**\*\*\*Answer of Manpower Planning and Forecasting-Summer Final-22**

**Answer to the question n. 1**

**Job analysis:**

Job analysis is the process of gathering and analyzing information about the content and the human requirements of jobs, as well as, the context in which jobs are performed. This process is used to determine placement of jobs.

Job analysis is the process of gathering and analyzing information about the content and the human requirements of jobs, as well as, the context in which jobs are performed. This process is used to determine placement of jobs. Under NU Values the decision-making in this area is shared by units and Human Resources. Specific internal approval processes will be determined by the unit's organizational leadership.

Job analysis defines the organization of jobs within a job family. It allows units to identify paths of job progression for employees interested in improving their opportunities for career advancement and increasing compensation.

A relative value is placed on the differing factors described in the Zone Placement Matrix. All new and existing positions will be assigned to a job family and zone using the job analysis process. This process is designed to place positions into families and zones based upon assigned duties, qualifications and competencies as measured by the five criteria found in the Zone Placement Matrix.

Organizational unit leaders are encouraged to consult with Human Resources for guidance at any step in the job analysis process.

The exempt/nonexempt and Managerial/Professional-Office/Service status of each job will be assigned by Human Resources. Exempt-nonexempt status is based upon an interpretation of the Fair Labor Standards Act (FLSA) as it relates to the duties and responsibilities of each job. Managerial/Professional or Office/Service status correlates closely with exempt/nonexempt and impacts some benefits of the job.

A jobs analysis is a thorough and systematic assessment of a position within a company. The three main scenarios in which a professional might perform a job analysis include: Employees assessing their own performance e and professional development. Managers creating job descriptions or combining positions.

Job analysis is the process of studying a job to determine which activities and responsibilities it includes, its relative importance to other jobs, the qualifications necessary for performance of the job and the conditions under which the work is performed.

How to conduct a job analysis:

Review the job requirements,

Research similar job descriptions,

Identify the outcomes required for the job,

Examine the job efficiencies

Determine the skills and training required

Define the salary bands,

Continue to evolve the job.

Job analysis is an important step in ensuring that the right candidate is selected. Job analysis helps the employer in recruitment and selection, performance management, choosing compensation and benefits, etc. It helps the employees to have a clear picture of what is actually required of them.

A job analysis is the process of studying a role or position, learning what activities it performs and what skills are necessary for the job. A job analysis can also assess under which conditions the employee performs the job and discover how that role might affect other roles in the company.

Job analysis is the qualitative aspect of manpower requirements. It determines the demands of the job in terms of responsibilities and duties and then translates these demands into skills, qualities and other human attributes. It determines the quantum of work which an average person can perform on the job in a day.

The job analysis process provides with valuable job-related data that helps managers and job analyst the duties and responsibilities of a particular job, risks and hazards involved in it, skills and abilities required to perform the job and other related info.

An example of a job analysis-based form would be one that lists the job's tasks or behaviors and specifies the expected performance level for each. Job Analysis is a systematic exploration, study, and recording of a specific job's responsibilities, duties, skills, accountabilities, work environment, and ability requirements. It also involves determining the relative importance of the duties, responsibilities, and physical and emotional skills for a given job.

These factors include: Skills (years of experience, level of education and overall ability) Responsibilities (number of direct reports, fiscal accountability and the list of responsibilities of the position itself), Mental and physical effort (degree and amount of concentration, level and frequency of physical effort)

An interview method is a good tool for job analysis since it allows you to pose questions to incumbents and supervisors one-on-one or in the group. Structured interviews, unstructured interviews, and open-ended inquiries are all types of interviews.

Job Analysis is a careful study of each and every aspect of a particular job. Job Evaluation is an attempt of assessing the relative utility of a particular job in an organization. To develop the present methods and techniques of doing a job. Job Analysis may be conducted by the employer's Human Resources department or by a trained Job Analyst/Consultant.

After deciding to conduct job analysis the first step is to collect all relevant information relating to various jobs in the organisation. The following are the ways to collect information for the purpose of job analysis. There are two elements of job analysis: Job description and job specification. These are the important documents that managers prepare before recruitment and selection

Job analysis is an important human resource management activity to line managers for which of the this reasons. Managers need to understand the possible dangers associated with a job to ensure work is being done safely. Understanding job requirements is critical to making intelligent hiring decisions.

The main objective of job evaluation is to determine relative worth of different jobs in an organization to serve as a basis for developing equitable salary structure. Jobs must be clearly defined such that they are identifiable and easily distinguishable. These jobs must then be part of the job description. Evaluation: A job evaluation scheme must be arrived upon and used as a standard and all jobs in the organisation must be evaluated as per that scheme only.

The methods of collecting job-related data are (i) observational method, (ii) interviews, (iii) questionnaire, (iv) checklists, (v) technical conferences, and (vi) diary. A combination of these approaches may be used depending upon the situation and the organization. A brief description of each method is in order.

And "Job design" refers to the way that a set of tasks, or an entire job, is organized. Job design helps to determine: What tasks are done. How the tasks are done.

Job Analysis plays an important role in recruitment and selection, job evaluation, job designing, deciding compensation and benefits packages, performance appraisal, analyzing training and development needs, assessing the worth of a job and increasing personnel as well as organizational productivity.

Job design follows job analysis i.e. it is the next step after job analysis. It aims at outlining and organising tasks, duties and responsibilities into a single unit of work for the achievement of certain objectives. It also outlines the methods and relationships that are essential for the success of a certain job.

Job analysis is a systematic process of collecting the information on nature of a job, qualities and qualifications required to a job, physical and mental capabilities to required to a job, duties and responsibilities, physical and mental effort required to perform a job, necessary skills required to perform a job, working conditions and environment for a job, in order to describe [job description and job specification](https://www.whatishumanresource.com/job-descriptions-and-job-specifications), for recruitment and [selection of employee](http://www.google.com/url?q=http://www.whatishumanresource.com/employee-selection&sa=D&sntz=1&usg=AOvVaw0y1VmoLZyuEtW04tUN6YJw" \t "https://www.whatishumanresource.com/_blank), improve job satisfaction, employee safety and to build up employee [motivation](http://www.google.com/url?q=http://www.whatishumanresource.com/employee-motivation-introduction&sa=D&sntz=1&usg=AOvVaw1_yXotWG9sgdLVuTGVKA0W" \t "https://www.whatishumanresource.com/_blank) etc.

Job analysis, contains a simple term called "analysis", which means detailed study or examination of something (job) in order to understand more about it (job). therefore job analysis is to understand more about a specific job in order to optimise it. Job analysis is a systematic process of collecting complete information pertaining to a job. Job analysis is done by job analyst who is an officer have been trained for it.

Job analysis is a procedure through which you determine the duties and responsibilities, nature of the jobs and finally to decide qualifications, skills and knowledge to be required for an employee to perform particular job. Job analysis helps to understand what tasks are important and how they are carried on. Job analysis forms basis for later HR activities such as developing effective training program, selection of employees, setting up of performance standards and assessment of employees ( performance appraisal)and employee remuneration system or compensation plan.

"Job analysis deals with the anatomy of the job.....This is the complete study of the job embodying every known and determinable factor, including the duties and responsibilities involved in its performance; the conditions under which performance is carried on; the nature of the task; the qualifications required in the worker; and the conditions of employment such as pay, hours, opportunities and privileges"

In a words "A Job is a collection of duties, tasks and responsibilities which are assigned to an individual and which is different from other assignment"

"Job analysis refers to the process of studying the operations, duties and organisational aspects of jobs in order to derive specification or, as they are called by some [job description](http://www.google.com/url?q=http://www.whatishumanresource.com/job-descriptions-and-job-specifications&sa=D&sntz=1&usg=AOvVaw2KVY_wQg2wSOtGwWDcsHrJ" \t "https://www.whatishumanresource.com/_blank)"

"Job analysis is the process of studying and collecting information relating to the operations and responsibilities of a specific job"

**A central peripheral relational model of job analysis:**

When an employee joins the organization it is imperative on the part of the employee to have information about the job assigned to him or her. Every job is different in terms of responsibility, difficulties, skills, and knowledge required to perform the job. The job analysis in Human Resource Management (HRM) provides clarity about different components of the job and the circumstances in which the job should be performed. It is a study and collection of information related to the operation and responsibility associated with the job there are three important components of job analysis, job description and job specification followed by job evaluation.

The job Analysis process in HRM helps to identify the requirement of a job and describe the suitability of a person who is supposed to perform the job. Information on job analysis is used in order to prepare job descriptions and specifications. It is also utilized to design organizational structure, proper recruitment devices, and selection methods along with compensation offered for the job. Further, the performance appraisal, [training and development](https://www.hrhelpboard.com/training-development.htm) facilities, career path counseling, and health-related conditions are also determined based on the job analysis.

Job analysis comprises a thorough inspection in order to control output, i.e., to guarantee that the task is done correctly. The Job Analysis method assists in understanding what a certain department needs as well as what a possible employee must provide.

The process of job analysis also helps to create employment specifications including the job title, location, job summary, duties, working conditions, possible dangers, and the machinery, tools, equipment, and materials that the present or prospective employee will use. The process, however, isn't limited to determining these variables.



Job analysis is a very useful tool from the [HR point of view](https://www.hrhelpboard.com/human-resource.htm), but it is difficult to execute. The job Analysis process involves five steps that have to be followed for a favorable end result. The steps are described below:

Organizational Job Analysis:

The pertinent information regarding the job is obtained at the organizational level. It is critical to know what is the performance level organization is looking forward from the job holder and the contribution of the job to the goal attainment of the organization. The job-related information is then used to create an organizational chart. It consists of different job classes, flow charts, the flow of job activities, and sharing points of different job profiles.

Selecting Representative Jobs for Analysis:

It is important to understand that the analysis of jobs of the organization is a bit time-consuming and costly affair. Thus, only some sample jobs are selected in order to carry out a detailed job analysis.

Collection of Data for Job Analysis:

The information related to different features of the job and the abilities required to execute the job is collected from the organization. The [job analysis tools](https://www.hrhelpboard.com/performance-management/articles/what-are-the-tools-and-techniques-used-for-job-analysis-in-hrm-76.htm) such as observation, interviews, and questionnaires are used for the collection of data.

Preparing Job Description:

Based on the collected data the HR team prepares a job description by defining the tasks, duties, and responsibilities which are discharged for effective performance.

Preparing Job Specification:

The job specification is prepared which consist of the personal traits, skills, qualities, and qualification which are required to perform the job properly.

Depiction of Job Description and Job Specification:

The depiction of the job description and job specifications consist of three aspects namely definition, purpose/usage, and content.

Job description refers to the narration of activities and duties to be performed by the employee. It also describes the relationship between the job and other job profiles, the tools or equipment which the employee will use to perform the job, working conditions, supervision specifications, and hazards related to the job. It is important the HR experts to make the job description comprehensive and clear. It is essential that an employee understands what job he/she has to do? How it should be performed and what are its consequences.

The focus of the job description is the job itself, while the job specification is linked to the person who is going to execute the job. The job specification describes the level of qualification, abilities, skills, judgment, experience, and other attributes which are required to perform the job. It is the well-noted acceptable level of abilities that the job holder must have in order to execute the job properly. It also consists of the personal, physical, social, behavioral, and psychological characteristics of the jobholders.

2. Purposes/ Usages:

The usages or purpose of the job description and job specification are different. Here you can find various functions these statements are performing in the organization.

|  |  |  |
| --- | --- | --- |
| Job Description | Job Specification |  |
| Grading and classification of jobsDeveloping work standardsPlacement and Orientation of newcomersCounselling of employeesPromotions and transfersOutlining for career pathDelimitation of authority | Personnel planningHiring, Training and development and [Performance appraisal](https://www.hrhelpboard.com/performance-management/performance-appraisal-its-purpose.htm)Job evaluation and compensationHealth and safetyWork scheduling and Employee discipline |  |

2. Content

The content of job description and job specification are the points that each of these statements should include. It is the information about the job which is provided by these statements.

|  |  |
| --- | --- |
| Job Description | Job Specification |
| Job summaryJob titleDutiesMachines, tools, materials, equipmentWorking conditions and hazardsSupervision specificationLocation of job | Qualification of employeeExperience, training undergone, judgmentPhysical efforts and skillsCommunication skillsJudgment and initiativeResponsibilitiesEmotional characteristics and medical history |

Job Evaluation

Once the job description and job specification are well spelled out it is essential to arrange the jobs in a hierarchical order. Job evaluation is carried out to grade different jobs and develop a suitable pay structure for them. It also defines the relationships between different jobs along with their ranking and ratings.

How to Conduct Job analysis: The answer to how to conduct a job analysis is not an easy one. There are various aspects that are involved while the HR department conducts the job analysis.

**Answer to the question n. 2**

**The usage of job evaluation:**

Job evaluation minimises subjectivity and enables rational, consistent and transparent decisions to be made about roles. Information and facts about the job are all evaluated in the same way within established parameters.

Job evaluation is the systematic process of determining the relative value of different jobs in an organization. The goal of job evaluation is to compare jobs with each other in order to create a pay structure that is fair, equitable, and consistent for everyone.

A job evaluation is a systematic way of determining the value/worth of a job in relation to other jobs in an organization. It tries to make a systematic comparison between jobs to assess their relative worth for the purpose of establishing a rational pay structure. It helps in devising an acceptable wage. It helps in proper placement of workers in job. Job evaluation helps the personnel department to recruit the right person for a job since requirement of each job are clearly indicated.

Here are the 5 Best Job Evaluation Methods:

Ranking Method. This job evaluation method works by ranking jobs according to their perceived value compared to other jobs. ...

Grading/Classification Method. ...

Point-Factor Method. ...

Factor Comparison Method. ...

Competitive Market Analysis Method.

The limitations of job evaluation are summarised as under: (1) Not a scientific technique—Job evaluation is a systematic technique and not the scientific technique of rewarding the job. Job evaluation lacks scientific precision because all factors cannot be measured accurately.

The most widely used method of job evaluation is point rating method. Under it, jobs are divided into component factors. Points or weights are assigned to each factor depending on the degree of its importance in a particular job. The total points for a job indicate its relative worth or value.

Job evaluation is the process of analyzing and assessing various jobs systematically to ascertain their relative worth in an organization. Job evaluation is an assessment of the relative worth of various jobs on the basis of a consistent set of job and personal factors, such as qualifications and skills required. The four primary methods of job evaluations used to set compensation levels are point factor, factor comparison, job ranking, and job classification. The first two are quantitative and the latter two are non-quantitative.

The results of job evaluation may not exactly coincide with social evaluations which in turn result in employee dissatisfaction. Jobs evolution programme once structured may not be useful for the next time. Job of equal content or grade may not attract the workers equally.

It does not produce results with scientific precision because it is very difficult to assess each and every factor accurately.

The purpose of conducting job evaluation is to fairly determine the monetary value / worth of a job in relation to other jobs in an organization. It's the bridging gap between the relative worth of a position to the organization and the pay range structure into which the position falls.

Job evaluation criteria:

The system of job evaluation utilises a total of ten measurement factors. The various factors analyse a position in relation to the skills and experience required for competent performance, the demands made on the job and the overall structure and responsibility/accountability involved.

So continuous evaluation is the best method to evaluate the achievement of students as it helps in making reliable decisions about educational planning. The main types of evaluation are process, impact, outcome and assumptive evaluation.

Job evaluation helps in removing inequity in wage structure by objective evaluation of each and every job in the organization. It links pay to demands of the job.

The usual characteristics or factors are skill, responsibility, physical effort, mental effort and working conditions. It is logical to pay the most for jobs which contribute most to attain the organizational objectives. job-cum-pay structure based on relative job worth. worth of job.

Job evaluation season can be an anxious time. Other people will be weighing your merits and your faults on a scale and will almost inevitably come back to you with criticisms. It takes confidence and a strong ego not to construe those criticisms as a personal attack. Adding to the tension, the people judging you are in control of your livelihood, your income. However, nerves aside, job evaluations are very useful for both you and your employer. In the long run they can benefit your career.

All relationships require maintenance, and relationship with employer is no exception. The key purpose of a job evaluation is to get feedback to help tweak modes operand in any areas where are drifting from the company's expectations or falling short of them entirely. Likewise, it will also get feedback telling about the parts of performance the company appreciates.

A job evaluation is a systematic way of determining the value/worth of a [job](https://en.wikipedia.org/wiki/Job_%28role%29%22%20%5Co%20%22Job%20%28role%29) in relation to other jobs in an organization. It tries to make a systematic comparison between jobs to assess their relative worth for the purpose of establishing a rational pay structure. Job evaluation needs to be differentiated from [job analysis](https://en.wikipedia.org/wiki/Job_analysis%22%20%5Co%20%22Job%20analysis). Job analysis is a systematic way of gathering information about a job. Every job evaluation method requires at least some basic job analysis in order to provide factual information about the jobs concerned. Thus, job evaluation begins with job analysis and ends at that point where the worth of a job is ascertained for achieving [pay equity](https://en.wikipedia.org/wiki/Pay_equity%22%20%5Co%20%22Pay%20equity) between jobs and different roles.

The process of job evaluation involves the following steps:

Gaining acceptance: Before undertaking job evaluation, top management must explain the aims and uses of the program to managers, emphasizing the benefits. [Employees](https://en.wikipedia.org/wiki/Employee%22%20%5Co%20%22Employee) and unions may be consulted, depending on the legal and employee relations environment and company culture. To elaborate the program further, presentations could be made to explain the inputs, processes, and outputs/benefits of job evaluation.

Creating job evaluation committee: It is not possible for a single person to evaluate all the key jobs in an organization. Often a job evaluation committee consisting of experienced employees, union representatives, and [HR](https://en.wikipedia.org/wiki/Human_resources%22%20%5Co%20%22Human%20resources) experts is created to set the ball rolling.

Finding the jobs to be evaluated: Every job need not be evaluated. This may be too taxing and costly. Certain key jobs in each department may be identified. While picking up the jobs, care must be taken to ensure that they represent the type of work performed in that department, at various levels.

Analyzing and preparing **[job description](https://en.wikipedia.org/wiki/Job_description%22%20%5Co%20%22Job%20description)**: This requires the preparation of a [job description](https://en.wikipedia.org/wiki/Job_description%22%20%5Co%20%22Job%20description) and also an analysis of job specifications for successful performance. See [job analysis](https://en.wikipedia.org/wiki/Job_analysis%22%20%5Co%20%22Job%20analysis).

Selecting the method of evaluation: The method of evaluating jobs must be identified, keeping the job factors as well as organizational demands in mind. Selecting a method also involves consideration of company culture and the capacity of the compensation and benefits function or job evaluation committee.

Evaluating jobs: The relative worth of various jobs in an organization may be determined by applying the job evaluation method. The method may consider the "whole job" by ranking a set of jobs, or by comparing each job to a general level description. Factor-based methods require consideration of the level of various compensate factors (criteria) such as level and breadth of responsibility, knowledge, and skill required, complexity, impact, accountability, working conditions, etc. These factor comparisons can be one with or without numerical scoring. If there is numerical scoring, weights can be assigned to each such factor and scores are associated with different levels of each factor, so that a total score is determined for the job. All methods result in an assigned grade level.

As we just explained, job analysis provides job-related data as well as the skills and knowledge required for the [incumbent](https://en.wikipedia.org/wiki/Incumbent%22%20%5Co%20%22Incumbent) to perform the job. A better job performance also requires deciding on sequence of job contents. This is called '[job design](https://en.wikipedia.org/wiki/Job_design%22%20%5Co%20%22Job%20design)'. Job design is a logical sequence to job analysis. In other words, job design involves specifying the contents of a job, the work methods used in its performance and how the job relates to other jobs in the organization.

A few definitions on job design are produced here with a view to help you understand the meaning of job design in a better manner. Michael Armstrong11 has defined job design as "the process of deciding on the contents of a job in terms of its duties and responsibilities, on the methods to be used in carrying out the job, in terms of techniques, systems and procedures, and on the relationships that should exist between the job holder and his superiors, subordinates and colleagues".

Mathis and Jackson I2 have defined job design as "a process that integrates work content (tasks, functions, relationships), the rewards(extrinsic and intrinsic), and the qualifications required (skills, knowledge, abilities) for each job in a way that meets the needs of employees and organizations."

Popplewell and Wildsmith13 define job design in these words: "......involves conscious efforts to organize tasks, duties, and responsibilities into a unit of work to achieve certain objectives".

Having gone through the above definitions of job design, it can now be described as a deliberate attempt made to structure both technical and social aspects of the job to attain a fit between the individual (job holder) and the job. The very idea is that job should be designed in such a way as to enable employees to control over the aspects of their work. The underlying justification being that by doing this, it enhances the quality of the work life, harnesses the potential of the workers in a more effective manner and thereby improves employee performance.

Solution(By Examveda Team) The important objectives of a job evaluation programme Establishment of sound wage differentials between jobs is maintenance of a consistent wage policy and installation of an effective means of wage control.

**Answer to the question n. 3**

**Induction:**

Induction is the process for welcoming newly recruited employees and supporting them to adjust to their new roles and working environments. Starting a new job can be a stressful experience and new employees need help to settle in.

The purpose of an induction program is to help employees settle into their position at a new company, business or organization. To ensure the induction program is successful, create a checklist that specifies all the documents and information new staff will receive on their first day of the job.

To ease into new job, most companies will give an induction during first few days. During an induction will be introduced to the people will be working with.

Induction training is a term professionals in the Human Resources field use for employee training. It is a form of introduction that allows employees and new hires “learn the ropes” of their new job or position and get started easily.

Although overall responsibility for planning and reviewing an induction program will likely rest with the new employee's manager and the HR department, particularly in larger organizations, many different employees and departments are likely to be involved in its delivery and will have varying degrees of contact with.

The duration of induction varies according to the type and size of organization and the nature of the job. Although most inductions run for a few hours, it can also be as little as a 30-minute face-to-face meeting with a manager, or as much as a full day or a week.

The main purpose of an induction is to integrate new hires into the company and show them the systems, procedures, culture, values and the organization itself. It also helps them ease into a new environment at a time when many new employees will make a call in those early days on whether to stay or leave.

In an induction process:

Introduction to your company's history.

Outlining of procedures and policies (dress codes, working hours, expenses)

Role specific details (eg customer service standard procedures)

Introduction to the company structure.

Company objectives and plans.

Industry specific learning.

During an induction, an employee will learn about their new organization's mission and vision , as well as the company's history, culture and values. An induction will teach them the technical skills they need, and provide them with valuable information such as "who's who" in the business.

Induction helps new hires feel welcome and remove their anxieties and confusion. In the end, the company benefits from a well-thought-out induction process: enhanced job satisfaction, improved performance, and increased employee retention.

Induction, also known as orientation, is a process of making the new employee familiar with the work environment and the fellow employees. The new employee can be inducted into the organization by introducing his job, fellow workers, supervisors and his subordinates.

A process of reasoning (arguing) which infers a general conclusion based. on individual cases, examples, specific bits of evidence, and other specific types of premises. Example: In Chicago last month, a nine-year-old boy died of an asthma attack while waiting for emergency aid.

This process of generating electrical current in a conductor by placing the conductor in a changing magnetic field is called electromagnetic induction or just induction. It is called induction because the current is said to be induced in the conductor by the magnetic field.

Inductance is usually measured in units called millihenrys or microhenrys. It is commonly measured by using a frequency generator and an oscilloscope or an LCM multimeter. It can also be calculated through a voltage-current slope measuring the change in the electrical current passing through the coil.

The SI unit of inductance is Henry abbreviated as 'H'. It is defined as the measure of electric current changes at one ampere per second, resulting in an electromotive force of one volt across the inductor.

Induction is the process of introducing a new employee to the company culture and processes with the aim of bringing them up to speed as quickly as possible as well as making them feel socially comfortable and aware of their professional responsibilities. Companies will typically have an induction programme in place and follow the same processes for all new hires, although the induction process is may vary depending on the industry, the job role and the seniority of the new hire.

Induction is technically synonymous to onboarding, although [onboarding](https://www.hrzone.com/hr-glossary/onboarding-definition%22%20%5Ct%20%22https%3A//www.hrzone.com/hr-glossary/_blank) is typically the term used when describing a more complex process with a greater emphasis on the social side. Inductions are also likely to be time-limited, such as a week or two, whereas onboarding is commonly seen as a long-term, logical process to integrate a new hire with an organisation’s values.

Introducing the new employee who is designated as a probationer to the job, job location, surroundings, organisation, organisational surroundings, and various employees is the final step of employment process. Some of the companies do not lay emphasis on this function as they view that this function will be automatically performed by the colleagues of the new employees.

This is more so in educational institutions. This process gains more significance as the rate of turnover is high among new employees compared to that among senior employees. This is mainly because of the problem of adjustment and adaptability to the new surroundings and environment. Further absence of information, lack of knowledge about the new environment, cultural gap, behavioral variations, different levels of technology, variations in the requirements of the job and the organization also disturb the new employee.

Further induction is essential as the newcomer may feel insecure, shy, nervous and disturbed. This situation leads to instability and turnover. Hence, induction plays pivotal role in acquainting the new employee to the new environment, company rules and regulations.

Generally, the newcomer may expect opportunities for advancement, social status and prestige, responsibility, opportunities to use special aptitudes and educational background, challenges and adventure, opportunity to be creative and original and lucrative salary. But jobs with low initial challenge, inadequate feedback, and inadequate performance appraisal result in reality shock. Induction is necessary to reduce reality shock.

“Induction is the process of receiving and welcoming an employee when he first joins a company and giving him the basic information he needs to settle down quickly and happily and start work.”

Induction, also called orientation, is designed to provide a new employee with the information she or he needs to function comfortably and effectively in the organisation. A formal definition of orientation is –

“Orientation is planned induction of the employees to their jobs, their co-workers and the organisation.” [Robert and John]

Primary Evaluation – The reaction, learning and behaviour of the inductee and how well these match up to the objectives of the induction.

Secondary Evaluation – The effects of the induction on the organisation in terms of staff retention, attendance, flexibility, equal opportunities, health and safety and customer care.

Induction programmes, as with any training, should be modified according to the results of the evaluation.

**General objectives of induction:**

The objectives of induction are:

To welcome the new employee, relieve his anxieties and make him feel at home.

To develop a rapport between the company and the new employee and make him feel part of the organisation as quickly as possible.

To inspire the new employee with a good attitude toward the company and his job.

Induction is a socialising process by which the organisation tries to make the new employee as its agent for the achievement of its aims and objectives while the new individual employee seeks to make the organisation an agency to achieve his personal goals.

Therefore one of the main objectives of an orientation program is to integrate employees into their new work environment. The goals of orientation are to: Familiarize new hires with your organization's history, current undertakings, and future plans. Inform them about relevant policies and procedures.

Types of Induction:

General Induction Programme,

Specific Orientation Programme,

Follow-up Induction Programme.

Orientation/induction is the task of the selection process. Orientation is a procedure by which employees are given idea, concept, philosophy, data, and information about the organization so that employees can adjust themselves with their organization.

Steps of employee induction program:

There will be a lot to take in; start slow and build up – allow time to reflect and ask questions.

Meet and Greet. Welcome the new employee, show them where they will be working, sort out any admin or paperwork, ID badges etc. ...

Introductions. ...

Allocate a Buddy. ...

Be sociable. ...

Get them settled.

The key parts of the employee induction programme are:

Meet colleagues. ...

Tour of workplace. ...

Health and safety. ...

Get all the necessary documents sorted. ...

Get to grips with company policies. ...

Understand their role. ...

Identify any training needed. ...

Organise first appraisal meeting.

A successful induction:

How to prepare-

Ask questions. Before agree to be induced, consider finding out the following from healthcare provider: ...

Setting realistic expectations. Maybe an induction isn't what had in mind. ...

Packing entertainment. ...

Eating something light and then try to go poo. ...

Giving partner permission to scoot.

Everything need to know about the objectives of induction. Induction is the process of introducing new employees to an organisation, to their specific jobs and departments, and in some instances, to their community.

Orientation also marks the beginning of the process by which employees are integrated into the organisation.

The objectives of induction are manifold. The main objective of induction is to provide the new employees with necessary information, resources, and motivation to ensure their effective integra­tion into the new work environment.

The objectives of induction are:

1. To welcome the new employee, relieve his anxieties and make him feel at home.

2. To develop a rapport between the company and the new employee and make him feel part of the organisation as quickly as possible.

3. To inspire the new employee with a good attitude toward the company and his job.

4. To acquaint new employees with company goals, history, management, traditions, policies, department, divisions, products and physical layouts.

5. To communicate to new employee what is expected of them, their responsibilities and how they should handle themselves.

6. To present the basic information the employee wants to know – rules and regulations, benefits, payday, procedures, and general practices.

7. To encourage the new employee to have an inquiring mind, show him how to learn and assist him toward a discipline effort in developing additional knowledge.

8. To provide basic skills, turns and ideas of the business world and help the new employee in human relations.

An induction programme should be pre-planned. The objectives of this programme must be precise and clear cut. Determination of schedule, venue, material required type of employees nature of their jobs, cost of it etc. would be done in advance.

A successful induction process has the following ten broad objectives:

1. Aids the new joiners to settle in.

2. Helps them understand their responsibilities and duties.

3. Ensures that the employer benefits from the new recruits as quickly as possible.

4. To help the new recruits overcome timidity and nervousness in meeting new people in a new environment .

5. To provide the new recruits with necessary information such as the location of a cafe, duration of rest period, etc.

6. To induce confidence in the new recruits in the organization.

7. To reduce the probability of labour turnover, absenteeism, and employee attrition.

8. To reduce confusion and promote healthy relations in the organization.

9. To ensure that the new recruits do not form false impressions and negative attitude towards the organization.

10. To develop a sense of belongingness and loyalty among the new recruits.

Induction is defined as a systematic organizational effort to assist personnel to adjust readily and effectively to new assignments so that they can contribute maximally to work of the system while realizing personal and position satisfaction.

In big organisations, the induction programme is formal and lasts for two to four weeks. During this programme, information about the following items is given to the new employees-

(i) Short history of the firm (ii) Products of the firm (iii) Organisational structure of the firm (iv) Location of the different departments (v) Employee facilities available (vi) Rules and regulations (vii) Procedure for redressal of grievances (viii) Safety measures available etc.

**Steps in induction program:**

The key parts/steps of the employee induction programme are:

Meet colleagues. ...

Tour of workplace. ...

Health and safety. ...

Get all the necessary documents sorted. ...

Get to grips with company policies. ...

Understand their role. ...

Identify any training needed. ...

Organise first appraisal meeting.

A good induction process includes the following elements:

An overview of the company's history, products and services.

Culture and values.

Physical orientation (where things are)

organisational orientation (how the employee's role fits into the organisation)

Meetings with key senior employees.

Benefits and policies.

Induction Process – 4 Important Stages: Preparation of Contents, Organization of Schedule and Venue, Documentation and Follow Up. The induction/orientation process is best carried out as a cooperative effort between HR, line management and line staff.

Aspects to be included in an induction program

Safety regulations and rules.

Overview of the business.

Information about the business products/services.

Meeting with senior management who will explain the company's vision/values/job descriptions/daily tasks.

Tour of the premises.

Steps involved in the process of induction:- 1. Job Advert 2. Application Pack 3. Pre-Employment Handbook and 4. Primary Induction. Stages involved in the process of induction:- 1. Preparation of Contents 2. Organization of Schedule and Venue 3. Documentation 4. Follow Up.

The steps involved in the process of induction are:

Step # 1. Job Advert:

The advert should be realistic, with a design and copy that reflects the culture of the organisation. The emphasis for the advert should be on the aspects of the work that current employees find satisfying and it must be accurate about pay, conditions and any special conditions that apply. A proper job advertisement will begin the selection procedure to ensure the most suitable person is chosen.

Step # 2. Application Pack:

This should provide literature about the organisation (Q&A’s, who we are, what we have achieved, what it is like to work here, where we are, local facilities), a suitable job description and a brief outline of the terms and conditions. Where there are conditions that are not part of the contract, i.e., a no-smoking policy, then these should be properly marked.

Step # 3. Pre-Employment Handbook:

This can take the form of an actual handbook, or simply an introductory letter to the successful candidate. The important points are that it should be friendly and jargon free. It should set out the arrangements for the first day-

i. The time and place the employee should arrive,

ii. Parking/transport arrangements at site,

iii. The name of the person who will meet them/whom they should ask for,

iv. What type of clothing should be worn (dress code, safety clothing etc.),

v. Any specific security arrangements they should be aware of,

vi. The catering facilities that are on site/nearby,

vii. A list of the documents they will need to bring on the first day, and

viii. An outline of the work of the first day.

The pre-employment pack/letter should enable the employee to predict exactly what will happen on their first day, which in turn will do a great deal to reassure and overcome apprehension. If an inductee can go home at the end of the first day and say that the day was as expected, the pre-employment material will have been successful.

Step # 4. Primary Induction:

This is the first face-to-face induction the inductee will have as an employee of the company.

It should address both the inductee’s and the employer’s immediate needs and priorities such as:

1. Health and Safety,

2. Conveniences,

3. Personal details- the following is a list of information that may be needed –

i. P45

ii. Driving license

iii. Car insurance

iv. Birth certificate

v. Passport

vi. Previous pension details

vii. 1st aid certificate

viii. Medical documents if a health check is to be carried out

4. Details of the next of kin, General Practitioner, etc., and

5. Important documents the employee needs to receive from the organisation –

i. Employee handbook

ii. ID

iii. Safety rules

iv. Clocking in card

v. Locker key

vi. Vending/restaurant tokens

vii. Car park entry

viii. Authority to draw protective clothing

ix. Documents for company car.

By the end of day the inductee should know:

1. The location of work site, toilets and facilities,

2. Time-recording procedure,

3. Rest/meal break times,

4. Health and Safety rules,

5. Location of their personal work station,

6. Rules about PC/phone use,

7. Key points of conduct,

8. Have been introduced to their immediate supervisors and colleagues.

Taking in all of this information can be very overwhelming on the first day and easy to forget in the coming days and weeks. It is therefore important to present it well and support the inductee.

Some ideas on how to do this are:

i. Have everything set out on paper, including the names of the people the inductee is to meet, and send the inductee a timetable of the first day, as part of their pre-employment pack.

ii. Nominate a key person who is responsible for each task that the inductee will have to do and make sure they are prepared and trained to do it.

iii. Ensure that the people who are to meet the inductee are available, punctual and friendly.

iv. Don’t hold inductions on a Monday, as staff are often busy getting back “up to speed” after the weekend.

Once the primary induction is finished, the employee will still need to be inducted into the culture and systems of the organisation and given training to allow them to complete their work.

Ideally this should start in the first week, but again be careful to avoid overload. Rather than seeing induction as happening on one day, see it as a yearlong procedure that merges with your training programme.

When planning the induction programme, you should consider three broad topics with which you want the employee to be familiar:

1. Work environment – Health and Safety issues, Employee welfare, work hazards and preventative measures.

2. The organisation – A structured view of the organisation should be given through providing mission statements and business plans and explaining communication and involvement systems that show –

i. How employees fit in the organisation through organisational charts, accountability charts and meeting people, and

ii. The roles and culture within the organisation through explaining policies and meeting people.

3. Job instruction – Explained by the line manager through the job description, setting targets and performance measurements and explaining the value and importance of the work, as well as ensuring the inductee receives the relevant training to actually carry out the work.

As with all training it is essential for the employer to review and evaluate the process.

All new employees/recruits who are appointed to positions within the organization, those who are transferred or promoted internally, or those returning after extended leave or lien services, should receive an appropriate induction.

An induction policy outlines the responsibilities and tasks related to the employees within the organization. It focuses on the personal development of the new recruits. With respect to the other tasks necessary for the on-boarding process, the policy fully relies on the general organizational processes for facility management, information technology, personal history, etc. Any issue with those processes need to be addressed with the process owners directly.

In a multinational organization, the policy applies to all the employees globally. However, imple­mentation may be undertaken in accordance with the requirements of all local legislation's and union, works council, or joint consultative machinery agreements. In the event of any conflict, the local legislative requirement takes precedence. The induction policy may also be organization-centrist or employee-concentric.

**Different types of Rating Scales:**

A rating scale is a set of categories designed to elicit information about a [quantitative](https://en.wikipedia.org/wiki/Quantitative_property%22%20%5Co%20%22Quantitative%20property) or a [qualitative](https://en.wikipedia.org/wiki/Qualitative_data%22%20%5Co%20%22Qualitative%20data) attribute. In the [social sciences](https://en.wikipedia.org/wiki/Social_sciences%22%20%5Co%20%22Social%20sciences), particularly [psychology](https://en.wikipedia.org/wiki/Psychology%22%20%5Co%20%22Psychology), common examples are the [Likert response scale](https://en.wikipedia.org/wiki/Likert_scale%22%20%5Co%20%22Likert%20scale) and 1-10 rating scales in which a person selects the number which is considered to reflect the perceived quality of a [product](https://en.wikipedia.org/wiki/Product_%28business%29%22%20%5Co%20%22Product%20%28business%29).

All rating scales can be classified into one of these types:

Numeric Rating Scale (NRS),

Verbal Rating Scale (VRS),

Visual Analogue Scale (VAS),

Graphic rating scale,

Descriptive graphic rating scale.

Some data are measured at the [ordinal level](https://en.wikipedia.org/wiki/Level_of_measurement%22%20%5Cl%20%22Ordinal_scale%22%20%5Co%20%22Level%20of%20measurement). Numbers indicate the relative position of items, but not the magnitude of difference. Attitude and opinion scales are usually ordinal; one example is a [Likert response scale](https://en.wikipedia.org/wiki/Likert_scale%22%20%5Co%20%22Likert%20scale).

The most popular types are: Likert Scale: Indicate the level of agreement or disagreement with a series of statements about the study subject. They typically use 5 response categories from “strongly disagree” to “strongly agree.”

Rating scales are used in performance management systems to indicate an employee's level of performance or achievement. These scales are commonly used because they provide quantitative assessments, are relatively easy to administer and assist in differentiating between employees.

It is divided into two categories: ordinal scale and interval scale. Some data are measured at the ordinal level and some at the interval level. Ordinal Scale: An ordinal scale gathers data by putting them in a rank but without a degree of difference.

Rating scales have been popularly used by brands to collect customer feedback on product or service reviews. These questions are easy to recognize and understand that sometimes respondents don’t even need to read the question. We see smiley ratings or star ratings and know what we have to do.

In this blog, we will discuss in detail the different types and how you can use them in your surveys to collect customer feedback.

This type of scale is one of the most commonly used questionnaire types for online as well as offline surveys. It consists of close-ended questions along with a set of categories as options for respondents. It helps gain information on the qualitative and quantitative attributes.

The most common example is the Likert scale, star rating, and slider. For instance, when you visit an online shopping site and it asks you to rate your shopping experience.

It is a popular choice for [conducting market research](https://www.voxco.com/market-research-tools/). It can serve the purpose of gathering more relative information about a product or certain aspects of the product. The scale is commonly used to gain feedback or to evaluate. It can be used to gain insight into the performance of a product, employee satisfaction or skill, customer service performance, etc.

It is divided into two categories: *[ordinal scale](https://www.voxco.com/blog/ordinal-scale/)* and *[interval scale](https://www.voxco.com/blog/interval-scale/)*. Some data are measured at the ordinal level and some at the interval level.

Ordinal Scale: An ordinal scale gathers data by putting them in a rank but without a degree of difference.

Interval Scale:  An interval scale measures data with equal distance between two adjacent attributes.

Now that we have learned what it is and the two categories of the collected data, let’s look into the different types.

There are six different ways you can use this type of scale in your survey. These six scales gather data based on the categories we have mentioned above.

Numeric scale.

Verbal scale.

Slider scale.

Likert scale.

Graphic scale.

Descriptive scale.

We have explained these six types in detail to help you determine the right time to use the right question.

1. Numeric rating scale or NRS

A numeric scale uses numbers to identify the items in a scale. However, not all numbers need to have an attribute attached to them.

For example, you can ask your target audience to rate your product from 1 to 5 on a scale. You can put 1 as totally dissatisfied and 5 as totally satisfied.

2. Verbal rating scale or VRS:

Verbal scales are used for pain assessment. Also known as verbal pain scores and verbal descriptor scale compiles a number of statements that describe the intensity of pain and duration.

For instance, when you go to a dentist and you are asked to rate the intensity of your tooth pain. At that time, you receive a scale with items like, “none”, “mild”, “moderate”, “severe”, and “very severe”.

3. Visual analog scale or Slider scale:

The idea behind VAS is to let the audience select any value from the scale, between two endpoints. In the scale, only the endpoints have attributes allotted to numbers and the rest of the scale is empty.

Often just called a [slider scale](https://www.voxco.com/survey-feature/slider-survey-question/) this allows the audience to rate whatever they want without being restricted to particular characteristics or rank.

For example, a scale rating from extremely easy to extremely difficult, with no other value allotted in the scale.

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4 out of 5 of our Customers have rated us 9 or above.

4. Likert scale:

A Likert scale is a useful tool for [effective market research](https://www.voxco.com/market-research-tools/) to receive feedback on a wide range of psychometric attributes. The agree-disagree scale is particularly useful when your intention is to gather information on frequency, experience, quality, likelihood, etc.

For example, to evaluate employee satisfaction with company policies, a [Likert scale](https://www.voxco.com/survey-feature/likert-scale-questions/) is a good tool to use.

5. Graphic rating scale:

Instead of numbers imagine using pictures, such as stars or smiley faces to ask your customers and audience to rate.

The [stars](https://www.voxco.com/survey-feature/star-rating/) and smiley faces can generate the same value as a number.

6. Descriptive scale:

In certain surveys or research, a numeric scale may not be of much help. A descriptive scale, explains each option for the respondent.

It contains a thorough explanation for the purpose of gathering information with deep insights.

These are the six types that you can use in your surveys to make it an engaging and fun experience for the survey takers.

We have discussed the factors that contribute to the popularity of this question type among others.

It is a simple and easy-to-understand question type for both the researcher and the audience.

It doesn’t take too much of the respondents’ time.

There are various types of scales that help you make an engaging survey.

In terms of marketing surveys, this scale is a valuable tool for data analysis. It can gain product review for evaluation and further improvement in marketing strategy.

The ordinal and interval level rating scales are probably the most common research scales will encounter, but they're by no means the only types of scales can use. Which scale decide to apply and how will largely depend on research objective (RO). So never choose a scale without considering RO, as well as the impact the scale will have on how the respondents interpret the question and what kind of data it will give.