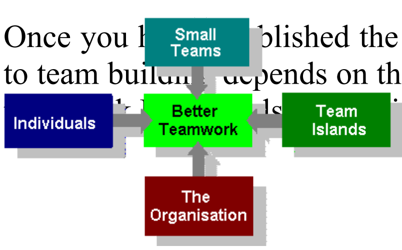
In/Out Groups - tackling the barriers between different organizational units

Cultural - building a teamwork ethos in larger organizations

How to Improve Teamwork

The foundation of good teamwork is having a shared commitment to common objectives. Without this, all other forms of team building will have a limited impact. Therefore, before using any team building exercises and activities, or looking at relationships in the team, or embarking on other forms of team building, you need to put this foundation of shared commitment in place by: Clarifying the team goals, and building ownership/commitment to those goals across the team Identifying any issues which inhibit the team from reaching their goals, and removing the inhibitors Putting in place enablers to help the goals be achieved to higher standards Using team processes in the correct sequence to help the team climb one rung at a time up the ladder of performance Team Building is therefore not just a single event (though events can play a part), nor is it something that can be done by someone outside the team (though outside consultants can help). It is a task primarily for the team manager and the team members themselves.

Four Types of Team Building



Once you h[illegible]blished the basic foundation of shared commitment, the approach you then take to team buil[illegible] depends on the size of the team and the types of issues that may be inhibiting good [illegible]ect environment, where team composition is continually changing, the emphasis must be on selecting people who are self-starters and developing the skills in individuals to become effective team members very quickly. The 'scale' involved is 1 person, and the team building consultant or trainer is endeavoring to change the skills and abilities of the individual at operating within a team (or within multiple teams).

Small Teams

In teams where membership is static - typically in management teams - the motivational challenge is to align the drive of the disparate individuals around the same goals. There can be many inhibitors to performance - example: personality, dynamics, processes etc., and how the individuals within the team relate to each other can have a big bearing on team performance. So, if a member leaves, or another joins, the dynamics of the team can be changed greatly and the task of team building has to start again. Here, the scale is small - say, 2 to about 12 - and the main priorities are to build the foundation of collective ownership of team objectives, and then overcome inhibitors through team bonding, facilitation, processes, etc..

Team Islands

A larger scale operates between teams. Where the teams do not relate well, they are called 'team islands'. The motivational challenge is to overcome the problem of "in/out groups" so that people have positive attitudes towards those in other teams. There are often many barriers between teams that inhibit team performance, but not all of them can be removed. The main task, therefore, is the bridging, or relationship, between the teams.

Large Teams

The largest scale is organizational culture change. With the exception of the senior management team, any changes to personnel have limited impact on the corporate culture. The key aim of company-wide team building is to change the behaviours and attitudes prevalent in the organization, which are almost independent of who actually works there - new recruits who are 'different' often start behaving in accord with the existing culture.

The nature of the team building varies in terms of scale, and what you are trying to achieve:

Type of team building	Scale	What is changed
Individual	1 person	Who is involved in the project, and their individual skills/perceptions
Small Team	2-12 people	Orientation around the team goal, and bonding (relationships between people)
Team Islands	2 or more teams	Orientation towards higher goals, and bridging (relationships between teams)
Organization	15+ people	Commitment to the corporate mission, and the culture of the organization

Verification

List A (Documents that establish both identity and employment eligibility)

- Passport
- Permanent Resident address
- Temporary Resident address
- Employment evidence

List B (Documents that establish identity only)

- Driver's license
- Ration card with a photography
- Voter's registration card

Performance Appraisals

Writing performance appraisal involves creating a document which has the summary of the every employee’s performance over a period of time and a snapshot of their observed strengths and weaknesses, and the rater’s feedback that can be used for other purposes.

Writing Performance appraisal depend significantly on the writer’s various abilities and a combination of other factors. A rater or a manager needs :

An objective rating method to assess an employee’s performance, behavior, and skills and knowledge.

All the relevant data related to the employee’s performance, the standards, his job description.

To observe and accurately recall the employee’s behavior throughout the time period of the appraisal.

Using meaningful, unambiguous and clear language for the description in the document.

The written performance appraisal document should ideally contain 3 basic sections:

Performance elements: A performance element is a general description of an employee’s overall responsibility in a particular area of work. Performance elements are basically the job description of the employee clearly describing the roles and responsibilities expected from him.

Performance standards

Performance standards are the expected or the desired level of the tasks to be accomplished by the employee.

Actual performance

This section records the data of the actual performance of the employee, his accomplishments, successes and failures, his on-the-job performance, his strengths and weaknesses.

Plans for employee development

The developmental requirements (the training needs) felt or found by the appraiser for the employee.

An overall rating

An overall rating for the employee's overall performance like satisfactory performance, unsatisfactory performance, requires improvement etc.

The common errors that creep in the writing the appraisals and should be avoided are:

Halo effect:

Halo effect is the tendency of the rater to allow one aspect of a man's character to influence his overall rating of the employee.

Central tendency

Central tendency is the tendency of the rater to give average ratings to the employee without actually appraising or condemning them.

Recent behaviour (the pitchfork effect)

As per the human nature, it is a common tendency to rate the people on the basis of their moat recent behaviour and forgetting the events and their performance in the starting of the period.

Stereotyping an employee on the basis of the performance of his/her team is another common error.

Therefore, with proper preparation, training and effort, writing appraisals can be converted from a time consuming activity into a meaningful activity for the employee and the organization.

Performance Appraisal Report

for the period from _________ to __________

Section I – Basic Information

(To be filled in by the administration division/personnel department)

1.Name of the appraisee:

2.Service: **3.Cadre:** **4.Year of allotment:** **5.Date of Birth**

6.Present Grade: **7.Present post:**

8.Date of appointment to present post:

9. Awards/Honours*

10.Reporting and Reviewing officers

	Name & Designation
Reporting officer	
Review officer	

11.Period of absence on leave, etc.

	Period	Type	Remarks
On Leave (specify type)			
Others (specify)			

12.Training Programs attended

Date from	Date to	Institute	Subject

Signatur e on behalf of Admn/Personnel Dept

*includes medals for gallantry/meritorious service and any other recognition earned.

Section II – Self Appraisal

1.Brief description of duties:

(Objectives of the position you hold and the tasks you are required to perform, in about 100 words)

2.Annual work plan and achievement:

Tasks to be performed	Deliverables[1[1]]		Actual Accomplishment[2[2]]
	Initial[3[3]]	Mid year[4[4]]	

3.Please indicate the critical assumptions made (including resources available to you) in preparing the above list of tasks and deliverables:

3.1Beginning of the year:

3.2Mid year:

4.Details of unforeseen tasks accomplished/underway:

Sl. No.	Tasks (with date of start)	Stage of accomplishment (at end of period under report)

5.During the period under report, do you believe that you have made any exceptional contribution, e.g. successful completion of an extraordinarily challenging task or major systemic improvement (resulting in significant benefits to the public and/or reduction in time and costs)? If so, please give a verbal description (within 100 words):

6.What are the factors that helped your performance?

7. What are the factors that hindered your performance?

8. What did you learn from the experience during the period under report? Can you suggest any specific systemic improvements?

9. Please indicate specific areas in which you feel the need to upgrade your skills and attend training programs:

1[1] Deliverables refer to quantitative or financial targets or verbal description of expected outputs.
2[2] Actual accomplishment refers to achievement against the specified deliverables in respect of each task (as updated at mid-year). No explanations for divergences are to be given in this table.
3[3] Initial listing of deliverables are to be finalized within 1 month of the start of the period under report.
4[4] Mid year listing of deliverables are to be finalized within 6 months of the start of the period under report.

1. **1. For the current assignment:**

10 .Please mention specific training programs that you have opted for:

Please Note: You should send an updated CV, including additional qualifications acquired/ training programs attended/ publications/ special assignments undertaken, in a prescribed proforma, to the cadre controlling authority, once in 5 years, so that the records available with the cadre controlling authority remain updated.

Signature of appraisee with date

Section III Appraisal

1.For how long has the appraisee served under you during the period under report (please specify the dates)?

2.Please state whether you agree with the responses relating to the accomplishments (of the work plan and unforeseen tasks) as filled out in section II. If not, please furnish factual details.

3.Please comment on the claim (if made) of exceptional contribution by the appraisee.

4.Has the appraisee met with any significant failures in respect of his work? If yes, please furnish factual details.

5.Do you agree with the skill up-gradation needs as identified by the officer? Yes/No

6.If Yes, please indicate the specific steps taken/proposed to be taken to enable the officer to attend the relevant training programs.
7.If No, please indicate the reasons for your disagreement.

8.Assessment of work output[5$] -	Reporting officer	Review officer
i.Accomplishment of planned work		
ii.Accomplishment of unforeseen tasks		
iii.Quality of output		

9.	**Assessment of Attributes[6$]**	Reporting officer	Review officer	Initials of review officer
A	**Personal attributes**			
1	Credibility			
2	Sense of responsibility			

$ This assessment should rate the officer vis-à-vis his peers and not the general population. Grades should be assigned on a scale of 1-10, in whole numbers, with 1 referring to the lowest grade and 10 to the best grade.

3	Overall bearing and personality			
4	Emotional stability			
5	Innovativeness			
6	Decisiveness			
7	Willingness to learn			
8	Ability to plan and organize his work			
9	General awareness			
10	Awareness of the various technological tools			
11	Ability to motivate and develop subordinates			
12	Ability to work in a team			
13	Inter-personal skills			
14	Oral communication skills			
15	Written communication skills			
16	Citizen focus			
17	Moral courage and willingness to take a professional stand			
18	Leadership Qualities			
19*	Flair for outdoor work			
B	**Functional competency**			
20	Knowledge of laws/rules/procedures			
21	Ability to act in a manner consistent with articulated policy			
22	Awareness of techniques and methodologies relating to his work			
23	Ability to judiciously allocate resources (financial, human and material)			
24	Ability to view an issue from different vantage points			
25	Ability to anticipate and respond to emerging situations			
26	Subject/sector specific knowledge			
27	IT skills and competency			
28	Negotiating ability			
29#	Local language proficiency			
30#	Awareness of the local norms and local area			
31**	Ability to maintain social harmony (religious, caste, sectarian, linguistic, ethnic, etc.)			
32***	Strategic planning ability			

Primarily required for officers not domiciled in the State
* Only applicable for field positions of All India Service officers
** Only applicable for district administration
*** Only applicable to officers in the super time and above level posts

10.Integrity
Please comment on the integrity of the officer, keeping in mind both his financial integrity and his moral integrity:

<u>Exit Interview:</u>

Listed below are samples of the types of exit interview questions that employers commonly ask departing employees.

What is your primary reason for leaving?

Did anything trigger your decision to leave?

What was most satisfying about your job?

What was least satisfying about your job?

What would you change about your job?

Did your job duties turn out to be as you expected?

Did you receive enough training to do your job effectively?

Did you receive adequate support to do your job?

Did you receive sufficient feedback about your performance between merit reviews?

Were you satisfied with this company's merit review process?

Did this company help you to fulfill your career goals?

Do you have any tips to help us find your replacement?

What would you improve to make our workplace better?

Were you happy with your pay, benefits and other incentives?

What was the quality of the supervision you received?

What could your immediate supervisor do to improve his or her management style?

Based on your experience with us, what do you think it takes to succeed at this company?

Did any company policies or procedures (or any other obstacles) make your job more difficult?

Would you consider working again for this company in the future?

Would you recommend working for this company to your family and friends?

How do you generally feel about this company?

What did you like most about this company?

What did you like least about this company?

What does your new company offer that this company doesn't?

Can this company do anything to encourage you to stay?

Before deciding to leave, did you investigate a transfer within the company?

Did anyone in this company discriminate against you, harass you or cause hostile working conditions?

Any other comments?

Kinds of Leave:

1. Casual **Leave**. (CL)

2. Special Casual **Leave**.(SCL)
3. Special **Leave**
4. Earned **Leave** (EL)
5. Vacation (Only for academic staff)
6. Half Pay **Leave** (HPL)
7. Maternity **Leave**
8. Sabbatical **Leave**
9. Study **Leave**

LEAVE RULES AT A GLANCE

S.No Type of Leave Duration Purpose remarks

1. Casual Leave 12 days per year Personal work Maximum 5 days at a stretch excluding intervening prefix suffix holidays.

(It cannot be combined with any other leave).

2. Special Casual 5 days per year. Leave for Consultancy/ sponsored /Project Visit in connection with consultancy & sponsored research activities.

3. On Duty To attend any official meetings

4. Half-Pay Leave 20 days for each year of completed service 10 days credit for every six months Medical grounds / private affairs

5. Commuted Leave (based on medical certificate) -- Medical grounds Study purpose Twice the amount of commuted leave granted will be debited against HPL.Commuted up to 180 days during the entire service.(EL and Commuted Leave together should not exceed 240 days).

6. Earned Leave (can be combined with any leave and also can be prefixed and suffixed with holidays but Intervening holidays will be treated as EL). EL can be availed up to a maximum of 180 days at a stretch. Accumulated up to 300 days only.

Formula for calculating EL:
Non-Vacation Staff: 30 days per year (15 days for every six months)
Vacation Staff: No of days on duty during vacation period /2

7 Maternity Leave Maternity: 135 days Miscarriage: 45 days Maternity/ miscarriageNot to be debited to Leave account.
Can be combined with any other leave except CL.

8.Sabbatical Leave (Every 6 years of continuous service as faculty member) Minimum of 6 months & Maximum of 1 year at a time incl. Vacation (In addition, eligible for 120 days leave at credit) Research work, writing text books & visiting industrial concerns of Govt. University, Industry or Govt. Research Laboratories in India/ Abroad.

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Appointment Letter

Mr. ___________
____
____

Dear Mr.________,

With reference to your application and subsequent interview with us, we are pleased to appoint you as Designation in our organization on the following terms and conditions.

Date of Joining: You have joined us on 13th November 2006.

Salary: Your Annual Total Employment Cost to the company would be 1,9000(One Lakh Ninety thousand rupees only) the details of which is been given in the Annexure attached below.

Place/Transfer: Your present place of work will be at Place, but during the course of the service, you shall be liable to be posted / transferred anywhere to serve any of the Company's Projects or any other establishment in India or outside, at the sole discretion of the Management.

Probation/Confirmation: You will be on a Probation period for the Six months. Based on your performance your services will be confirmed with the company in written after six months.

During the probation period your services can be terminated with seven days notice on either side and without any reasons whatsoever. If your services are found satisfactory during the probation period, you will be confirmed in the present position and thereafter your services can be terminated on one month's notice on either side.

Absence for a continuous period of ten days without prior approval of your superior, (including overstay on leave / training) would result in your losing your lien on the service and the same shall automatically come to an end without any notice or intimation.

Leave: You will be eligible to the benefits of the Company's Leave Rules on your confirmation in the Company's Service.

During the period of your employment with the Company, you will devote full time to the work of the Company. Further, you will not take up any other employment or assignment or any office, honorary or for any consideration, in cash or in kind or otherwise, without the prior written permission of the Company.

1. You will not (except in the normal course of the Company's business) publish any article or statement, deliver any lecture or broadcast or make any communication to the press, including magazine publication relating to the Company's products or to any matter with which the Company may be concerned, unless you have previously applied to and obtained the written permission from the Company.

2. You will be required to maintain utmost secrecy in respect of Project documents, commercial offer, design documents, Project cost & Estimation, Technology, Software packages license, Company's polices, Company's patterns & Trade Mark and Company's Human assets profile.

3. You will be required to comply with all such rules and regulations as the Company may frame from time to time.

4. Any of our technical or other important information which might come into your possession during the continuance of your service with us shall not be disclosed, divulged or made public by you even thereafter.

5. If at any time in our opinion, which is final in this matter you are found non- performer or guilty of fraud,

dishonest, disobedience, disorderly behavior, negligence, indiscipline, absence from duty without permission or any other conduct considered by us deterrent to our interest or of violation of one or more terms of this letter, your services may be terminated without notice and on account of reason of any of the acts or omission the company shall be entitled to recover the damages from you.

6. You will not accept any present, commission or any sort of gratification in cash or kind from any person, party or firm or Company having dealing with the company and if you are offered any, you should immediately report the same to the Management.

7. This appointment letter is being issued to you on the basis of the information and particulars furnished by you in your application (including bio-data), at the time of your interview and subsequent discussions. If it transpires that you have made a false statement (or have not disclosed a material fact) resulting in your being offered this appointment, the Management may take such action as it deems fit in its sole discretion, including termination of your employment.

8. You will be responsible for safekeeping and return in good condition and order of all Company property, which may be in your use, custody or charge.

Please sign and return to the undersigned the duplicate copy of this letter signifying your acceptance.

We welcome you to the eFact family and look forward to a fruitful collaboration.

With best wishes,

For Company Name.

Name:
Designation:

Write the name of the employee on the other side of Company name and get it signed with them, print it in duplicate.

Employee Transfer:

Definition: A transfer is a lateral move to a position in the same classified pay range (classified position) or to a position with comparable duties and responsibilities (non-classified positions).

Eligibility: All non-faculty employees are eligible for transfer after being employed in their present position for at least three months. In addition, an employee must have been performing in a satisfactory manner in his/her current job. Exceptions to the three month employment requirement may be authorized by the President on a case-by-case basis.

Procedures: Employees are considered as candidates for transfer in the following order or priority:

a. Eligible employees in same department as the job opening
b. Eligible employees in other departments who have requested a transfer
c. Eligible employees being considered for lay-off due to a reduction in force.

Employees desiring a transfer will submit a written request for transfer to his/her department head. The employee should identify the specific vacancy in which they are interested. The department head will forward the request to the Department of Human Resources for recommended action.

The Department of Human Resources will determine whether the desired job or a suitable job opening exists. **[Note: All jobs must be posted.]** If a suitable job is available, the Department of Human Resources will arrange for the employee's application to be reviewed by the department in which the opening exists.

Employees will be allowed time off with pay for job interviews related to transfers.

The decision to effect the transfer will be made by the head of the department in which the job opening occurs.

An employee who is transferred to a comparable job (lateral transfer) will continue to receive his/her existing rate of pay.

Termination Letter

Mr. Thomas A Lasker
c/o Blank Company Inc.
76554 South Main St.
Anywhere, AnyState 99999

Dear Mr. T. A. Lasker,

Your employment with Blank Company Inc. is now over. The recent events and problems related to your work performance occurred when bookkeeping noticed miscalculations on your paperwork and money missing from the companies account. This has happened in the past, and no matter the repeat warnings, you cannot explain why the miscalculations happened, or why the money is missing. Therefore, we believe that you are not performing your job duties to our standard.
Blank Company Inc. would like to offer the following offer, which will help you in finding new employment elsewhere and reflects the years of service in which you have provided to us:
1) Blank Company Inc. will continue to pay you 100% of your salary for the next three months. If you secure employment elsewhere within that three month period, Blank Company Inc. will pay you a lump sum equal to 35% of the wages in which you would have accrued for the balance of the period.
2) All vacation hours and sick days will be paid in full within the next three months.
3) All benefits, including your health care, and dental care will be continued for six months, unless earned by a future employee during that time.
4) An outside employment counselor has been contacted for you. She will help you find future employment.
This offer is conditional on you accepting the following conditions:
1) All confidential information you received during your employment must remain confidential.
2) You must report any new employment to Blank Company Inc. within 3 days of gaining such employment for the next 3 months. Also, you must report any changes in benefits within this new employment for 6 months.
3) A signed copy of this letter must be returned to Blank Company Inc. no later then 5 days after the date above.
I would like to arrange a time in which to meet you and allow you to collect your personal belongings out of the office. To do this, I need you to return all keys, paperwork, and company property that may still be in your possession.
Please call me at (555) 555-3433 ext. 1000 if you have any questions about this agreement.
Sincerely,

Michael Fire, Head of Human Resources, Blank Company Inc.

Show cause notice

The Manager

XYZ Pty Ltd
ACN 123456789
1 Hope Street
HOPETOWN NSW 2999

Goodtown Public School
Extensions to Administration Block
Contract No. 2005999.

Breach of Contract

In my opinion, the Contractor has committed a substantial breach of the contract in that:

1. In breach of General Conditions of Contract clause 15.1, the Contractor has failed to proceed with the work under the Contract at a reasonable rate;
2. In breach of General Conditions of Contract clause 8, the Contractor has failed to comply with a direction of the Principal's Representative, namely a direction dated 5 June 2005 requiring the Contractor to remove asbestos from the Site; and
3. In breach of General Conditions of Contract clause 5.8, the Contractor has failed to provide evidence of insurance for approval by the Principal's Representative by notice in writing dated 3 June 2005.

Please provide reasons why the Principal should not take further action under the provisions of General Conditions of Contract clause 15.5 to terminate the Contract, or under the provisions of clause 15.4, to take over the uncompleted Works.

Written Warning Memo Format

Date:

To: Employee's name and title (Do not address to Human Resources or Employee File)

From: Supervisor's name and title

Subject: Written Warning

State the reason(s) for the discipline - unsatisfactory performance; failure to maintain regular and satisfactory attendance; inappropriate conduct, etc. and quote the rule(s) of conduct violated.

For example:

"You are being issued this written warning for failure to maintain regular and satisfactory attendance. This is in violation of Classified Staff Policy #401, Rules of Conduct, specifically:

1. Absence without legitimate excuse and/or failure to follow departmental notification procedures.

2. Chronic or repeated absenteeism resulting in failure to perform assigned duties or impairment of the operation of the work unit."

State the facts, give specific examples, list witnesses, dates, etc., that verify the substandard performance/behavior. Explain the impact that this has had on operations.

For example:

"I am giving you this written warning because during the past six months you have failed to follow the department call in procedures on 2 occasions in the last month. You also had unexcused absences on [dates]. As a result of your conduct, the department has missed 10 shipment deadlines."

Describe any past discussion, previous corrective actions (e.g. verbal warnings, coaching/counseling), etc., that are relevant to the current problem or similar in nature to the current problem.

For example:

"On [date], you received a verbal warning regarding your attendance."

Give the behavior and/or performance that must be achieved to be considered satisfactory. State outcomes to the extent possible with specific actions detailed only as necessary. Also, state that once the improved level of performance/behavior is achieved, it must be maintained.

For example:

"This is your opportunity to correct your unsatisfactory performance and/or behavior. I need someone to successfully fulfill the duties of their position and I hope that is you. In order for your performance/behavior to be considered satisfactory, you must achieve and maintain the following..."

Always include a statement in this section that indicates the consequences of non-compliance.

For example:

"Failure to adhere to the conditions of this written warning, development of new or related problems, and/or continued unsatisfactory performance will lead to more serious corrective action up to and including discharge."

These statements are always included at the end of the written warning:

The University's on-campus Employee Assistance Counseling/Consultation (EACC) provides free, confidential counseling to benefits-eligible employees. If you feel that you may benefit from these services, you may contact EACC at 621-2493. The EACC office is located at 1533 East Helen Street.

You have the right to appeal this action through the Staff Dispute Resolution Procedure (Classified Staff Policy #406.0). You may review the classified staff policies referenced in this document online at www.hr.arizona.edu by clicking on "Policies & Procedures" and selecting the Classified Staff Policy Manual. You may contact an Employee Advisor from Human Resources at 626-0850 for assistance in reviewing options available under University policies.

LEEDS PAINTING SERVICES INDUSTRIAL AGREEMENT

No. AG 132 of 1998

WAGE AGREEMENT

SCHEDULE

1. TITLE

This Agreement will be known as the Leeds Painting Services Industrial Agreement.

2. ARRANGEMENT

3. AREA AND PARTIES BOUND

This is an Agreement between The Western Australian Builders' Labourers, Painters & Plasterers Union of Workers and the Construction, Mining, Energy, Timberyards, Sawmills and Woodworkers Union of Australia - Western Australian Branch (hereinafter referred to as the "Unions") Leeds Painting Services Leeds Painting Services Pty Ltd (hereinafter referred to as the "Company") in the State of Western Australia.

4. APPLICATION

This Agreement shall be binding upon the Company, the Unions, its officers and members, and any person eligible to be members of the Unions employed by the Company on work covered by the terms of the Building Trades (Construction) Award 1987, No. 14 of 1978 (the "Award"). There are approximately three (3) employees covered by this agreement.

5. DURATION

This Agreement shall commence from the first pay period on or after the date of signing and shall continue in effect until 31 October 1999.

The parties agree to commence discussion on the terms and conditions of any future agreement three calendar months prior to the expiration of this Agreement.

6. DISPUTE SETTLEMENT PROCEDURE

In relation to any questions, disputes or difficulties arising out of the operation of this Agreement the dispute settlement procedure that shall apply shall be in the same terms as that outlined in the Award.

7. SINGLE ENTERPRISE

It is agreed that this Agreement applies in respect of a single enterprise as defined in Clause 41A(2) of the WA Industrial Relations Act 1979, as amended (the "Act").

8. RELATIONSHIP WITH AWARDS

This Agreement shall be read wholly in conjunction with the Award. Where this Agreement is silent on rates of pay and other matters pertaining to the employment relationship, the Award shall apply. Where there is conflict between the rates of pay, conditions, allowances and other matters in this Agreement and the Awards the higher rate shall apply.

9. ENTERPRISE AGREEMENT

It is agreed that in the event of the Unions and the Company agreeing on the terms of a comprehensive enterprise agreement, this Agreement may be terminated in accordance with the requirements of the Act.

10. WAGE INCREASE

This Agreement provides for increases in the hourly rate and allowances resulting in the wage rates in the Appendix A - Wage Rates.

11. SITE ALLOWANCE

This Agreement provides for site allowances as per Appendix C - Site Allowance.

12. INDUSTRY STANDARDS

1. **Redundancy**

It is a term of this Agreement that the Company will immediately increase its payments to $50 per week per employee.

2. **Superannuation**

The Company will immediately increase its level of payment to $60 per week per employee.

The Company will advise all employees subject to the Agreement of their right to have payments made to a complying superannuation fund or scheme of their choice. The Company is bound by the employee's election. The aforementioned payment will then be made to that fund.

Until each employee nominates the fund of their choice the Company will make payments into the Construction + Building Unions Superannuation Scheme (the "C+BUSS").

In the event that any employee chooses a fund other than the C+BUSS the Company will, within seven days of the employee advising the Company of the fund of their choice, advise the Union in writing of the employee's decision.

In the event that the employee and the Company reach an agreement pursuant to section 49C(2)(d) of the Act to change the complying superannuation fund or scheme the Company will, within seven days of the employee and the Company reaching such an agreement, advise the Union in writing of the agreement. The Company shall not unreasonably refuse to agree to a change of complying superannuation fund or scheme requested by the employee.

3. **Apprentice Rates**

The Company agrees to maintain a ratio of no more than four tradespeople to one apprentice employed.

13. CLOTHING AND FOOTWEAR

1. The following items will be supplied to each employee by the Company, upon the completion of five working days.

   (a) 1 pair safety boots, and will be replaced on a fair wear and tear basis.
   (b) 2 T-shirts with collars, and will be replaced on a fair wear and tear basis.
   (c) 1 bluey jacket for each employee employed during the period 1 April to 31 October. (One issued per year)

2. The Company will also make available to each employee, when requested by them, sun screen lotion and sun brims to fit over safety helmets.

14. TRAINING ALLOWANCE, TRAINING LEAVE, RECOGNITION OF PRIOR LEARNING

1. A training allowance of $12.00 per week per worker shall be paid by the employer to the Union Education and Training Fund.

2. Subject to all qualifications in this clause, an employee shall, upon application in writing to and with approval of the employer, be granted leave with pay each calender year pro-rata to attend courses conducted or approved by the NBCITC. The employers approval shall not be unreasonably withheld.

   The application for leave shall be given to the employer at least two weeks in advance of the date of commencement of the course.

The time of taking leave shall be arranged so as to minimise any adverse effect on the employer's operations. The onus shall rest with the employer to demonstrate an inability to grant leave where an employee is otherwise entitled.

An employer shall not be liable for any additional expenses associated with an employee's attendance at a course other than:

course fees
course books and materials
payment of ordinary time earnings for such absence.

For the purpose of this clause ordinary time earnings shall be defined as the agreement classification rate.

Leave of absence granted pursuant to this clause shall count as service for all purposes of this agreement.

3. The employer will actively encourage employees to seek formal recognition of their skills (recognition of prior learning), and will allow leave as per (2) above for such purposes including but not limited to securing Tradesmen's Rights Certificates.

15. SENIORITY

1. The parties agree the continuity of employment is desirable wherever possible, and that where it is not possible, employees will be retrenched in order of seniority.

2. When applying the "first on last off" principle it is agreed subject to the caveat of "all things being equal", it is intended to apply on a state basis rather than a site by site basis.

3. It is recognised that from time to time instances may arise where the employee's individual skills may be subject to this caveat. Where there is any disagreement as to the application of this the matter will be processed in accordance with Clause 6 - Dispute Settlement Procedure.

4. An employee who has been retrenched by the Company shall have absolute preference and priority for re-employment/re-engagement by the Company. Where an employee is re-engaged within a period of six months the employee shall maintain continuity of service and all accrued entitlements with the Company.

16. SICK LEAVE

For sick leave accrued after the date of signing this agreement the following will apply:

(a) The Company's employees shall have the option of converting 100% of accrued sick leave entitlement to a cash payment on termination

(b) If an employee who has been terminated by the Company without exercising the above option is re-engaged within a period of six months, the unpaid balance of sick leave shall continue from the date of re-engagement.

17. PYRAMID SUB-CONTRACTING

1. "Pyramid Sub-Contracting" is defined as the practice of a sub-contractor, to whom a sub-contract is originally awarded, sub-letting that contract or part thereof to another sub-contractor.

2. Provided that where a sub-contractor does not have the technical capacity to handle a specialist section of the contract and intends to engage a specialist sub-contractor to perform that work, that section may be re-let to a specialist sub-contractor.

3. Further provided that when a sub-contract is let for labour and material, a labour-only sub-contract may be let by the sub-contractor, but it is unacceptable as a principle for further labour-only sub-contracts to be re-let.

4. A bona fide sub-contractor is generally an employer of labour, save for a machine owner-operator.

5. Where a disagreement arises in relation to the definition or application of the term "Pyramid Sub-Contracting" the parties shall discuss and determine the issue in accordance with the agreement dispute resolution procedure. In any event of a disagreement, the matter shall be negotiated further between the parties or referred to the Western Australian Industrial Relations Commission. Whilst these procedures are undertaken no industrial action shall occur.

18. FARES AND TRAVELLING

In addition to Clause 12A of the award a travel payment shall be made in the form of a daily payment (on days worked) of $6.15 per day per employee.

19. DRUG AND ALCOHOL, SAFETY AND REHABILITATION PROGRAM

The parties are committed to the Drug and Alcohol, Safety and Rehabilitation program as outlines in Appendix B - Drug and Alcohol, Safety and Rehabilitation Program.

20. INCOME PROTECTION

The Company agrees to insure employees covered by this Agreement for injury and sickness. The scheme is to be negotiated through the ACTU Insurance Broking Pty Limited (ACN. 069 795 875).

21. NO EXTRA CLAIMS

The Union will make no further claims on the Company over conditions set out in this Agreement for the life of the Agreement.

Signed for and on behalf of:

The Unions: **BLPPU** ....

Date: / /

....
WITNESS

CMETU ....

Date: / /

....
WITNESS

The Company: ....
SIGNATURE

Date: / /

Company Seal

....
PRINT NAME

....
WITNESS

APPENDIX A - WAGE RATES

	Date of Signing	1 February 1999	1 August 1999
	Hourly Rate $	**Hourly Rate $**	**Hourly Rate $**
Labourer Group 1	16.47	16.92	17.15
Labourer Group 2	15.90	16.34	16.56
Labourer Group 3	15.48	15.90	16.12
Plaster, Fixer	17.11	17.58	17.82
Painter, Glazier	16.73	17.19	17.42
Signwriter	17.09	17.56	17.80
Carpenter	17.22	17.70	17.93
Bricklayer	17.05	17.52	17.75
Refractory Bricklayer	19.58	20.12	20.38
Stonemason	17.22	17.70	17.93
Rooftiler	16.92	17.38	17.62
Marker/Setter Out	17.72	18.21	18.46
Special Class T	17.95	18.45	18.69

APPRENTICE RATES

	Date of Signing Hourly Rate $	1 February 1999 Hourly Rate $	1 August 1999 Hourly Rate $
Plasterer, Fixer			
Year 1	7.18	7.38	7.48
Year 2 (1/3)	9.42	9.68	9.81
Year 3 (2/3)	12.84	13.19	13.37
Year 4 (3/3)	15.06	15.48	15.69
Painter. Glazier			
Year 1 (.5/3/5)	7.03	7.22	7.32
Year 2 (1/3), (1.5/3.5)	9.20	9.45	9.58
Year 3 (2/3), (2.5/3.5)	12.55	12.89	13.06
Year 4 (3/3), (3.5/3.5)	14.73	15.13	15.33
Signwriter			
Year 1 (.5/3.5)	7.18	7.38	7.48
Year 2 (1/3, 1.5/3.5)	9.40	9.65	9.78
Year 3 (2/3. 2.5/3.5)	12.82	13.17	13.35
Year 4 (3/3, 3/5/3.5)	15.04	15.46	15.66
Carpenter			
Year 1	7.24	7.44	7.54
Year 2 (1/3)	9.47	9.73	9.86
Year 3 (2/3)	12.92	13.27	13.45
Year 4 (3/3)	15.15	15.57	15.78
Bricklayer			
Year 1	7.16	7.36	7.46
Year 2 (1/3)	9.37	9.63	9.76
Year 3 (2/3)	12.79	13.14	13.31
Year 4 (3/3)	15.00	15.41	15.62
Stonemason			
Year 1	7.24	7.44	7.54
Year 2 (1/3)	9.47	9.73	9.86
Year 3 (2/3)	12.92	13.27	13.45
Year 4 (3/3)	15.15	15.57	15.78
Rooftiler			

6 months	9.65	9.91	10.04
2nd 6 months	10.61	10.90	11.04
Year 2	12.39	12.73	12.90
Year 3	14.54	14.94	15.14

APPENDIX B - DRUG AND ALCOHOL, SAFETY AND REHABILITATION PROGRAM

1. PRINCIPLE

People dangerously affected by alcohol, and/or drugs are a safety hazard to themselves and all other persons in the workplace.

2. FOCUS

- Site safety and the involvement of the site safety committee
- Peer intervention and support
- Rehabilitation

3. WORKPLACE POLICY

a) A person who is dangerously affected by drugs or alcohol will not be allowed to work until that person can work in a safe manner.

b) The decision on a persons ability to work in a safe manner will be made by the safety committee, or on projects with no safety committee, by a body of at least equal numbers of employee/employer representatives.

c) There will be no payment of lost time to a person unable to work in a safe manner.

d) If this happens 3 times the worker shall be given a written warning and made aware of the availability of treatment/counselling. If the worker refuses help he/she may be transferred/dismissed the next time he/she is dangerously affected.

e) For the purposes of disciplinary action a warning shall be effective for a period of 12 months from the date of issue.

f) A worker having problems with alcohol and or other drugs:

- Will not be sacked if he/she is willing to get help.
- Must undertake and continue with the recommended treatment to maintain the protection of this program.
- Will be entitled to sick leave or leave without pay while attending treatment.

4. IMPLEMENTATION

To assist with the adoption and implementation with this policy the company will:-

a) Clearly state its endorsement of the BTG Drug and Alcohol program and comply with it.

b) Provide access at an agreed time and venue for a representative of the BTG Drug and Alcohol Program to address a meeting of employees to discuss and endorse the program.

c) Authorise the attendance of appropriate company personnel eg. Safety delegate/officer, safety committee members, union delegate, consultative committee members(s) at the two hour BTG Drug and Safety in the Workplace training course.

APPENDIX C - SITE ALLOWANCE

1. This agreement is between the parties to this agreement and shall apply to construction work undertaken by principal contractors who are engaged in the commercial/industrial sector of the building industry in the state of Western Australia within a 50km radius of the Perth General Post Office.

2. This agreement provides for a site allowance to be paid to employees engaged on particular building projects, and for such site allowance to be paid in addition to the wage rates and allowances prescribed by the award as well as any industrial or certified agreements made in conjunction with the award which does not prescribe a site allowance.

3. The site allowance payable under this agreement is to be paid at a flat rate per hour for all hours worked to compensate for all special factors/disabilities on the project and in lieu of all award special rates, with the exception of rates relating to the lifting of heavy blocks, cleaning down brickwork and the use of explosive powered tools which will be payable to an employee when he/she encounters that particular disability.

4. **Site Allowance Formula**

At the commencement of a project the particular site allowance to apply shall be determined in accordance with the following formula:

4.1 **Projects Located Within Perth C.B.D. (as defined)**

New Work

Project Contractual Value		Site Allowance
Up to	\$500,000	NIL
Above	\$500,000 to \$2.1 m	\$1.80
Above	\$2.1 m to \$4.4m	\$2.15
Over	\$4.4m	\$2.75

Renovations, Restorations

and/or Refurbishment Work

Project Contractual Value		Site Allowance
Up to	$500,000	NIL
Above	$500,000 to $2.1m	$1.60
Above	$2.1m to $4.4m	$1.80
Over	$4.4m	$2.35

4.2 Projects Located Within West Perth (as defined)

New Work

Project Contractual Value		Site Allowance
Up to	$500,000	NIL
Above	$500,000 to $2.1 m	$1.60
Above	$2.1 *m* to $4.4m	$1.80
Over	$4.4m	$2.35

Renovations, Restorations
and/or Refurbishment Work

Project Contractual Value		Site Allowance
Up to	$500,000	NIL
Above	$500,000 to $2.1m	$1.50
Above	$ 2.1 m to $4.4m	$1.70
Over	$4.4m	$1.95

The site allowance on projects which are a combination of new and renovation work shall be governed by the majority of work involved. For example, where the majority of work is new work, then the site allowance appropriate to new work shall be paid for all employees on the project.

4.3 Projects within 50 km radius of Perth G.P.O. but not including the C.B.D. or West Perth (as defined)

Project Contractual Value		Site Allowance
Up to	$1 m	NIL
Above	$1 m to $2.1 m	$1.20
Above	$2.1m to 5.8m	$1.50
Above	$5.8m to $11.6m	$1.75
Above	$11.6m to $23.6m	$1.95
Above	$23.6m to $58.6m	$2.25

Over	$58.6m	$2.45

"C.B.D." - Central Business District shall mean the area bounded by the Swan River South, Swan River East to Nile Street running into Wittenoom Street, Hill Street to Royal Street, Royal Street to Lord Street, Lord Street to Newcastle Street, along Newcastle Street to the Freeway, the Freeway South to the Perth-Fremantle railway line, along the Perth-Fremantle railway line to Dyer Street, Dyer Street through to Havelock Street, Havelock Street to Kings Park Road, Kings Park Road to Fraser Avenue, Fraser Avenue projected through to the Swan River.

"West Perth" - shall mean the area contained within the boundaries formed by Thomas Street, Kings Park Road, Havelock Street, Dyer Street and the Perth-Fremantle railway line back to Thomas Street.

Boundary roads: If a road borders between two regions in which site allowances are to be paid as per this agreement, the parties confirm that one side of such a boundary road will be deemed to fall in one region and the other side of the boundary road will be deemed to fall in the other region. For example, the eastern side of Havelock Street will be in the "CBD" and the western side of Havelock Street shall be in "West Perth".

"Project Contractual Value" - shall be deemed to mean the value of all tendered work which falls under the scope of the principal contractor's contract.

5. The site/project allowance and project contractual value detailed in this agreement shall be adjusted on 1 October each year by the total C.P.I. movements for Perth during the preceding four quarters ending 30 June and accordingly, the site allowance amounts shall be adjusted up or down to the nearest five cents.

6. Project contractual values shall be subject to review at any renewal of this agreement, but in any event shall not be adjusted by a percentage less than the total CPI movements for Perth during the preceding four quarters ending 30 June. Such adjustment being to the nearest $10,000.

7. The agreed site allowance once set pursuant to this agreement shall be recorded in a site agreement to which the applicable principal contractor and the Union will be signatories. The level of allowance once nominated at the commencement of the project will continue without change until completion of the project.

8. It is acknowledged that on certain projects a site agreement may be entered into between the principal contactor and the building trades group of unions for that project that may include matters regularly addressed within the industry, such as, but not limited to, the following:

   - Disputes Procedures
   - Occupational Health and Safety Procedures
   - Demarcation Procedures
   - First Aid Provisions and On-Site Amenities

and the unions will not unreasonably refuse to continue to discuss such matters if raised by the principal contractor.

9. This agreement does not apply to resource development projects or civil and engineering projects.

10. Where a dispute arises as to the ,application of the terms of this agreement, if the issue cannot be resolved in discussions between the parties, it is agreed that the matter will be referred to the appropriate industrial tribunal for resolution without recourse to industrial action.

11. It is a term of this agreement that all site allowance agreements entered into prior to this date will be honoured by all parties and will continue to apply for the life of the particular project.

12. Where because of a condition of contract the principal contractor is required not to allow for a site allowance, before final application of this agreement, discussions will be held between the parties with a view to resolving any problems that may arise as a result of this situation.

13. This agreement shall only apply to building contracts entered into on or after 1 October, 1995.

VARIATION RECORD

LEEDS PAINTING SERVICES INDUSTRIAL AGREEMENT

NO. AG 132 of 1998

Delivered 14/09/98 at 78 WAIG 3667
Consolidated

CLAUSE NO.	EXTENT OF VARIATION	ORDER NO.	OPERATIVE DATE	GAZETTE REFERENCE

1. Title
2. Arrangement
3. Area and Parties Bound
4. Application
5. Duration
6. Dispute Settlement Procedure
7. Single Enterprise
8. Relationship with Awards
9. Enterprise Agreement
10. Wage Increase
11. Site Allowance
12. Industry Standards
13. Clothing and Footwear
14. Training Allowance, Training Leave, Recognition of Prior Learning
15. Seniority
16. Sick Leave
17. Pyramid Sub-Contracting
18. Fares and Travelling
19. Drug and Alcohol, Safety and Rehabilitation Program
20. Income Protection
21. No Extra Claims
22. Appendix A - Wage Rates
23. Appendix B - Drug and Alcohol, Safety and Rehabilitation Program
24. Appendix C - Site Allowance