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*TUTORIAL KIT  
OMEGA SEMESTER*

**PROGRAMME: INDUSTRIAL  
RELATIONS & HUMAN  
RESOURCE MGT.**

**COURSE: IRH 329**

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# **IRH 329: Industrial Training and Attachment**

## **Contributors:**

1. Define Industrial Attachment
  - 1b) Identify and discuss the purpose of Industrial Attachment
- 2 Discuss the Industrial Attachment Relationship
3. Practical Steps for controlling Labour Turnover
- 4 Differentiate between causal wear and work wear.
- 5 10 commandments of dressing for work
6. Why is pay dissatisfaction an issue in organizations and of what importance are they?
  - 6b) Will married and single workers react differently to pay dissatisfaction?
  - 6c) How can pay dissatisfaction be managed?
7. What is Induction?
  - 7b) What are the activities and Information involved in Orientation and Induction
8. Identify and briefly discuss the theories of Leadership
9. Discuss the qualities of a good leader
10. How do you carry out Wage Determination
11. What is allocation of work and target setting
  - 11b) What are the types of Target

- 11c) What are the target setting approaches
- 12) How is termination of Contract carried out in organization
- 13). How can one excel in Leadership Position
- 14). Keys to Successful Leadership/ Characteristics of a good leader
- 15) What is performance appraisal?
- 16) Issues in pay dissatisfaction
- 17) What is work ethics?
- b. Explain explicitly the traits in Work ethics performance:
- c. What are the major factors that demonstrate a strong work ethic?
- 18) What are the reasons for performance appraisal
- 19a) Who carries out performance appraisal
- 19b) Types of Appraisal
- 20) What is Labour turnover
- 20b) What are the causes of Labour Turnover

### Solutions

1. An Industrial Attachment is a structured , credit-bearing work experience in a professional work setting during which the student applies and acquires knowledge and skills. It involves the application of learned skills in an organisation related to the students course of study.

- 1b)i)Learn more about a career
- li)Find out what its like to work in your potential career
- lii)gain valuable experience to build your resume

- lv) get to know employers and make a solid network
- V) receive credit for real world experience
- Vi) understanding workplace expectation

### 3. Practical Steps for controlling Labour Turnover

	Causes of turnover	Remedial actions
1	Defective selection process	Validate the recruitment and selection process
2	Massive resignation	Conduct exit interview
3	Poaching by other organizations	Conduct wage survey and align organizations pay with external industry average
4	Better earning elsewhere	Job evaluation and wage survey
5	Slow progress	Career counselling
6	Overwork	Job analysis
7	Interpersonal conflicts	Grievance process
8	Undisciplined behaviour	Better selection methods
9	Natural causes	Uncontrollable
10	Demographic profile of affected employees	Conduct survey to determine which categories, interview them.

### 5. 10 commandments of dressing for work

1. Modesty is a virtue: Get noticed for your great work, not your tight pants, overdone makeup, short skirt or cleavage-revealing shirt.
2. Keep holy the casual Friday: Yes, the workweek is almost done -- the key word being almost. "Casual Fridays are a recipe for fashion disasters,"
3. Thou shalt wear the right shoes: Your feet should look prepared for work. Vega suggests skipping flip-flops and other open-toe shoes.
4. Honor thy leaders: Not sure what is appropriate for casual Friday or a client meeting? Look around.
5. Thou shalt not steal thy boss's tie: Keep in mind that taking cues from those above does not mean replicating their wardrobe piece for piece. Instead of coming off as a lemming, find comparable styles, colors and accessories that work for you.

6. Control thy festiveness: Wearing seasonal colors is one thing, looking like Santa's elf is another. Your workplace wardrobe should enhance your professional skills and qualities, not detract from them."
7. Remember the good book: Whether you are questioning what constitutes an acceptable variation of a uniform or wondering about the company's stance on jeans, chances are the employee handbook has the answer.
8. Thou shalt notice what year it is: Congratulations on taking such good care of your clothing that items from 1983 are still "fine" today. While one need not be a fashionista, looking outdated can give the impression that you lack fresh ideas.
9. Err on the side of caution: Worried that your casual Friday outfit might be too relaxed avoid the guesswork.
10. Dress for the job thou want: no matter what age or gender, is to dress for the job you want, not the one you're in.

## 7. Practical Orientation and Induction

### Induction Defined

Induction is the process of receiving and welcoming employees when they first join a company and giving them the basic information they need to settle down quickly and happily and start work. Induction has four aims:

- To smooth the preliminary stages when everything is likely to be strange and unfamiliar to the starter;
- To establish quickly a favourable attitude to the company in the mind of the new employee so that he or she is more likely to stay;
- To obtain effective output from the new employee in the shortest possible time;
- To reduce the likelihood of the employee leaving quickly.

Induction is often considered as an early part of the training process. Once an applicant accepts a position, then they can be passed on to the training department who take over from that point. Recently, induction has been seen more as the final but vital part of the selection process. The selection job is not complete until the applicant is safely introduced into the organisation and helped to overcome the difficulties and pressures of those first few days and weeks.

For most positions, an induction of 1–2 days is allowed to provide the basic information to the new recruit and to introduce them to the important aspects of working in the organisation.

7b)

<b>Activities</b>	<b>Information</b>
Basic Safety training, including protective clothing and emergency procedures	Safety rules and regulations
Tour of the premises, including toilets, canteen and first aid provisions	Map of premises – departments
Introduction to colleagues, management (maybe shop steward)	Up to date organisation chart
Brief outline of company history, mission statement, set of values, system of communication	Any relevant documents
Outline of products and what they do (including demonstration) plus brief summary of customers and suppliers	Copy of main product brochures
Introduction to company handbook, including benefits, procedures on holidays and sickness and company rules, disciplinary procedures, payment of wages	Copy of employee handbook
Introduction to work of department and the role of trainee. System of performance management	Copy of any working procedures and details of practices regarding breaks, clocking, use of materials, etc. Performance management scheme
Introduction to any social activities	Details of clubs, outings

A balance needs to be drawn between ensuring that the trainee has all the information required as soon as possible and flooding them with too much information and causing them confusion and a degree of disorientation

### *11a. Allocation of work and target setting*

The work that has to be done should be defined and allocated to functions, units, departments, work teams, project groups and individual positions. Related activities should be grouped together, but the emphasis should be on process rather than hierarchy, taking into account the need to manage processes that involve a number of different work units or teams.

Subordinates and superiors jointly determine targets. Worker' strengths, weaknesses, opportunities and threats within the work environment should be considered in setting target.

#### 11b) Types of Target

- (i) Conservative Target: target set below the mental and physical capacity of workers. Employees tend to have more leisure time and engage in activities outside the workplace in order to get more income.
- (ii) Ambitious Targets: targets set over and above the mental and physical capacity of workers. Employees try to impress their employers in order to meet the target, which in turn affects their health.
- (iii) Realistic Targets: targets set with due consideration to employees' strengths, weaknesses, opportunities, and threats.

### 11c) Target setting approaches

- Physical output
- Non-physical output – key result area of the job should be examined. For example, driving, key area includes:

Key areas	Expected output
No of accidents	0
Arrival time	15 minutes of grace
Courtesy on the road	70%
Maintenance consciousness	80%
Appearance	80%

### 13. How to excel in Leadership Position

- Interpersonal Relations
- Developing and Maintaining Trust
- Managing one's feeling
- Effective Communication
- Enhancing one's identity

### 17) What is work ethics?

Ethics is a collection of values and behaviours which people feel are moral and appropriate in the workplace, it is the name we give to our values or good behaviour. Ethics are the values an organization demonstrates in its goals, policies and practices- are the heart of any workplace culture. Ethics is a matter of using integrity-based decision-making procedures to guide your decisions and actions, being ethical involves acting morally right, being honest, not cheating your employer, colleagues, avoid harassments, inappropriate use of the internet and outside-of-work activities, etc.

b. Explain explicitly the traits in Work ethics performance:

The following ten areas of work ethics traits and performance standards are expected in a workplace;

- ✓ Punctual Attendance as it is the cornerstone of advancement.
- ✓ Character- high level of commitment to work, demonstrate trustworthiness, dependability and initiative.
- ✓ Loyalty being a goodwill ambassador, and keeping company secrets
- ✓ Honesty is valuable, not lying nor cheating.
- ✓ Trustworthiness –dependability and reliability.

- ✓ Initiative- motivated, enthusiastic, industrious, hardworking, beyond the “call of duty”
- ✓ Self-discipline and Self-responsibility and being able to make the best choices amongst alternatives.
- ✓ Teamwork
- ✓ Appearance in smell, cleanliness and mannerisms
- ✓ Attitude a possibility mentality, positive attitude to colleagues, supervisors and to the work itself.
- ✓ Productivity-maintain equipment and supplies, conserves materials and stay on task and utilize time constructively.
- ✓ Organizational skills-prioritize and manage time and stress effectively, demonstrate flexibility in adapting to changes.
- ✓ Communication- communicate in a professional and courteous manner, good technology etiquette and listen attentively to others.
- ✓ Cooperation- convey a willingness to assist others, display leadership skills, demonstrate problem-solving capability.
- ✓ Respect-treat everyone with respect, do not engage in any kind of harassment, deal with cultural diversity fairly.

c. What are the major factors that demonstrate a strong work ethic?

A strong work ethic is vital to a company achieving its goals. Every employee from CEO-to entry level workers, must have a good work ethic to keep the company functioning at its peak. Certain factors come together to create a strong work ethic, and these include;

- a. Integrity: this stretches to all aspects of the employee’s job, an employee with integrity fosters trusting relationships with clients, co-workers and supervisors, as colleagues trust the employee’s ability to give honest feedback, clients trust the employee’s advice, supervisors rely on the employee’s high moral standards.
- b. Sense of Responsibility: a strong sense of responsibility affects how an employee works and the amount of work put in, when the employee feels personally responsible for his/her job performance, he/she shows up on time, puts in his/her best effort and completes project to the best of his/her ability.

- c. Teamwork: most employees have to work together to meet a company's objectives, the employee respects his/her peers, deliver quality work, and helps a team to meet its goals and also the company's goals.
- d. Emphasis on Quality: some employees do only the bare minimum, just enough to keep their job intact, employees with a strong work ethic care about the quality of their work. They do their best to produce great work, not merely churn out what is needed. The employee's commitment to quality improves the company's overall quality and productivity.
- e. Discipline: it takes a certain level of commitment to finish your tasks everyday. An employee with good discipline stays focused on the goals and is determined to complete assignments. These employees show a high level of dedication to the company, always ensuring they do their part.

#### d. Importance of work ethics

- Workplace ethics is important as employers risk losing customers, profits, valuable employees and even more.
- Lower legal risk, increased legal compliance, rule-following, heavy penalties on employers/companies can be avoided.
- Workplace ethics deters misconduct, avoids conflict of interest, keeps everyone honest, provides guidelines for resolving sensitive issues, and makes it clear that all employees are responsible for unethical behaviour.
- Workplace ethics is needed alongside strategy to achieve organization's objective of profit, growth and competitive edge, as a valuable workforce is hard to replicate and it can therefore lead to the achievement of the other company goals.

#### 19a) Reasons for carrying out performance Appraisals

Compensation "Pay for Performance"

Job Performance Improvements

Feedback to Subordinates

Documentation for Decisions

Goal Setting - Later Evaluation

Promotion Decisions

Identify Training Needs

HR Planning

Performance Management Skills

Communication.

Coaching.

Giving feedback.

Empathy.

Teamwork.

19b) Supervisor Appraisal: Performance appraisal done by an employee's manager and often reviewed by a manager one level higher

Self Appraisal: Is done by the employee being evaluated, generally on an appraisal form completed by the employee prior to the performance review

Team Appraisal: Based on TQM concepts, that recognizes team accomplishment rather than individual performance

Peer Appraisal: Appraisal done by one's fellow employees, generally on the forms that are compiled into a single profile for use in the performance interview conducted by the employee's manager

360: This is the combination of all.