

1. What is HRM?

HRM is the strategic & systematic approach to managing an organization's employees (human capital management) so as to achieve its goal.

OR

HRM is the process of acquiring, training, appraising & compensating employees & of attending to their labor relations, health & safety & fairness concerns.

HRM processes include:

- Conducting job analysis
- Planning human resource need & recruiting job candidates
- Selecting job candidates
- Orienting & training new employees
- Managing wages & salaries
- Providing incentives & benefits
- Appraising performance
- Communicating (counselling, disciplining)
- Training employees & developing managers
- Building employee relations & engagement

2. What is SHRM?

Strategic Human Resource Management means formulating & executing human resource policies & practices that produce the employee competencies & behaviours the company needs to achieve its strategic aims.

SHRM aligns HR practices with organization's long term strategy.

Ex: HR strategy of Bolman Rigs – Carlton Shanghai Hotel strategically they set the goal of making the Shanghai Peninsula outstanding by offering superior customer service.

Improved employee skills.

As a result hotel gained recognition & profits increased showing success of effective SHRM.

Company's strategic goals

Employee competency & behaviours required for company to achieve these strategic goals

Strategic legal environment

HR policies & practices to produce employee competency & behaviours

Compensation

Training & development

Employee relations

3. What are the trends shaping HRM?

Companies operate within an environment & managers have to adapt to that environment in managing because we often called environmental scanning & focus on 6 categories of trends.

1. Social, Demographic & workforce trends

They are several powerful social trends particularly in the nature of workforce & in how people work.

The workforce – the work people are doing across the world are becoming more diverse with increasing participation of women, minorities, younger, older workers.

Many developed countries are experiencing an aging workforce while India has a relatively young workforce creating opportunities as well as challenges related to skill development & employment generation.

Job profile – The work people are doing their jobs are changing. There is a shift from manufacturing based jobs to service sector employment & jobs are becoming increasingly dependent on skill. Another is also gig work, contract employment & freelance work.

2. Economic trends

In shaping HRM, economic trends also play a crucial role. Changes in economic growth, unemployment level directly affect hiring, layoffs etc.

For example, COVID-19 pandemic caused a sharp economic downturn resulting in loss of jobs & increase in unemployment.

3. Geographic/Globalization Trends

Globalization refers to companies extending markets internationally & outsourcing to other countries like India.

Global competition has encouraged firms to outsource jobs to lower cost locations.

Managing cultural differences, diverse laws & market become a key responsibility of HRM in a global environment.

4. Technological Trends

They have biggest impact on how human resource managers do their jobs.

- a. Social media tools (LinkedIn, Twitter) – to recruit new employees.
- b. Mobile applications – Monitor employee location, provide digital photos to identify workers.
- c. Cloud computing – Allowing HR to monitor team goal alignment & to provide real time reviews & feedback.
- d. Data Analytics – Using statistical techniques, algorithms & problem solving to find relationships among data.

AI – using computers to do tasks in human like ways. Companies use AI to learn & predict which applicant will succeed & use it most likely to enable improving engagement through chatbots.

5. Political Trends & Values

These include election results, legislation, regulations, social interest advocacy & evolving values affect on HRM. In India, labour laws reforms & enactment of labour code reflect changing political attitudes towards employment & social security.

Sustainability – Companies efforts should be sustainable by which they mean judged not just on profit but also on their environmental & social performance.

Ex: TCS

Diversity, Equity & Inclusion (DEI) – Tata Steel was recognized as global DEI lighthouse 2023 by world economic forum. Companies are taking more value tremendous effort at improving gender diversity by bringing more women, LGBTQIA members at workforce.

Ethics – The standards someone uses to decide what their conduct should be.

Principles of conduct governing an individual or a group.

6. Competitive Trends

In today's competitive business environment many companies want to have a competitive advantage through effective people management.

HRM plays a crucial role in boosting performance and also they are seen not just as a support function but also a strategic contributor to the company.

4. Importance of HRM & how sustainability is related to HRM.

HRM is important because it deals with managing people & people are the most valuable asset of any organization.

Helps in hiring the right people:

HRM ensures that the right person is selected for the right job. This improves work quality & reduce mistakes.

Improves Employee Performance:

Through training & development, HRM helps employees learn new skills & do their jobs better. Training programs help employees to upgrade their skills & adapt to new technologies.

Increases employee motivation:

Motivated employees work with energy & dedication.

HRM designs:

- Fair salary structure
- Incentives & bonuses
- Rewards & promotions

These practices make employees feel valued & recognized which increases job satisfaction.

Maintain good work environment:

HRM ensures a +ve & healthy workplace by:

- Encouraging open communication
- Resolving conflict
- Promoting teamwork & respect

A good work environment reduces stress & misunderstanding leading to better co-operation & higher morale.

Reduce Employee turnover:

High employee turnover increases cost & disrupts work. Satisfied employees are more likely to stay longer, saving recruitment cost.

Relationship b/w HRM & sustainability:

Sustainability means meeting present needs without harming the ability of future generations.

Sustainable workforce management:

HRM ensures long term availability of skilled employees by focusing on training, career growth & succession planning.

Employee well-being & work life balance:

HRM promotes health, safety, mental well being & work life balance which leads to long term productivity.

Ethical & fair practices:

HRM ensures fair wages, equal opportunities, diversity & inclusion making the organization socially sustainable.

Green HR practices:

HRM supports environmental sustainability by:

- Encouraging paperless work
- Promoting energy saving habits
- Training employees in eco friendly practices

Conclusion:

HRM is important because it manage people effectively & helps organization succeed.

Sustainability is connected to HRM because sustainable organizations need healthy, skilled, motivated & responsible employees.

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5. Why HRM is important in Global Markets?

In a global context, HRM models are important because they provide a standardized framework for managing people across different countries.

i) Manage people from different cultures

Global employees from many countries. HRM helps everyone work together by understanding different cultures & work styles.

ii) Helps hire the best talent worldwide

HRM finds & selects skilled employees from different parts of the world.

iii) Provides training for global work

HRM gives training so employees can communicate well & work in international teams.

iv) Ensures company follows local laws

Every country having its own labor rules, HRM makes sure the company follows these rules to avoid problems.

v) Keeps employees motivated

HRM creates good policies for salary, rewards & growth. So employees stay happy & perform better.

vi) Supports business expansion

When a company enters a new country, HRM helps set up staff, office & work systems.

6.

(Strategic objective – KPI – Target – Initiative Table)

Financial

Strategic objective: Increase financial stability

KPI: Revenue per patient

Target: 10% increase

Initiative: Expand services

Customer

Strategic objective: Enhance patient care

KPI: Patient satisfaction score

Target: 95% patient satisfaction

Initiative: Improve wait time & care quality

Internal Process

Strategic objective: Streamline patient services

KPI: Patient discharge time

Target: 1 hour

Initiative: Implement new discharge process

7. How do we do benchmarking in HRM?

Benchmarking in HRM means comparing your HR practices & results with the best performing org or industry standards to improve performance.

Steps involve in this:

i) Select what to benchmark

- Recruitment cost, turnover, training hours, salary levels etc.

ii) Choose HR Metrics

- Time to hire, attrition rate, employee productivity, compensation etc.

iii) Collect Internal Data

- From our own HR records.

iv) Collect external Data

- From competition, industry reports, surveys etc.

v) Compare Performance

- Identify your own HR performance & benchmark firms.

vi) Identify best practices

- Study how top organization achieve better results.

vii) Implement improvements

- Change HR policies, systems or process.

viii) Review regularly

- Re benchmark to track improvement.

8. What is high performance work system?

A high performance work system (HPWS) is an integrated set of HR practices designed to improve employee skills, commitment & productivity thereby enhancing overall organizational performance.

It typically include:

- Selective hiring
- Extensive training & development
- Performance based rewards
- Employee involvement & empowerment
- Continuous feedback & appraisal

These practices work together to create a motivated, high performing workforce aligned with organizational goals.

9. What is the use of Job Analysis?

It provides systematic information about job duties, responsibilities & required competencies. It is to say what job analysis is used in following HR activities:

1. Human Resource Planning: It helps in determining present & future manpower requirement.
2. Recruitment & Selection: Forms the basis for job description & job specification to hire suitable candidates.

3. Training & Development: Identifies skill & knowledge gaps for designing training programs.
4. Performance Appraisal: Provides performance standards for fair employee evaluation.
5. Compensation Management: Assists in fixing equitable wages & salary structure.
6. Job Evaluation: Enables comparison of jobs to determine their relative worth.
7. Health & Safety: Identifies job hazards & physical demands to improve safety.
8. Legal Compliance: Supports compliance with labor laws & equal employment practices.

In conclusion, job analysis is foundation of HRM. It enhances its effective. Job analysis ensures that HR practices are aligned with org goals & contribute to improved efficiency, fairness & legal compliance.

10. How do we do job analysis?

Job analysis – The procedure for determining the duties & skill requirements of a job & the kind of person who should be hired for it. There are 6 steps in doing job analysis:

STEP 1: Identify the use to which the info will be put

- Decide why the job analysis is being conducted
- It may be used for recruitment, selection, training or compensation
- The purpose decides the type of info & method of data collection

STEP 2: Review relevant background info about job

- Study organization charts to know where the job fits in the organization
- Review process charts to understand workflow
- Refer to existing job description for basic job info

STEP 3: Select representative positions

- When many employees perform similar jobs, all jobs need to be analyzed
- Select a few representative jobs for analysis
- This help save time & cost

STEP 4: Actually analyze the job

- Collect job duties & responsibilities information
- Identify the job tasks performed & activities involved

- Identify tools, equipment etc used
- Note working conditions & job requirements
- Use methods like interviews, questionnaires, observation, & employee log

STEP 5: Verify the job analysis information

- Share the collected info with job holder
- Get confirmation from the immediate supervisor
- Ensure the info is correct & complete
- Gain acceptance from employees

STEP 6: Develop a job description & specification

- Prepare the job description stating duties, responsibilities & working conditions
- Prepare the job specification stating required skills, qualification & experience
- These documents are the final output of job analysis

11. What are the methods of job analysis?

i) Observation method:

- The analyst directly observes employees while they perform their job.
- Best suited for manual, routine & observable tasks.

ii) Interviewing method:

- Info is gathered through structured or unstructured interviews with job holders & supervisors.
- Helps capture hidden duties & decision making aspects.

iii) Questionnaire method:

- Employees fill out standardized questionnaires about their job duties & requirements.
- Efficient for analyzing many jobs at once.

iv) Diary/Log method:

- Jobholders maintain a daily record of activities performed.
- Useful for jobs with frequently changing tasks.

v) Critical Incident method:

- Focus on key behaviours that lead to success or failure in a job.

- Useful for performance appraisal & training.

12. What is JD?

JD description is a formal document that clearly explains what a job is about, what the employees expected to do & what qualification are required.

JD is used by company for hiring, performance evaluation & role clarity.

JD consists of:

1. Job Title
2. Position overview
3. Roles & Responsibilities
4. Required qualification
5. Skills & competency
6. Location
7. Compensation

Example Job Description:

Role: Sales associate

Team: Sales

Area: Business Development

Job Summary:

Responsible candidate – Ability to work fast with team & commitment.

Responsibility:

Engage with customers, give idea about product & handle concerns.

Qualification:

BBA, BCOM, IT sales, MBA any field.

Skills:

Communication skills, fluency, negotiation.

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13. Competency Job Analysis

Traditional job analysis focuses on specific duties but modern companies with flattened hierarchy often need workers to handle broader roles.

Competency based job analysis describes jobs in terms of measurable, observable, behavioural competencies (knowledge, skills & attributes) required to do job well.

For example instead of listing task, SHRM focuses on clusters of attributes like critical thinking that lead to effective performance.

The process starts like traditional analysis by interviewing employees about their responsibilities.

However instead of just listing duties, the analyst use that info to answer: "In order to perform this job competently, the employee should be able to:"

The results in competency statement will include 3 statement:

1. Name & description: A brief title
2. Observable behaviours: Specific actions that show proficiency
3. Proficiency levels: A scale defining performance from basic to advanced

14. Sample of a perfect job description?

Job Title:

Job Code:

Recommended:

Salary Grade:

Job Family:

Division:

Department:

Exemption/Non Exempt Status:

EEOC:

Reports To:

Location:

Date:

Summary:

The person in this position is responsible for selling college text book to explore & maintain vendor & professional via incoming & outgoing telephone calls & to carry out selling strategies & meet sales goals in assigned territories of smaller colleges & universities.

In addition, the individual in this position will be responsible for generating a designated amount of collectible sales & communicating of the publishing group product feedback & market trends observed.

Scope & Impact of Job:

Sales responsibilities

The person in this position is responsible for generating approx \$2M in revenue for meeting operating expenses budget of approx \$4000, & a sampling budget of approx 1000 units.

Required Knowledge and Experience

(Knowledge & experience necessary to do job)

15. What are the different methods used in personal needs?

1. Labour Demand:
These methods help managers estimate how & what kind of people they will need to achieve the firm strategic goals.
2. Trend Analysis:
This involves studying variations in the firm employment levels over the past few years.
3. Ratio Analysis:
This method forecasts personal need based on the historical ratio b/w a business factor & the no of employees required.
4. The scatter plot:
The graphical method determines whether 2 variables measure of business activity & the firm staffing levels are related. If they are related, the manager can estimate the personal requirement based on the projected business strategy.
5. Computerized Forecasting:
Many managers use software to track & forecast personal requirement. These systems allow for more complex variables such as "what if" scenarios, to determine how change in sales or productivity will affect staffing needs.
6. Managerial judgement:
Because historical trends or ratio may not always repeat managerial judgement is essential to adjust forecast. Factors like project turnover, tech must be considered to provide the final personal estimate.

16. Pros & Cons of Internal & external candidates?

An internal candidate are current employee of the org who are considered for job vacancies through promotions, transfers or internal posting.

Advantages:

1. Better knowledge of organization
2. Lower recruitment & training cost
3. Faster filling of vacancies
4. Improve employee motivation & morale
5. Better performance prediction

Disadvantages:

1. Limited pool of talent
2. Creates internal competition & conflict
3. Risk of inbreeding
4. Another vacancy is created

External Candidates:

Are individuals from outside the org who apply through job ads, recruitment agencies, campus hiring or online platforms.

Advantages:

1. Access to larger talent pool
2. Brings new ideas & innovation
3. Useful for organizational change
4. No internal rivalry
5. Help fill skill gaps quickly

Disadvantages:

1. Higher recruitment & selection cost
2. Longer adjustment period
3. Higher risk of mismatch
4. May demotivate existing employees
5. Uncertainty in performance

17. HR in gig economy?

- Alternative staffing: shifts focus from permanent jobs to short term “gigs” non traditional employees.
- On demand recruiting service: utilizing digital platform & mobile apps to recruit specialized help instantly by the hour.
- Just in time labour: allows firms to treat labour as a flexible resource than a fixed overhead.
- Compliance challenge: the growing HR hurdle distinct guiding independent contractors from employees to avoid legal misclassification liabilities.

Pros of temporary employees:

1. Cost efficiency
2. Flexibility
3. A screening tool

Cons of temporary employees:

1. Higher unit cost
2. Lower commitment
3. Training burden
4. Workforce morale

18. How to recruit more diverse workforce?

Acquiring more diverse workforce requires special & focused recruitment efforts beyond traditional hiring tools.

Key methods:

1. Recruiting women:
 - Women continue to face barriers bearing burden for child rearing & work.
 - Employers should focus on mentoring & career development support & compliance recruitment through women org & college.
2. Recruiting older & retired workers:

- Older workers are encouraged through flexible & shorter work schedules, mini shifts etc.
3. Addressing age & diversity stereotype:
 - Studies show little support for common stereotype for older worker but they are found to be equally motivated & willing to change.
 - Employers should raise awareness among managers & promote interaction b/w young & older employees.
 4. Recruiting from socially & economically backward sections:
 - In India, job reservation are legally mandatory for quota.
 - PSU jobs & some private org & university may adopt inclusive recruitment.
 - Companies should implement affirmative action programmes, skill development initiatives & educational support for unprivileged section.

19. What is the use of Job analysis?

Procedure for determining the duties & skill requirement of a job & the kind of person who should be hired for it is known as Job Analysis.

It produces info for writing job description & job specification.

(Job Analysis Diagram)

Job analysis → Job description & specification →

Used for:

- Recruiting & selection decision
- Performance appraisal
- Training requirement
- Job evaluation, wage & salary decision
- Legal compliance

Uses of Job analysis info:

1. Recruitment & selection:

Info about what duties the job entails & what human characteristics are required to perform these duties helps managers choose which sort of people to recruit.

2. Compliance & employee relation:
PSU banks job analysis was conducted & after negotiation with union restructure like new branch banking & core banking were introduced.
3. Performance Appraisal:
It compares each employees actual performance with his/her duties & performance standard.
4. Compensation:
It usually depends on the job required skill & education level, safety hazards, degree of responsibility & so on.
5. Training:
Job description list the jobs specific duties & required skills thus indicating what training the job requires.

20. Pros & Cons of Social Media like LinkedIn:

They changed the way people build career & look for jobs.

LinkedIn is mainly used for professional networking, job searching & recruitment.

It helps people connect with others in their field & stay updated about career opportunities.

Advantages of LinkedIn:

1. Improve professional networking
2. Improved job search & recruitment
3. Personal branding & visibility
4. Learning & skill development
5. Employer branding

Disadvantages of LinkedIn:

1. Superficial judgement & bias
2. Privacy & data concerns
3. Pressure to self promote
4. Information overload & distraction
5. Fake profiles & misrepresentation

21. Give some example of HR Metrics

A) HR staff data:

- HR to employee ratio = Total employees / Total HR staff
- HR supervisor ratio = HR staff at supervisory role / Total HR staff
- HR professional ratio = HR staff in professional / Total HR staff
- HR admin support ratio = HR admin staff / Total HR staff

B) HR expense ratio:

- HR expense intensity ratio = Total HR expenses / Total revenue
- HR expense per FTE = HR expenses / Total FTEs
- HR cost per employee = HR expenses / Total employees

C) Compensation data:

- Salary cost = Total salary expenses / Total operating expenses
- Annual salary growth rate = Avg annual salary increase / Avg previous salary
- Target bonus = Target bonus (exec) / base salary

D) Profitability linked HR ratios:

- HR expense to revenue change = Revenue change / change in HR expenses
- HR efficiency ratio = Revenue / Total HR expense
- HR cost leverage ratio = HR expenses / Total revenue
- Avg turnover cost = Turnover rate × avg cost per exit

22. Why effective recruitment is important?

Employee recruiting involves finding & attracting applicants for the organization's job openings.

Recruiting is important. If only 1 or 2 candidates apply for an opening, you may have little choice but to hire them but when 10 or 20 applicants you can use interviews & tests to screen out all but the best.

Improving recruitment effectiveness:

It depends on recruiting sources & branding.

1. Choosing the right recruitment sources:

- Selecting the correct recruitment source is very important.
 - Recruitment sources may include employee referrals, online job portals, ads etc.
 - Recruiter must assess which source is best for a particular job.
 - It isn't enough to see how many applicants a source generates.
 - Applicant quality is equally important.
2. Measuring recruitment effectiveness:
Recruitment effectiveness can be measured using:
- No of applicants hired from each source
 - Job performance of hired applicants
 - Number of failures or replacements
 - Contribution to diversity goals
 - Performance outcomes such as training results, absenteeism, turnover
3. Employer branding & reputation:
This strongly affect recruitment success.
It is difficult to recruit if company has a reputation as a bad place to work.
HR must ensure to develop positive employer image.
Glassdoor, employees must be careful.
Over half of job seekers screen online reviews & negative reviews decide not to apply to that company.

23. Steps for workforce planning & recruitment?

Job analysis identifies the duties & human requirement of each of the company's job. The next step is to decide which of these jobs you need to fill & to recruit & select employees.

Steps for Recruitment:

1. Decide what positions to fill through workforce planning & forecasting.
2. Build a pool of candidates for the job by recruiting internal or external candidates.
3. Have candidates complete application forms & perhaps undergo initial screening interviews.
4. Use selection tools like tests, background investigation & physical exam to screen candidates.

5. Decide who to make an offer to by having the supervisor & perhaps interview the candidate.

Workforce Planning & Forecasting:

Permit it is the process of deciding what positions the firm will have to fill & how to fill them.

It can include identifying & eliminating the gaps between employee required workforce needs & the current employees who might be available for filling those needs.

24. What is HR audit?

It is a systematic review of an organization's human resource policies, practices & procedures. It examines whether HR activities are legal, effective & aligned with organizational goals.

An HR audit helps identify strengths, weakness & problem areas in HR functions such as recruitment, training, compensation & performance management.

It ensures compliance with labour laws & internal policies. Overall, it help improve HR efficiency & effectiveness.

25. Steps for workforce planning & recruitment (Continuation)

(Flow diagram explanation)

- Employment planning & forecasting
- Recruiting: build a pool of candidates
- Applicants complete application form
- Use selection tools to screen applicants
- Supervisors & HR decide which candidate to offer

25. Recruitment yield pyramid?

(Hierarchical diagram)

Top → Hired

Below → Offered

Below → Interviewed

Below → Screened

Base → Applicants

- Large no of applicants at the base

- Candidates reduce at each stage
- Final selection at the top

PART - 2

1) Use a framework for succession planning (9 Grid)

As discussed in **Chapter 8 – Training and Developing Employees**, under *Implementing Management Development Programs* and specifically under *Succession Planning and Candidate Assessment and the 9-Box Grid* :

Succession Planning

Succession planning refers to the process of ensuring a suitable supply of successors for current and future senior or key jobs. It is a systematic process for identifying, assessing, and developing internal employees who have the potential to fill key leadership positions in the future.

The 9-Box Grid Framework

The 9-Box Grid is used to assess and categorize employees based on:

- **Performance (current job performance)**
- **Potential (future leadership capability)**

It is a 3 × 3 matrix:

	Low Potential	Moderate Potential	High Potential
High Performance	Box 7	Box 8	Box 9
Moderate Performance	Box 4	Box 5	Box 6
Low Performance	Box 1	Box 2	Box 3

According to Dessler:

- High performance + high potential employees are placed in the top-right box.
- These individuals are considered strong candidates for leadership succession.
- Employees in lower boxes may require development, reassignment, or corrective action.

The grid helps managers:

1. Identify leadership talent.
2. Plan targeted development.

3. Avoid bias by using structured performance and potential criteria.
4. Make data-driven promotion decisions.

The textbook emphasizes that succession systems can be supported using HRIS (Succession Systems) to track readiness and development progress .

2) What is the role of HR in succession planning?

From:

- Chapter 8 – Implementing Management Development Programs
- SHRM Framework – HR Strategy Core Pillars

HR's Role Includes:

1. Identifying Critical Positions

HR identifies key positions that are vital to business continuity and strategic success.

2. Talent Assessment

Using structured tools such as:

- 9-Box Grid
- Performance appraisal data
- Competency models

3. Development Planning

HR designs:

- Job rotation
- Leadership training
- Management development programs
- Coaching and mentoring

4. Aligning with Strategy

According to the SHRM Framework :

Succession planning falls under:

- Talent Strategy
- Learning & Capability

- Workforce Planning and Talent Management

HR ensures succession planning aligns with:

- Corporate strategy
- Workforce needs
- Leadership pipeline readiness

5. Monitoring and Metrics

HR tracks:

- Leadership readiness
- Internal promotion rates
- Talent gaps

Thus, HR acts as:

- Strategic partner
- Talent architect
- Development facilitator
- System administrator

3) Why is succession planning important?

From Chapter 5 – Personnel Planning and Recruiting :

Succession planning is important because:

1. Ensures Leadership Continuity

Organizations avoid leadership gaps during retirements, resignations, or unexpected exits.

2. Reduces Recruitment Risk

Internal successors:

- Already understand culture
- Reduce hiring costs
- Improve stability

3. Supports Strategic Goals

Strategic HRM requires that:

HR policies produce employee competencies needed to achieve strategic goals (see HR framework diagram in Chapter 1) .

4. Improves Employee Engagement

Employees see career growth opportunities.

5. Minimizes Business Disruption

Ensures smooth transitions in critical roles.

4) What is succession planning?

From Chapter 5 – Succession Planning section :

Succession planning is:

The process of ensuring a suitable supply of successors for current and future key jobs.

It includes:

1. Identifying high-potential employees.
2. Assessing their readiness.
3. Providing developmental experiences.
4. Creating replacement charts.
5. Monitoring career progress.

It is directly linked to:

- Workforce planning
 - Talent management
 - Leadership development
-

5) Suggest how to upskill employees in budget

From Chapter 8 – Training and Developing Employees :

Dessler explains multiple cost-effective training methods:

1. On-the-Job Training (OJT)

- Most widely used
- Low cost

- Learning while working

2. Job Instruction Training

Step-by-step instruction method.

3. Apprenticeship Training

Combines classroom and practical work.

4. Informal Learning

Learning through experience without formal structure.

5. Computer-Based Training (CBT)

Lower long-term cost after initial setup.

6. Internet-Based Training

Reduces travel and instructor costs.

7. Behavioral Modeling

Video-based demonstration training.

8. Job Rotation

Low-cost development technique.

These methods allow upskilling within budget constraints.

6) If you want to finalise someone's CTC which factor you will keep it mind

From **Chapter 11 – Establishing Strategic Pay Plans**

When finalizing an employee's **CTC (Cost to Company)**, the following factors must be considered as explained under Compensation and Total Rewards:

1. Legal Considerations

Pay decisions must comply with:

- Minimum wage laws
- Equal pay laws
- Overtime regulations
- Fair Labor Standards Act

The company cannot structure CTC below legal standards.

2. Union Influence (if applicable)

If the organization is unionized:

- Pay structures may be governed by collective bargaining agreements.

3. Company Compensation Policy

Dessler explains companies may choose:

- Lead the market
- Match the market
- Lag the market

The compensation strategy directly affects CTC structure.

4. Equity Considerations

Internal equity (relative worth of jobs inside organization)

External equity (market competitiveness)

This is crucial when finalizing pay.

5. Job Worth (Job Evaluation Results)

CTC must reflect:

- Skill requirements
- Effort
- Responsibility
- Working conditions

These are determined through job evaluation systems.

6. Individual Factors

- Experience
- Education

- Performance
 - Skills
 - Scarcity of talent
-

7. Total Rewards Components

CTC includes:

- Base salary
- Incentives
- Bonuses
- Benefits
- Insurance
- Retirement contributions
- Leave benefits

According to SHRM Framework under “Performance & Rewards” pillar , compensation must align with performance and strategic goals.

7) Basis factors in determining Pay rate:

From **Chapter 11 – Establishing Strategic Pay Plans**

Dessler explains pay rates are determined by three main factors:

1. The Job (Internal Equity)

Using job evaluation to determine relative worth inside the company.

Factors:

- Skill
 - Effort
 - Responsibility
 - Working conditions
-

2. External Market Conditions (External Equity)

Employers conduct:

- Salary surveys
- Market pricing
- Industry comparisons

Pay must remain competitive.

3. Employee Contributions (Individual Equity)

Pay may vary based on:

- Performance
- Seniority
- Experience
- Merit
- Competency

These three form the foundation of pay determination.

8) Equity and its impact on Pay rate:

From **Chapter 11 – Equity and Its Impact on Pay Rates**

Dessler discusses three types of equity:

1. Internal Equity

Employees compare:

Their job vs other jobs inside the organization.

If imbalance exists:

- Dissatisfaction increases
- Turnover risk increases

Job evaluation ensures fairness.

2. External Equity

Employees compare:

Their pay vs similar jobs outside the organization.

If below market:

- Recruitment becomes difficult
- Retention problems occur

Salary surveys address this.

3. Individual Equity

Employees compare:

Their pay vs coworkers doing same job.

Merit pay and performance-based rewards manage this.

Impact on Pay Rate

Equity affects:

- Morale
- Motivation
- Retention
- Legal compliance
- Organizational reputation

If equity is violated:

- Grievances arise
- Legal risks increase
- Engagement declines

9) Point method – Job evaluation

From **Chapter 11 – The Point Method of Job Evaluation**

The Point Method is the most widely used job evaluation technique.

Steps in Point Method

Step 1: Identify Compensable Factors

Common factors:

- Skill
- Effort
- Responsibility
- Working conditions

Step 2: Define Degrees of Each Factor

Each factor is broken into levels.

Example:

Skill may have 5 levels.

Step 3: Assign Points to Each Degree

Higher degree = More points

Step 4: Evaluate Jobs

Each job is scored.

Total points determine job value.

Step 5: Develop Pay Grade

Jobs with similar points are grouped into pay grades.

Importance

Ensures:

- Internal equity
- Structured compensation
- Reduced bias
- Defensible pay system

10) How to create a market competitive pay plan

From **Chapter 11 – Establishing Strategic Pay Plans**

Dessler outlines structured steps:

Step 1: Conduct Job Analysis

Define job duties and responsibilities.

Step 2: Write Job Descriptions

Clear role definition.

Step 3: Conduct Job Evaluation

Determine internal worth.

Step 4: Group Jobs into Pay Grades

Based on point totals.

Step 5: Conduct Salary Surveys

Collect external market data.

Step 6: Price Each Pay Grade

Compare internal points with external salary data.

Step 7: Develop Pay Ranges

Set:

- Minimum
- Midpoint
- Maximum

Step 8: Align with Compensation Strategy

Decide:

- Lead, match, or lag market

Step 9: Incorporate Incentives and Benefits

Include:

- Bonuses
- Variable pay
- Benefits

Step 10: Monitor and Adjust

Regular review for:

- Market changes
- Inflation
- Talent scarcity

11) Write about different types of employee incentive & recognition program

From **Chapter 12 – Pay for Performance and Financial Incentives**

Dessler explains incentive programs as financial rewards tied to performance. These are categorized as:

1. Individual Incentive Plans

Piecework Plan

Workers are paid according to units produced.

Standard Hour Plan

Employees receive bonus for completing work in less than standard time.

Merit Pay

Permanent salary increase based on performance appraisal.

Bonus

One-time financial reward based on performance.

Sales Incentives

Commission-based pay tied to sales volume.

2. Group Incentive Plans

Team-Based Incentives

Rewards based on team output.

Gainsharing Plans

Employees share gains from productivity improvements.

3. Organization-Wide Incentive Plans

Profit Sharing Plans

Employees receive portion of company profits.

Employee Stock Ownership Plans (ESOPs)

Employees receive company shares.

Scanlon Plan

Incentive based on labor cost savings.

Recognition Programs

Dessler explains that recognition may include:

- Employee of the Month
- Certificates
- Public acknowledgment
- Non-monetary rewards

Recognition improves morale and engagement.

Under SHRM Framework, this aligns with:

“Performance & Rewards” .

12) What is employee value proposition (EVP)

From Chapter 1 – Strategic HRM and HR’s Role in Organizations and SHRM Framework :

Employee Value Proposition (EVP) refers to the unique set of benefits an employee receives in return for the skills, capabilities, and experiences they bring to the organization.

It includes:

- Compensation
- Benefits
- Career development
- Work culture
- Leadership support
- Work-life balance

EVP helps attract and retain talent and aligns with:

SHRM Pillars:

- Talent Strategy
 - Employee Experience
 - Learning & Capability .
-

13) Write a note about different types of benefit offered (22 points) to employees

From **Chapter 13 – Benefits and Services**

Dessler categorizes benefits as:

Legally Required Benefits

1. Social Security
 2. Unemployment Insurance
 3. Workers' Compensation
 4. Family and Medical Leave
-

Health Insurance Benefits

5. Medical insurance
6. Dental insurance

7. Vision care
 8. Prescription drug coverage
-

Retirement Benefits

9. Defined Benefit Plans
 10. Defined Contribution Plans (401k)
 11. Pension plans
-

Pay for Time Not Worked

12. Paid holidays
 13. Paid vacation
 14. Sick leave
 15. Personal leave
-

Supplemental Benefits

16. Life insurance
 17. Disability insurance
 18. Supplemental unemployment benefits
-

Employee Services

19. Childcare assistance
20. Tuition reimbursement
21. Employee Assistance Programs (EAPs)
22. Wellness programs

Benefits form part of Total Rewards under SHRM BASK .

14) What are the factors which affect well being? And do you take care as manager.

From **Chapter 14 – Employee Safety and Health** and SHRM Framework

Factors affecting well-being:

1. Work Stress

Excessive workload and pressure.

2. Workplace Safety

Hazardous conditions increase stress.

3. Work-Life Balance

Lack of balance reduces well-being.

4. Organizational Culture

Supportive vs toxic environment.

5. Leadership Style

Autocratic vs participative management.

6. Job Security

Uncertainty increases anxiety.

As a Manager, Care Includes:

- Promoting safe working conditions
- Encouraging communication
- Monitoring stress levels
- Supporting wellness programs
- Providing flexibility

This aligns with SHRM Pillar:

“Employee Experience – Culture, well-being, inclusion” .

15) What are the practices which a manager can adopt for well being strategy:

From Chapter 14 :

Managers should:

1. Conduct safety audits
2. Reduce workplace hazards

3. Encourage breaks
 4. Provide stress management training
 5. Offer counseling support
 6. Promote wellness initiatives
 7. Ensure fair workload distribution
 8. Maintain open communication
-

16) How to prevent accident in a workplace. How to manage stress

From **Chapter 14 – Employee Safety & Health and Managing Workplace Stress** :

Preventing Workplace Accidents

1. Top Management Commitment

Safety culture must start at leadership.

2. Safety Programs

Formal safety training programs.

3. Job Hazard Analysis

Identify risks before accidents occur.

4. Safety Committees

Employee involvement.

5. Enforcing Safety Rules

Discipline unsafe behavior.

Managing Stress

Dessler refers to stress management including:

- Identifying stressors
- Time management training
- Counseling
- Employee Assistance Programs

- Relaxation training
- Work redesign

These are consistent with safety and health policies under SHRM BASK: “Workplace Health, Safety and Security” .

17) HR in Gig Economy

From **Chapter 5 – Personnel Planning and Recruiting (Temporary Workers and Alternative Staffing)**

Dessler discusses alternative staffing and contingent workforce.

Gig economy refers to short-term, contract-based, project-based employment rather than permanent employment.

HR Role in Gig Economy:

1. Managing temporary workers and independent contractors.
2. Ensuring legal compliance (misclassification risks).
3. Managing flexible workforce supply.
4. Using online recruiting platforms.
5. Monitoring performance of contract workers.

Challenges:

- Legal compliance
- Engagement issues
- Less loyalty
- Skill continuity issues

This aligns with SHRM BASK:

“Remote Workforce” and “Workforce Planning and Talent Management” .

18) How to recruit a more diverse workforce?

From **Chapter 5 – Recruiting a More Diverse Workforce**

Dessler explains:

Methods:

1. Recruiting women

2. Recruiting minorities
3. Recruiting older workers
4. Recruiting disabled individuals
5. Targeted college recruiting
6. Community outreach programs
7. Inclusive employer branding
8. Structured interviews to reduce bias

Recruiting must comply with Equal Employment Opportunity laws.

Aligned with SHRM competency:
“Diversity, Equity and Inclusion” .

19) What is the use of Job Analysis?

From **Chapter 4 – Job Analysis and Talent Management Process**

Uses of Job Analysis:

1. Recruitment and Selection
2. Writing Job Descriptions
3. Writing Job Specifications
4. Performance Appraisal
5. Compensation decisions
6. Training needs identification
7. Legal compliance
8. Job evaluation

Job analysis provides systematic information about job duties and human requirements.

20) Pros & Cons of Social Media like LinkedIn

From **Chapter 5 – Recruiting via the Internet & Digital Media Trends**

Advantages:

1. Wider talent reach

2. Lower recruitment cost
3. Faster hiring
4. Employer branding
5. Access to passive candidates

Disadvantages:

1. Privacy concerns
 2. Legal risks
 3. Potential bias
 4. Information overload
 5. Fake profiles
-

21) Give some example of HR Metrics

From **Chapter 3 – HR Metrics, Benchmarking and Data Analytics**

Examples:

1. Time to hire
2. Cost per hire
3. Turnover rate
4. Absenteeism rate
5. HR expense ratio
6. Revenue per employee
7. Training ROI
8. Employee engagement score

SHRM Framework also emphasizes:
“Measurement (HR Metrics)” .

22) Why effective recruitment is important?

From **Chapter 5 – Why Effective Recruiting is Important**

Effective recruiting is important because:

1. Attracts qualified candidates
2. Improves quality of hire
3. Reduces turnover
4. Improves performance
5. Reduces recruitment cost
6. Strengthens employer brand

Dessler explains that a weak applicant pool limits selection quality.

23) Steps for workforce planning & recruitment

From **Chapter 5 – Workforce Planning and Recruiting Process**

Steps:

1. Workforce planning
2. Forecast labor demand
3. Forecast labor supply
4. Identify gaps
5. Develop recruitment plan
6. Build candidate pool
7. Screening applicants
8. Selection process
9. Job offer

Aligned with SHRM Framework:

“Talent Strategy – Manpower planning & acquisition” .

24) What is HR audit?

From **Chapter 3 – What Are HR Audits?**

HR audit is a systematic review of:

- HR policies
- HR procedures

- HR documentation
- Legal compliance
- Strategic alignment

Purpose:

1. Ensure legal compliance
 2. Improve HR efficiency
 3. Align HR with strategy
 4. Identify gaps
 5. Improve performance
-

25) Recruitment Yield Pyramid

From **Chapter 5 – Recruiting Yield Pyramid**

Recruitment Yield Pyramid shows the number of applicants required at each stage to hire one employee.

Stages:

1. Applicants
2. Screened
3. Interviewed
4. Offered
5. Hired

It helps HR determine recruiting effectiveness and predict hiring needs.

26) What are the methods used for forecasting personnel needs?

From **Chapter 5 – Forecasting Personnel Needs (Labor Demand)**

Methods:

1. Trend Analysis
Study historical employment trends.
2. Ratio Analysis
Use ratio between business factor and employees.

3. Scatter Plot
Graphical method to determine relationship between sales and staffing.
4. Managerial Judgment
Expert estimates.
5. Computerized Forecasting
Use HRIS and predictive analytics.

27) What's best way to do succession planning.

From Chapter 8 – Implementing Management Development Programs and Succession Planning

The best way to do succession planning includes:

1. Identify Key Positions

Determine critical roles that impact organizational strategy.

2. Assess Current Talent

Use tools such as:

- Performance appraisals
- 9-box grid
- Competency assessments

3. Develop High-Potential Employees

Provide:

- Job rotation
- Coaching
- Mentoring
- Leadership development programs

4. Maintain Replacement Charts

Track readiness levels and successors for each key role.

5. Monitor and Update Continuously

Succession planning is ongoing, not one-time.

It aligns with SHRM Pillar:

“Workforce Planning and Talent Management” .

28) Explain reliability & validity?

From **Chapter 6 – Employee Testing and Selection**

Reliability

Reliability refers to the consistency of test scores.

A test is reliable if:

- It produces consistent results over time.
- Different raters give similar scores.

Types:

- Test-retest reliability
- Internal consistency
- Inter-rater reliability

Validity

Validity refers to whether a test measures what it is supposed to measure.

Types:

Criterion-related validity

Test scores correlate with job performance.

Content validity

Test content represents job requirements.

Construct validity

Test measures theoretical trait (e.g., intelligence).

Reliability is necessary but not sufficient for validity.

29) What are different types of test (Don't describe)

From Chapter 6

Types of tests include:

- Cognitive tests
- Intelligence tests

- Aptitude tests
- Achievement tests
- Personality tests
- Interest inventories
- Integrity tests
- Physical ability tests
- Work sample tests
- Situational judgment tests

30) Why background & reference check is important.

From Chapter 6 – Background and Reference Checks

Background checks are important because:

- Verify accuracy of applicant information.
- Confirm employment history.
- Reduce risk of negligent hiring.
- Protect company reputation.
- Ensure legal compliance.
- Identify criminal records where applicable.

Reference checks help:

- Confirm performance history.
- Assess behavior and reliability.

31) What is structured & unstructured interview

From Chapter 7 – Interviewing Candidates

Structured Interview

An interview in which:

- All candidates are asked same questions.

- Questions are job-related.
- Answers are scored using a rating scale.

Advantages:

- Higher reliability
- Higher validity
- Reduced bias

Unstructured Interview

An interview without standardized questions.

Characteristics:

- Free-flow conversation
- No scoring guide
- More subjective

Structured interviews are generally superior in predictive accuracy.

32) What errors to avoid to make the interview more effective?

From Chapter 7 – Interviewing Mistakes

Common errors:

1. Snap Judgments

Forming opinion in first few minutes.

2. Negative Emphasis

Focusing on one weakness.

3. Halo Effect

Allowing one positive trait to dominate judgment.

4. Poor Knowledge of Job

Not understanding job requirements.

5. Contrast Error

Comparing candidates with each other instead of job criteria.

6. Nonverbal Behavior Bias

Overvaluing body language.

33) How to design & conduct effective interview.

From Chapter 7

Steps to design effective interview:

1. Analyze the Job

Determine job competencies.

2. Create Structured Questions

Behavioral and situational questions.

3. Use Rating Scales

Standardized scoring.

4. Train Interviewers

Reduce bias.

5. Ask Job-Related Questions Only

Ensure legal compliance.

6. Combine Multiple Assessments

Use tests + interviews.

34) What is the purpose of orientation on Onboarding.

From **Chapter 8 – Training and Developing Employees (Orientation/Onboarding Section)**

Orientation (also called onboarding) is the process of providing new employees with basic background information about the firm.

Purpose of Orientation:

1. Familiarize employees with company policies and procedures.
2. Explain compensation, benefits, and work rules.
3. Clarify job expectations.
4. Introduce organizational culture and values.
5. Reduce new employee anxiety.

6. Improve early performance.
7. Increase employee engagement and retention.

Dessler explains that effective onboarding improves productivity and reduces turnover.

This aligns with SHRM Framework under:

“Employee Experience – Culture, well-being, inclusion” .

35) Discuss in detail ADDIE 5 step training process.

From **Chapter 8 – The Training Process (ADDIE Model)**

The ADDIE model consists of five steps:

1. Analysis

- Identify performance gaps.
 - Conduct needs assessment.
 - Determine training objectives.
 - Analyze person, task, and organization.
-

2. Design

- Formulate learning objectives.
 - Choose training methods.
 - Plan evaluation strategy.
 - Develop lesson structure.
-

3. Development

- Create training materials.
 - Prepare manuals, slides, exercises.
 - Develop training modules.
-

4. Implementation

- Deliver training.

- Use instructors or e-learning.
 - Manage training logistics.
-

5. Evaluation

- Measure effectiveness.
- Use Kirkpatrick's levels:
 - Reaction
 - Learning
 - Behavior
 - Results

Dessler emphasizes training must be evaluated to ensure ROI.

36) How to design the training?

From Chapter 8

Training design includes:

1. Set learning objectives.
2. Apply learning principles:
 - Motivation
 - Practice
 - Feedback
 - Reinforcement
3. Choose appropriate training methods.
4. Structure training content logically.
5. Provide opportunities for hands-on practice.
6. Ensure transfer of training to workplace.
7. Conduct follow-up evaluation.

37) Why performance appraisal is important part of organisation.

From **Chapter 9 – Performance Management and Appraisal**

Performance appraisal is important because it:

1. Provides feedback to employees.
2. Identifies training needs.
3. Forms basis for compensation decisions.
4. Supports promotion decisions.
5. Aligns employee goals with organizational goals.
6. Improves communication.
7. Encourages performance improvement.

It is part of Performance Management system.

Aligned with SHRM Pillar:
“Performance & Rewards” .

38) Give the details on tool for performance appraisal.

From Chapter 9

Performance appraisal tools include:

1. Graphic Rating Scale

Rates employees on traits like quality, dependability.

2. Alternation Ranking Method

Rank employees from best to worst.

3. Paired Comparison Method

Compare each employee with others.

4. Forced Distribution

Place employees into predefined performance categories.

5. Critical Incident Method

Record specific examples of effective/ineffective behavior.

6. Behaviorally Anchored Rating Scales (BARS)

Combine rating scale with specific behavioral examples.

7. Management by Objectives (MBO)

Set measurable goals and evaluate achievement.

8. 360-Degree Feedback

Feedback from supervisors, peers, subordinates.

39) What are the probable errors in appraisal process.

From Chapter 9

Common appraisal errors:

1. Halo Effect
2. Leniency or Strictness
3. Central Tendency
4. Recency Effect
5. Bias (gender, race, etc.)
6. Contrast Error
7. Similar-to-me Bias
8. Inadequate documentation

These reduce validity and fairness.

40) How to create a Market-competitive pay plan?

(16 steps with few description of 2–4 lines each)

From **Chapter 11 – Establishing Strategic Pay Plans**

1. Conduct Job Analysis

Determine duties and responsibilities.

2. Write Job Descriptions

Define job scope clearly.

3. Select Compensable Factors

Skill, effort, responsibility, working conditions.

4. Choose Job Evaluation Method

Use point method or ranking.

5. Evaluate Jobs

Assign relative value.

6. Group Jobs into Pay Grades

Cluster similar point jobs.

7. Conduct Salary Surveys

Collect market pay data.

8. Analyze Survey Data

Determine market rates.

9. Decide Compensation Strategy

Lead, match, or lag market.

10. Price Each Pay Grade

Assign monetary value.

11. Develop Pay Ranges

Minimum, midpoint, maximum.

12. Add Incentive Plans

Variable performance pay.

13. Incorporate Benefits

Total rewards consideration.

14. Ensure Legal Compliance

Follow wage laws.

15. Communicate Pay Plan

Explain structure to employees.

16. Monitor & Review

Adjust based on market and performance.

Aligned with SHRM Framework under:

“Performance & Rewards”

and

“Total Rewards” content area .

PART -3

1) Job Enrichment

From **Chapter 12 – Pay for Performance and Financial Incentives (Job Design section)**

Job enrichment refers to redesigning jobs in a way that increases the employee’s responsibility, autonomy, and control over the work.

It involves:

- Increasing planning responsibilities
- Giving employees more authority
- Allowing greater decision-making power
- Providing more meaningful tasks

Job enrichment enhances motivation by making work more challenging and meaningful.

It improves:

- Job satisfaction
- Employee engagement
- Productivity

It aligns with SHRM’s “Employee Experience” pillar .

2) Job Rotation

From **Chapter 8 – Implementing Management Development Programs**

Job rotation is a management development method where employees are moved from one job to another to broaden experience.

It:

- Exposes employees to different functions
- Develops multiple skills
- Prepares employees for leadership roles
- Reduces monotony

Job rotation is often used in succession planning.

3) Job Burnout

From **Chapter 16 – Safety, Health and Risk Management (Stress, Burnout and Depression section)**

Job burnout refers to emotional exhaustion, reduced accomplishment, and depersonalization caused by prolonged job stress.

Burnout results from:

- Excessive workload
- Lack of control
- Role conflict
- Lack of support
- Continuous pressure

Consequences include:

- Absenteeism
 - Reduced productivity
 - Turnover
 - Health problems
-

4) Job Enlargement

From **Chapter 12 – Job Design**

Job enlargement involves expanding the number of tasks an employee performs at the same level of responsibility.

It means:

- Adding more similar-level duties
- Increasing task variety

Unlike job enrichment, job enlargement does not increase authority but increases task scope.

Purpose:

- Reduce monotony
 - Increase task variety
 - Improve satisfaction
-

5) Competency Based Pay

From **Chapter 11 – Contemporary Topics in Compensation (Competency-Based Pay)**

Competency-based pay is a compensation system where employees are paid based on their skills, knowledge, and competencies rather than job title.

It:

- Rewards skill development
- Encourages learning
- Promotes flexibility
- Increases employee capability

Employees earn higher pay by acquiring new competencies.

6) Design Compensation

From **Chapter 11 – Establishing Strategic Pay Plans**

Designing compensation involves:

1. Conduct job analysis
2. Perform job evaluation

3. Select compensable factors
4. Conduct salary surveys
5. Develop pay grades
6. Establish pay ranges
7. Decide compensation strategy (lead, match, lag)
8. Ensure internal and external equity
9. Ensure legal compliance

Compensation design must align with organizational strategy.

7) Cafeteria Compensation Plan

From **Chapter 13 – Flexible Benefits Programs (Cafeteria Approach)**

A cafeteria compensation plan allows employees to choose benefits from a menu of options within a given budget.

Features:

- Flexible benefit selection
- Customizable packages
- Employee choice
- Cost control for employer

Employees select benefits that best suit their needs.

8) Factors Affecting Well Being

From **Chapter 16 – Workplace Health Hazards (Stress, Burnout and Depression)**

Factors affecting well-being include:

1. Work stress
2. Unsafe working conditions
3. Long working hours
4. Work overload
5. Poor work-life balance

6. Lack of support
7. Role ambiguity
8. Job insecurity

These factors influence physical and mental health.

9) Well Being Strategy

From **Chapter 16 – Preventing Accidents and Managing Workplace Stress**
and SHRM Framework

Well-being strategy includes:

1. Creating safe work environment
2. Implementing wellness programs
3. Offering Employee Assistance Programs
4. Encouraging work-life balance
5. Providing stress management training
6. Promoting health screenings
7. Supporting mental health

Aligned with SHRM content area:

“Workplace Health, Safety and Security” .

10) Stress Management

From **Chapter 16 – Stress, Burnout and Depression**

Stress management involves:

1. Identifying stressors
2. Reducing workload imbalance
3. Time management training
4. Counseling services
5. Employee Assistance Programs
6. Relaxation techniques
7. Work redesign

8. Supportive supervision

Goal:

- Reduce burnout
- Improve productivity
- Maintain employee health