

Answers

ACTIVITY 1

These are some other examples of personnel documentation for the two categories:

Individual employee records

- personnel requisition forms
- application forms
- interview assessment forms
- individual contracts of employment
- staff record cards
- work record forms
- wages/salary records
- training records
- job description forms
- personnel specification forms
- termination of employment forms
- absence records
- transfer of personnel forms

Background information, including statutory or organisational requirements or procedures

- welfare and social information
- training manuals and instruction booklets
- procedure manuals
- grievance procedures
- disciplinary procedures
- general information on contracts of employment
- induction booklets
- information on company benefits, pension schemes, etc.

ACTIVITY 2

Some of the points you may have noted may be included in the checklist below (Fig. 17):

CHARACTERISTICS OF WELL-DESIGNED FORMS	FAULTS IN FORMS
Logical order of items	Incoherent order of items
Sufficient space to insert information	Insufficient/inappropriate space
Easy for inexperienced staff to complete	Difficult for inexperienced staff to complete
Systematic planning to elicit exact information required	Irrelevant questions
Economy of paperwork	Requests for inapplicable information
Systematic and precise recording of essential information	Unnecessary, repetitive or over-complicated forms
Permits integrated system of paperwork and assists efficient information flow	Complicates information flow and is not integrated into a system
Clear and unambiguous questions or directions	Incomprehensible questions or non-existent instructions

Fig. 17

ACTIVITY 3

The circumstances which you may have mentioned could either have resulted from the movements of existing members of staff as a result of resignation, promotion, ill-health, death, retirement, dismissal or transfer. Alternatively, a new post may be created as a result of the expansion of business activities, a change in the nature of the work, the requirement for new expertise, reorganisation, restructuring or even relocation.

ACTIVITY 4

WORD PROCESSOR OPERATOR	SECTION SUPERVISOR
Time each operation	List major tasks
List operations carried out	Obtain the timing of major tasks, e.g. monthly, weekly
Analyse a series of small steps	Study the previous supervisor's diary
Interview a job incumbent and his/her supervisor	Refer to procedures manuals the supervisor uses
Refer to an (existing) job description	Refer to an (existing) job description
Report information e.g. accident progress appraisal	Report information e.g. accident progress appraisal
If new equipment to be used: outside 'experts' including those who install/deliver equipment	If it is a new job, ask anyone available who is familiar with similar jobs
Material available from external experts if it is a new job	

Fig. 18**ACTIVITY 8**

You may have thought of the following:

title or reference for job advertised

personal data including full name, address(es), telephone number, age, date of birth, marital status, nationality, number and ages of children (if any), any medical or disability problems

education, training and qualifications

experience including jobs held, duties, service in HM Forces

interests and spare time activities (see the comment in Section 2.5)

referees

how much notice is required in present post.

ACTIVITY 9

The form is satisfactory. But you might have reasons for a different opinion. If so, discuss your ideas with your tutor or a fellow student.

ACTIVITY 10

You may have thought of a number of points when answering Activity 10. A list of good practices for conducting the interview would include the following:

Introduce yourself and any other interviewer, explain his or her job and their reason for being present.

Outline the structure of the interview - are you going to give information first and question afterwards? How long will you be?

Go through the application form asking questions to which you already have the answer only if amplification or probing seems necessary.

Listen; don't interrupt or argue.

Take quick brief notes rather than a copious and off-putting record of almost every word.

Avoid 'ego-tripping' for example by holding forth about your own opinions, telling jokes and anecdotes because they amuse you.

Give sufficient information about the organisation and the job but also give opportunities for the candidates to raise their own queries and encourage them to do so - this may help to assess their suitability; for example, you may be more interested in someone who asks about prospects, developments or levels of responsibility than someone who asks only about holidays or bonuses!

Before drawing the interview to a conclusion, try to ascertain what the applicant's response would be, should a job offer be made.

Draw the interview to a clear conclusion and tell the candidate what will happen next, how and when. (N.B. A vague phrase such as 'We'll be in touch ...' is not sufficient!)

You may of course have thought of a number of other points, so bear them in mind when you are next an interviewer.

ACTIVITY 11

A checklist of items might include:

- 1 **The contract of employment** - a statement of the terms and conditions of employment: if this has already been issued, confirming there are no queries and that the employee has read it thoroughly. Alternatively, if it hasn't been issued, clear up any initial queries regarding the terms of employment.
- 2 **The staff handbook:** if there is one of these, issue it together with any other information on staff facilities and activities.
- 3 **Deductions from wages:** in accordance with the Truck Acts, obtain the employee's signature for any deductions such as savings, sports or social club facilities, trade union subscriptions, etc.
- 4 **Company pension scheme:** if there is one, you will need to check the employee's birth certificate.
- 5 **Security:** issue security passes or cards if necessary.
- 6 **Company supplied clothing or equipment:** if these items are issued for the employee's use, obtain the employee's signature on issue; in addition you may need to explain arrangements for laundry, maintenance, replacement, etc.
- 7 **Company car:** if one of these goes with the job, check driving licence. You also need to explain procedures for insurance, running costs, etc.
- 8 **Health and safety:** ensure that they know their own responsibilities for Health and Safety at Work (see section 3) and any company procedures associated with accident, fire, medical facilities, etc.
- 9 **Holiday entitlement:** check that they know their entitlement, especially for the current year; honouring holiday arrangements.
- 10 **Luncheon vouchers and/or canteen facilities:** explain these.
- 11 **Flexitime:** if this is in operation, explaining the system of 'core' time, the method of recording other hours worked and the methods of keying in.

ACTIVITY 12

Many organisations have discovered to their cost the consequences of ignoring the law. These may be the loss of reputation for both the manager and the organisation, the possibility of industrial action taken by the staff, or even a case brought before the courts or an industrial tribunal.

ACTIVITY 14

You may have realised that the office manager might have the unwelcome task of selecting people for redundancy and of interviewing them. It is important that this should be done sympathetically in the case of unwilling redundancy. You may be able to ease the shock by finding out beforehand any possible sources of help or advice which may be available to the employee, and above all by being clear on the financial implications, since this will be the most usual source of worry.

Almost as important is the office manager's role in avoiding inaccurate rumours about possible redundancies by keeping employees informed as to the real situation, particularly in any period of change. Otherwise work output and morale will be affected.

ACTIVITY 15

Pre-retirement courses usually concentrate on a 'coping strategy'. This may include financial and dietary advice, an introduction to sporting, community or cultural activities, information on courses for adults in a variety of pursuits, or even company expertise on how to start a new business. Discussion sessions are also often held on such subjects as the problems of uprooting and moving to a new area.

ACTIVITY 17

Your list should include the following:

- a Give adequate notification to the interviewee.
- b Collect the relevant documentation such as
 - job description
 - employee's existing records (e.g. selection information, previous appraisal)
 - training reports, if any
 - notes made of observation
 - continuous assessment over the appraisal period.
- c Targets and results: in relation to targets set at the last appraisal, what overall results have been attained by the job holder? Which results have been better than expected and why? - and vice versa?

(It is easier to answer these questions if short-term targets have been set and monitored continually over the previous period.)

There may have been factors outside the employee's control which affected his performance: if these are known, note them; if not, make a note to provide an opportunity for the employee to tell you.

- d Make preliminary notes under the headings required by the appraisal form: put aside sufficient time to do this carefully, based on the documentation collected.
- e Ensure that the interviewee has received his/her form (where relevant) and understands the objectives and procedures.
- f Structure the interview - you will probably want to prepare for the interview and make notes on its order and content, including such matters as:

The availability of relevant information: if you look forward to what may be raised (e.g. training schemes) it is as well to have this material to hand.

Deciding your approach in advance: What degree of formality/informality do you want to achieve? Are there likely to be any differences of opinion as to the employee's strengths and weaknesses? If so how are you going to attempt to resolve these? How are you going to overcome his or her 'blind spots'?

Deciding how much time you can give to each interviewee and how much is adequate. Allocating time in advance and sufficient time - the employee should not feel this is a 'rush job' and too much trouble.

Ensuring an uninterrupted, private and comfortable environment for the interview.

ACTIVITY 18

These are some of the things that will need to be done in the follow-up period:

Completion of the appraisal form as soon as possible, based on the brief notes made before and during the interview.

Showing the appraisal form to the employee so that he or she can raise any points which may need attention, agree the final result and sign it.

Implementing any action agreed at the interview which the manager took on the responsibility to do: e.g. arranging training courses, etc.

Monitoring subsequent progress to make sure any actions agreed upon take place.

Monitoring any subsequent training and career development plans and the results.

Continuing to measure progress against the goals set.

If necessary, arranging a future interview at which the results of training, etc., can be discussed.