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# HUMAN RESOURCES AND TEA SECTOR

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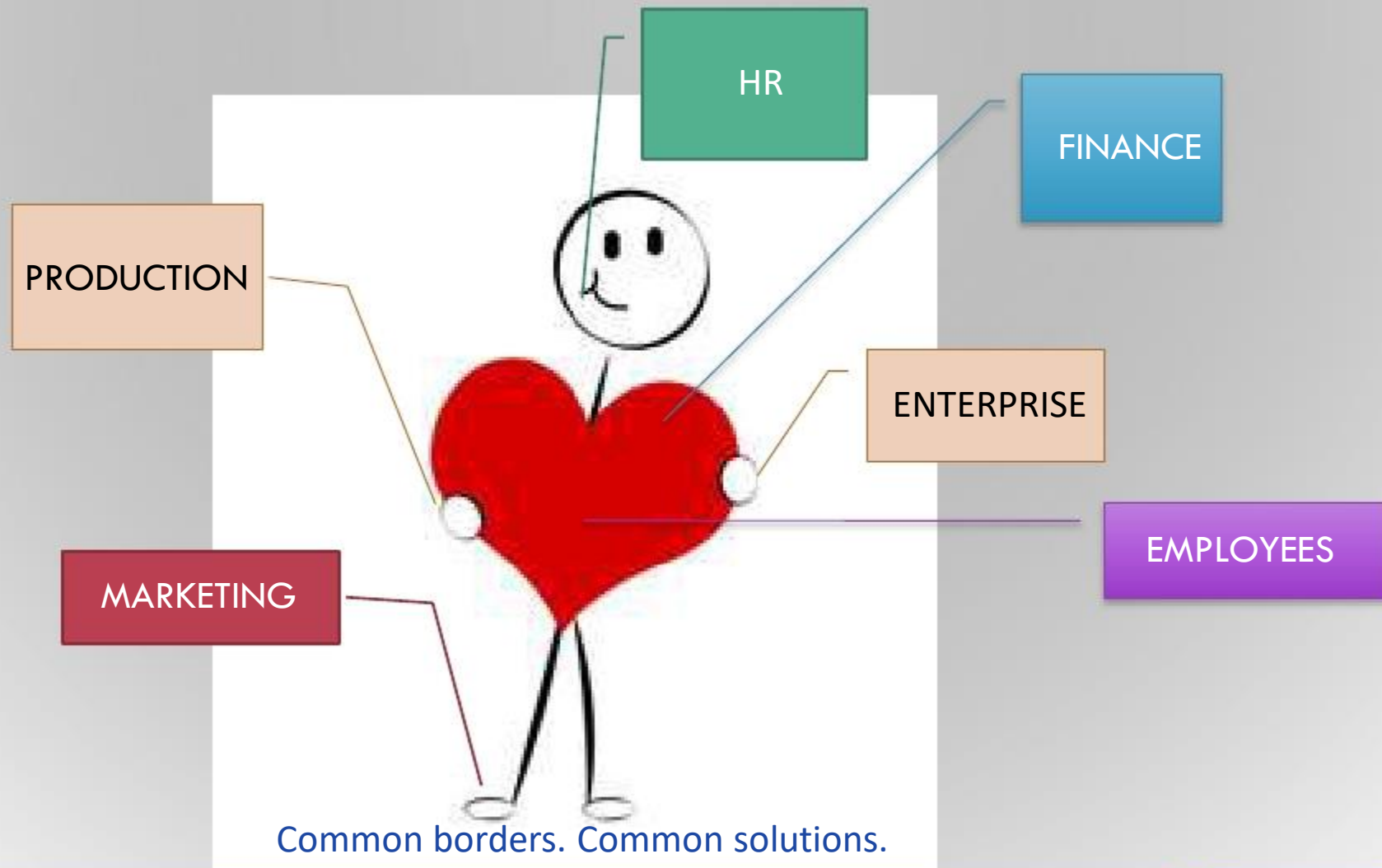


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# SCOPE OF THE PRESENTATION

- CHANGING WORLD AND UNDERSTANDING IN HR MANAGEMENT
- CHANGING SCOPE OF HR AND ORGANIZATION DEVELOPMENT
- PERSPECTIVE TOWARDS HUMAN
- PURPOSES AND CHARACTERISTICS OF HR
- STRENGTHENING HR AND TRAINING
- RECRUITING STAGES
- WORKER AND BUSINESS RELATIONS

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# WHAT IS HR MANAGEMENT?

- STAFFING
  - JOB ANALYSIS
  - ENSURING APPLICATION
  - SELECTION
- REWARDS
  - JOB EVALUATION
  - PERFORMANCE EVALUATION
  - INCENTIVES
- EMPLOYEE DEVELOPMENT
  - NEED ANALYSIS
  - PERFORMANCE EVALUATION
- PROTECTION OF EMPLOYEES
  - SAFETY
  - HEALTH AND WELFARE
- RELATIONS WITH THE RELATIONS
  - PARTICIPATION
  - INTEGRATION





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Black Sea Basin

## Human Resources;

may be defined as the persons working for the organization and making contribution to the organization with their knowledge, skills, and talents

# Importance of Human Resources

There are many various benefits provided by the efficient use of Human resources to the business organizations in today's competitive environment. **These may be listed as:**

- Gaining advantage over the competitors,
- Being able to make more profit,
- Increasing their profitabilities,
- Increasing the quality of their products, etc.

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# Importance of Human Resources

- ✓ HR management serves as the leverage for the enterprises.
- ✓ It is important for that the companies **ensure a competition advantage** in compliance with the strategic goal of the company, together with the process of directing the employees efficiently and **maintain this advantage,**
- ✓ **Keep pace with the** changing conditions **in a short period,**
- ✓ **Increase the satisfaction and life qualities of the employees.**

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## WEAKNESSES

- Lack of medium-, long-, and short-term **strategic plans** in the sector
- **Failing to use** the current **capacity** of the private sector
- High initial investment costs **in developing new product**
- Production **without marketing unit** in some of the private sector companies
- Failing to carry out **optimization** in the production processes throughout the sector
- **Insufficient in-service training** in the companies
- **Insufficient efficiency of the engagement directors** employed pursuant to Law Nr. 5179 on employment of engagement directors, failing to cover their wages regularly, and employing them seasonal.
- **Failing to manage** their family companies **in line with corporateness**
- R&D studies are not **conducted sufficiently** in the sector
- **Lack of personel benefits** of the employees





## WEAKNESSES

- Companies do not **study sufficiently** in the matters of new product development and R&D studies
- Companies **are unqualified in foreign trade field** and have insufficient knowledge
- **Insufficient sensitivity** of the representatives in the sector against the organized trainings, meetings, etc.
- Many companies **have not prepared** the business plan and strategic plan
- Companies do not utilize **information technologies** sufficiently
- Failing to carry out tea farming with scientific methods
- **In-service trainings are insufficient** in the companies
- **Qualified labour** of the companies is **insufficient**

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# Purposes of Human Resources Management

*General purpose of the human resources management is to ensure that the employees of the organization succeed and thus the organization earns success.*



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Purposes adopted by the human resources management in order to achieve this result are;

- ✓To increase the profitability,
- ✓To increase the quality of the business life,
- ✓To increase the legal conformity of the company,
- ✓To gain competitive advantage,
- ✓To guarantee the labour elasticity.

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# HOW MUST BE OUR PERSPECTIVE TOWARDS HUMAN RESOURCES?



- Human is the **most valuable** resource (17-18% tea waste)
- HR is the **STRATEGIC PARTNER** of the company
- If you cannot measure, you cannot manage either (PUKO and SMART)
- We need HR in order to be efficient (Competition)
- It is referred as the «**Human Resources Value**»
- One person cannot know everything (**Corporateness and Delegation**) is important (Operational Blindness)
- İK'ya sürekli olarak **yatırım** yapılması ve geliştirilmesi gerekir (Eğitim ve Danışmanlık)
- HR is **focused on the human, which is the most important resource** in the development of the company.
- The basis of 21st century is **creativity and different thinking**. The only resource we have is human



# OPERATIONAL BLINDNESS...



## TÜRKİYE'NİN SORUNU: İŞLETME KÖRLÜĞÜ

**İBB** Sağlık Daire Başkanlığı iş sağlığı ve güvenliği üzerine bilinçlendirme semineri düzenlendi. Seminerde konuşan Prof. Dr. Nevzat Tarhan Türkiye'deki birçok kazanın işletme körlüğünden meydana geldiğini söyledi.

**SAYFA 4**

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Makina

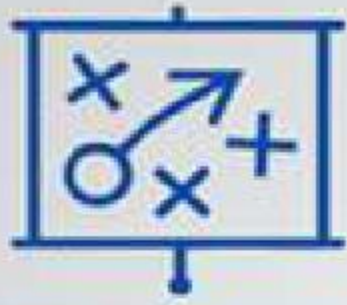
Para

Malzeme

Yönetim

İnsan

Correct job  
Correct time  
Correct place



STRATEGIC  
GOALS



EMPLOYEES



TRAINING



SUCCESS



JOB  
VALUE

# HRM

## HUMAN RESOURCES MANAGEMENT



PERSONNEL  
RECRUITMENT



REWARDING





# Principles of Human Resources Management

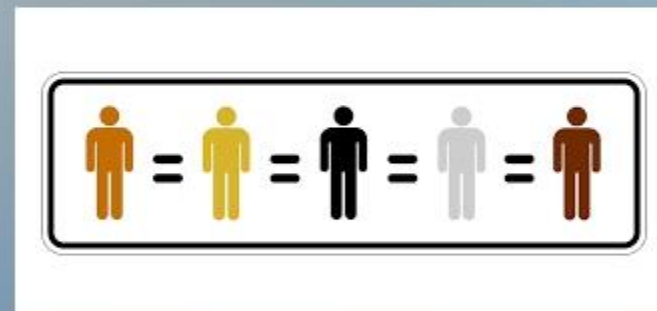
1- Principle of Competence



2- Principle of Career



3- Principle of Equality



4- Principle of Confidence



5- Principle of Neutrality

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Personel Yönetimi Anlayışı	İnsan Kaynakları Yönetimi Anlayışı
Taktik odaklıdır.	Strateji odaklıdır.
Kısa vadelidir ve örgütlenmenin diğer alanlarındaki politikalara karşılık verir.	Uzun vadelidir ve örgütlenmenin diğer alanlarındaki politikalarını yönlendirir.
Sorunları genel bir çerçeve olmaksızın ayrı ayrı ele alır.	Sorunları örgütlenmenin yararına olan açık bir biçimde tanımlanmış ve tüm örgütle ilişkili bir çerçeveye yerleştirir.
Çalışanların karar almaya çok az dahil oldukları, geleneksel çalışma şekilleri olan örgütlenmelerde görülür.	Çalışanları karar almaya dahil etmenin önemi üzerinde durur.
Sendikalaşmış örgütler görülebilir.	Bireysel, bağımsız anlaşmaları teşvik eder ve sendikaların üzerinde daha az durur.
Birey gruplarına aynı ödülleri ve koşulları sağlamaya odaklanır.	Münferit sözleşmeler ile ücret ve ödül sistemlerine odaklanır.
Personel fonksiyonu faaliyetlerinin –işe alım, seçme ve eğitim, vb. –hepsinde uzmanlaşmaya çalışır.	Daha çok politika, planlama, izleme ve değerlendirmeye odaklanmak için işe alım, seçme ve değerlendirme, vb. personel fonksiyonu faaliyetlerini bölüm yöneticilerine bırakmaya çalışır.

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**HUMAN RESOURCES MANAGEMENT:** INCLUDES ALL ACTIVITIES REGARDING HOW THE HUMAN RESOURCES SHALL BE OBTAINED AND HOW THIS RESOURCE SHALL BE UTILIZED IN THE MOST EFFICIENT MANNER.

PERSONNEL MANAGEMENT	HUMAN RESOURCES MANAGEMENT
Sees the employees as the <b>cost elements</b> . It is job-focused.	<b>It is human-focused</b> , sees the humans as the resources it have to improve.
It tends to carry out its activities <b>independently from the company</b> .	<b>It is in coordination with</b> all units of the company.
The traditional personnel management is deemed as an <b>area of expertise</b> .	<b>HR</b> is under the responsibility <b>of all managers</b> .
The traditional personnel managers have <b>very few power and prestige</b> .	HR Managers are <b>in strategic partnership</b> with the senior management.
It deals with daily <b>routine works</b> .	It endeavours to improve the qualified labour and to enable the organization <b>gains competitive advantage</b> .

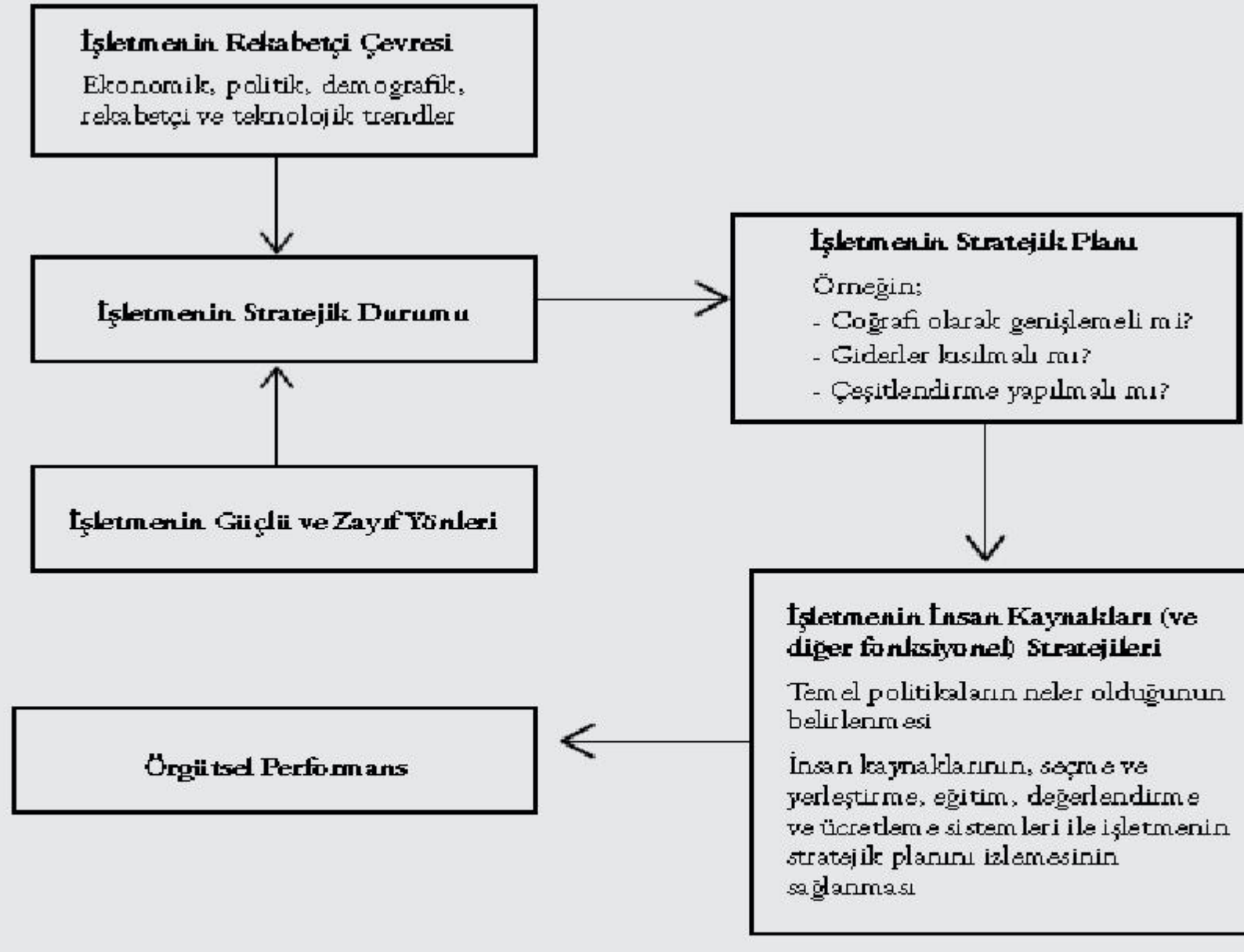


**Strategic Human Resources Management:** It is formulating the personnel's competences and behaviours, and **HR systems, policies and applications** that produce the competences and behaviours needed by the institution to achieve the strategic goals.

**Intellectual Capital Management:** It includes the **human, structural and relational assets** existing in a company. Within this scope, all intangible assets having the potential to create value for the company, fall under this capital. **Its most essential capital is HUMAN.**

**a. Structural Capital:** It is the intellectual properties and infrastructure capital. (Patents, trade secrets, brands, prestige, information infrastructure, network structure, values of the company, etc.)

**b. Relational Capital:** It is the knowledge formed due to the relations with the other persons and institutions out of the company. (Customers, the market addressed, competitors, etc.)



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Şekil 1.1: İşletmenin Stratejik Planları ile İnsan Kaynakları Stratejileri İlişkisi

Kaynak: Gary Dessler, Human Resources Management, 13. Baskı, USA: Pearson Education Ltd, 2013, s.107.

**Talent Management:** The power existing in the organism regarding to learn any company, carry out a work, or comply with a situation successfully, and **and which is congenital.**

After the crisis in 2009, the companies have been in search of talented employees.

The talented persons need;

- ✓To undertake challenging and self-improving works
- ✓To improve their careers
- ✓The guidance or coaching of another person
- ✓To establish the balance of work and private life
- ✓A working environment that is flexible and encourages creativeness
- ✓A leadership that is strategically directive
- ✓Health facilities
- ✓To work against a satisfactory salary.

Common solutions.



# COLOURS OF THE COLLARS!

- WHITE COLLAR
- BLUE COLLAR
- GOLD COLLAR



- \* HUMAN RESOURCES MANAGEMENT AND ORGANIZATION
- \* HUMAN RESOURCES PLANNING AND JOB ANALYSES
  - \* FINDING AND SELECTING HUMAN RESOURCE
  - \* JOB PREPARING AND HUMAN RESOURCE TRAINING
- \* PERFORMANCE ASSESSMENT AND CAREER MANAGEMENT
  - \* JOB ASSESSMENT AND WAGE MANAGEMENT
  - \* DISCIPLINE AND MOTIVATION
  - \* WORKING RELATIONS

## Field of Activity of Human Resources Management:

HR management has 4 primary fields of activity.

Primary Field of Activity	Basic Functions	Description
	Human Resources Planning	Availability of human resource in the desired place and time, and in the number and with the qualification (Making short-medium-long-term plans)
	Job Analysis	To examine and define the works being carried out in the organization, in detail, and to determine the qualifications of the persons who shall carry out these works, etc..
	Job Design	Increasing quality, decreasing the costs, increasing the job satisfaction, etc.



Primary Field of Activity	Basic Functions	Description
<b>Procuring Human Resources</b>	Finding Personnel	It is the search of the source (internal and external), from which the candidates having the desired qualifications, to be found.
	Selecting Personnel	Selection of the candidate pools created, via various methods.
	Job Placement and Preparation	Offering the job, concluding the contract, orientation
<b>Keeping Human Resources</b>	Salary	Fair salary, job assessment, and establishing the performance system, etc.
	Increasing Organizational Commitment	Remaining as the member of the organization, acting for the purposes of the organization, etc.
	Ensuring Occupational Health and Safety	Keeping their status at the high levels in terms of their physical, moral, and social status
	Maintaining Job Relations	Union activities, etc...
	Organizing Social Activities	Picnic, tournament, etc.



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Primary Field of Activity	Basic Functions	Description
<b>Increasing the Individual and Organizational Performance</b>	Performance Assessment	Performance assessment system must be established.
	Rewarding	Those with high performance must be rewarded.
	Training and Improvement	Training must be planned for qualified persons.
	Career Planning	Career planning must be carried out in line with the purposes of the company and goals of the personnel.
	DisiplineEtme	Sanctions must be imposed for those having low performance and non-complying with the rules.
	Assessment	All works must be assessed in terms of the cost and efficiency.



**Organizational Structure of the Human Resources Department:** Factors affecting the place of HR within the general structure of the company:

**a. Perspective of the Senior Management Towards Human:**

Anything that senior management does not believe cannot be successful. If the management have faith, then HR department gains prestige.

**b. Organizational Culture:** They are the attitudes and behaviours that are thought and determine how the works shall be carried out.

**c. Size of the Organization:** Since the small companies have less employees, generally they do not have HR unit. As the number of the employees increases, HR department is established.

**d. Geographic Approach:** When the company grows and divided into the regions, a separate HR unit is established for each region.



**e. Nature of the Activities:** Nature of the activities differs depending on the number and type of products, and technology used. **Structure of HR in the fields of activity that do not require much knowledge is different from the Structure of HR in places having activities requiring high level competence.**

**f. Qualification of the Employees:** As the qualifications of the employees working in the organization increase, then their needs and expectations increase either.

**g. Unionization Rate:** HR's structure takes form depending on the unionization status in the organizations.

## Place of HR in a Medium-Scale Company



# HR'S ORGANIZATION

(Principle of 1 HR Specialist to Every 100 Persons)





## Importance of Human Resources Planning for the Organization;

It is important in terms of:

a. Foreseeing the ***depressions*** in the need of labour, and ensuring that the needs are met accordingly,

b. Ensuring that the ***optimum profitability*** is obtained from the knowledge of the labour,

c. Making contribution into the ***development process*** of organizational planning,

d. Revealing the ***specific labour qualifications*** needed,

e. ***Increasing the efficiency of*** human resources management at all organizational levels.

# Factors Affecting the Human Resources Planning

EXTERNAL FACTORS	DESCRIPTIONS
Peripheral Uncertainties	Economical crisis, needs for new customers, changing markets
Competitive Conditions	Human resource structure of the competitors, ease of accessing to market, etc.
Technology	Industry 4.0
Laws	Retirement age, seniority indemnity, etc.
INTERNAL FACTORS	DESCRIPTIONS
Organizational Strategy	HR Strategies of the Organizations
Geographic Differentiations	Personnel recruitment out of the country, in which the main company is established
Characteristics of Current	Personnel turnover rates, absence rate, etc.

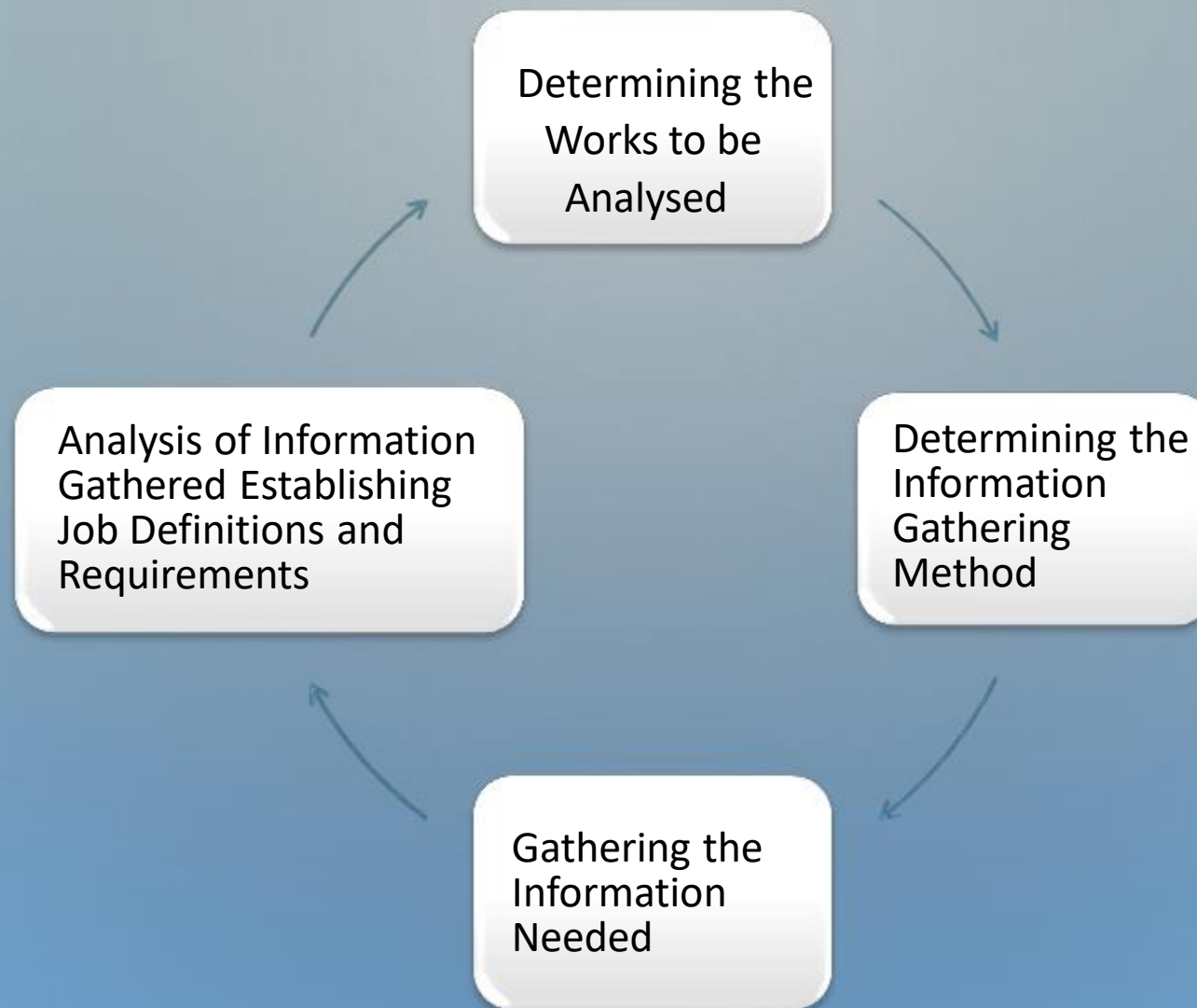
**Auxiliary Instruments in Determining the Human Resources Demand:** Job analysis information and information on personnel turnover rates are important. This information is under the responsibility of HR.

- **Job Analysis:** It is the study that investigates and reveals the quality, quantity, requirements, and working conditions of a job via various methods. When conducting job analysis:

WHAT DOES THE PERSONNEL DO	FUNCTION OF PERSONNEL
How Does the Personnel Carry Out the Work	Methods and techniques
Which Type of Auxiliary Instruments Are Used in the Work	Machines, tools, equipment
Which Outputs Are Achieved	What Are the Produced Goods and Services
Under Which Conditions Is the Work Carried Out	Environmental Factors
Which Kind of Talent, Knowledge, and Experience Is Required in the Job	Job Requirements



## JOB ANALYSIS PROCESS



# JOB ANALYSIS

- They are the technical procedures to investigate the systematic activities in the job or to define the tasks and responsibilities covered by the job.
- Job analysis is the work of identifying and determining what are made in a job.
- It includes the tasks carried out, the knowledge and skills have to be possessed in order to be able to carry out them and the conditions, under which the work is carried out.

# Use of Job Analysis Information

Organizational Design	HRM	Job and Tool Design	Other Uses
<ul style="list-style-type: none"> <li>▪Arrangement</li> <li>▪HRP</li> <li>▪Role Definitions</li> </ul>	<ul style="list-style-type: none"> <li>▪Job Assessment</li> <li>▪Placement</li> <li>▪Orientation</li> <li>▪Training and improvement</li> <li>▪Performance assessment</li> <li>▪Promotion and appointments</li> <li>▪KP</li> <li>▪Employee – Employer relations</li> </ul> <p>Common borders. Common</p>	<ul style="list-style-type: none"> <li>▪Engineering</li> <li>▪Method development</li> <li>▪Safety</li> </ul> <p>solutions</p>	<ul style="list-style-type: none"> <li>▪Professional guidance</li> <li>▪Rehabilitation and consulting</li> <li>▪Work classification systems</li> <li>▪HR reseacrhes</li> </ul>



# PURPOSE AND PROCESS OF JOB ANALYSIS

1. Job definitions



2. Characteristics required by the job



3. Job assessment



# 1. JOB DEFINITIONS

- Name of the Job
- Activities and Procedures in the Job
- Working Conditions and Physical Environment
- Social Environment
- Employment Conditions

## 2. CHARACTERISTICS REQUIRED BY THE JOB

- It includes the minimum characteristics, which the person expected to carry out a work must have in order to be successful.
- It may be rigid or flexibility.



### 3. JOB ASSESSMENT

- Job assessment enables to benchmark different works with each other.
- It reveals the value of each work for the organization.
- It is very necessary in establishing the wage and reward systems.

# INFORMATION GATHERING METHODS IN JOB ANALYSIS

- Observation: observing the persons carrying out the work directly.
- Interview: the person tells the things carried out currently and previously
  - Interviewers skills are very important.
  - A good preparation and significant education is essential.
  - There must be a structured form and a regular method in the interviews.
  - The potential confounding variables must be known.

# INFORMATION GATHERING METHODS IN JOB ANALYSIS

- Specialist groups related with the subject
- Questionnaires
  - Personality tests
  - Vocational interest tests
  - Assignment inventories
  - Check lists



# INFORMATION GATHERING METHODS IN JOB ANALYSIS

- Structured job analysis techniques
  - Functional job analysis technique
    - What? (Which action is he/she making?) (Why or for who is he/she making?)
    - Why? (For producing what or achieving what is he/she doing this?)
    - How? (Which tools, instruments or assists is he/she using?)  
(With which directives is he/she making?)
- “Critical incident technique”

# INFORMATION GATHERING METHODS IN JOB ANALYSIS

- Approach of job's elements
  - Those barely acceptable
  - High achievers
  - Problem
  - Being practical

# INFORMATION GATHERING METHODS IN JOB ANALYSIS

- Situation analysis questionnaire
  - Obtained information
  - Mental processes
  - Work carried out
  - Relations with other people
  - The ambient, in which the job exists
  - Other job features

İnsan Kaynakları Yönetimi Eğitim ve Gelişim Uzmanı İçin İş Gerekleri Örneği	
İşin kodu	İK-03
Departman	İnsan Kaynakları
Birim	Eğitim ve Gelişim
İşin Adı	Eğitim ve Gelişim Uzmanı
Özellikler	
Yaş Skalası	25 - 35
Cinsiyet	Kadın veya Erkek
Askerlik	Yapılmış
Deneyim	En az 2 yıl
Eğitim Durumu	Lisans ya da üstünde mezuniyete sahip olmak veya lisans üstü eğitimine devam etmek.
Sertifika ve Diğer Eğitimler	B sınıfı sürücü ehliyeti, İnsan Kaynakları Uzmanlığı Sertifika Programı.
Yabancı Diller	En az B1 seviyesi İngilizce
Fiziksel Özellikler	Kendine özen göstermek, bakımlı olmak.
Davranışsal Özellikler	Kurumu temsil edebilmeli, Planlı çalışabilmeli, Zamanı verimli kullanabilmeli, İletişim yeteneği güçlü olmalı, Çözüm ve sonuç odaklı davranmalı, Bilgi gizliliğine önem vermeli, Araştırmacı bir yapıya sahip olmalı, ...
Zihinsel Özellikler	Analitik düşünebilmeli, Detaylara önem vermeli, Bakış açıları geleceğe yönelik olmalı, ...
Sosyal Özellikler	Sağlıklı insan ilişkileri kurabilmeli, Sosyal bir yapısı olmalı, Çok kültürlü ortamlara uyum sağlayabilmeli, ...
Bilgisayar Bilgisi	Windows 10 işletim sistemi, MS Office programları, ..... Ergo yazılımı kullanabilmeli.



## PERSONNEL TURNOVER RATE (PTR)

**Personnel Turnover Rate:** It refers to the number of personel entering into the company and leaving the company within a certain period of time. Information on the reason and date of leaving the job, contact address, payments to be made, possibility for employment again are kept in turnover rate information (It may be formed for 3-6 Years).

**Personnel Turnover Rate=  $\frac{\text{Total Number of Those Dismissed}}{\text{Average Number of Employees}} \times 100$**

**Average Number of Employees=  $\frac{\text{BoP Number of Personnel} + \text{EoP Number of Personnel}}{2}$**

Exp: Number of Personnel at the Begining of Period (BoP): 400

Number of Personnel at the End of Period (EoP): 600

Number of Personnel Who Has Left the Job within the Period: 30

## Disadvantages of PTR Regarding the Company

- High PTR increases the labour costs.

It is not easy to find new personnel in stead of those leaving the job, at least it causes waste of time.

- Finding and placing the new labours are an economic loss. The announcements and interviews to be carried out form a cost item.
- Even if new personnel is found, his/her placement and adaptation are not easy.
- High PTR may cause an increase in the work accident rates.
- In case of dismissal by the company, then a seniority indemnity shall be paid.
- Multiplicity of those leaving the job causes job insecurity and enervation depending on this over the other working part.
- In the companies, which PTR is high, problems may be occured in also product quality.

## Disadvantages of PTR Regarding the Labour

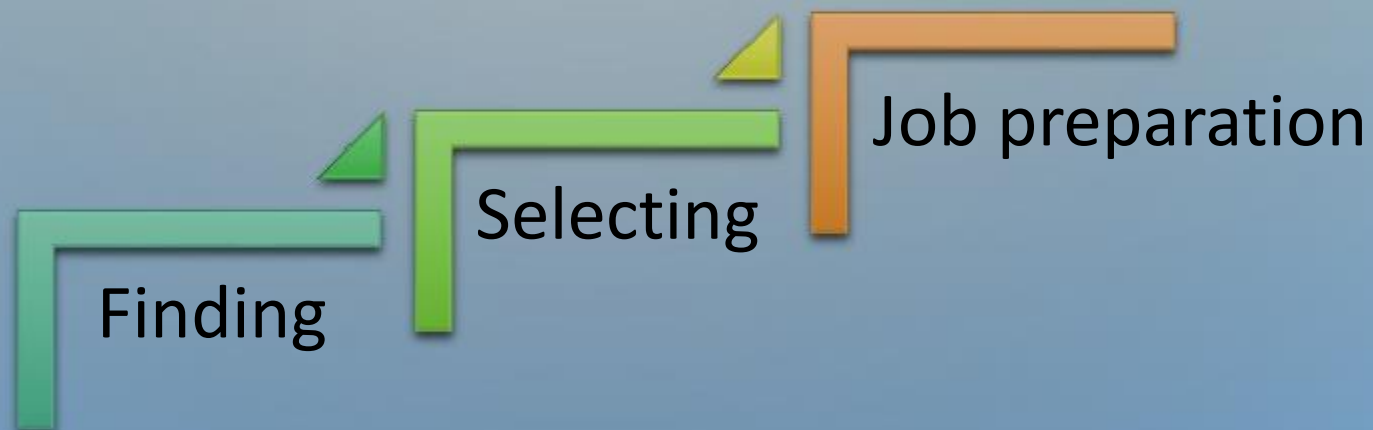
- In case the worker leaves the job with his own will, then he/she may not benefit from the seniority indemnity.
- The fact that the worker leaving the job has to look for a new job in the labour market, shall cause the occurrence of economic and social problems.
- The worker, which break loose from his/her job and usual environment shall feel empty and the enervation caused by this shall be unavoidable.
- With leaving the company, the chance of possible promotion in the former workplace shall disappear.

## REASONS FOR LEAVING THE JOB QUESTIONNAIRE FORM

Name and Surname		Date of Employment		
Position/Department		Date of Leaving		
<b>REASON FOR LEAVING</b>				
Military Service	Dismissal	Health Issues	Family Matters	Changing Profession
Wage Insufficiency	Marriage	Displacement	Burden of Work Load	Unconformity to Job
Disharmony with Workmates	Disharmony with Directors	Badness of Working Environment	Monotonous Job	Working Hours
Job Unsatisfaction	Career Opportunities	Not Granting Power	Other	



# RECRUITMENT



## FINDING PERSONNEL

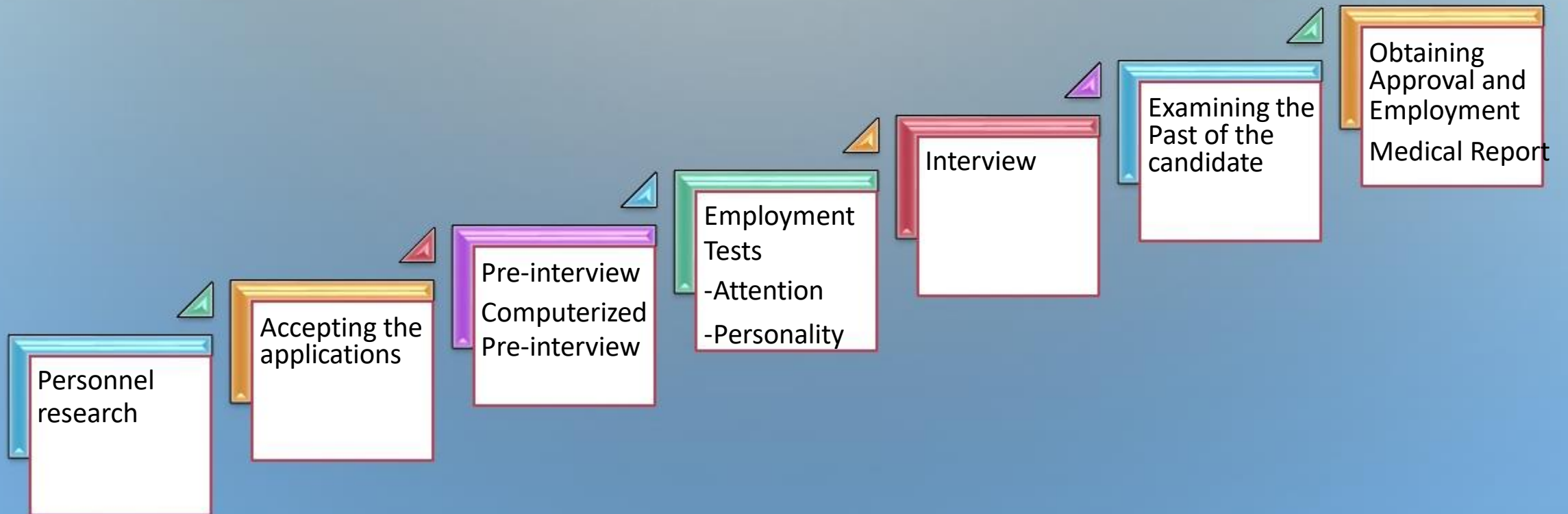
**a. Finding Personnel From Internal Source:** It takes as a basis focusing on the current employees or those who have applied to the company, but have not been recruited.

- **Promotion:** It is the promotion of an employee to a higher level undertaking status, power, wage and responsibility.
- **Transfer:** It is horizontal displacement between the works that are same in terms of wage, power, and responsibility.
- **Rotation:** It is the employment of a personnel within the company, for another assignment, in order to teach the job temporarily.
- **Former Employees and Former Applications:** Those who has retired, left the work, appeared in the interview, but has not been recruited, etc.

## **b.Finding Human Resource From Outside:**

- ✓ Placing Ads on Media Sources
- ✓ Internet
- ✓ Employee Recommendations
- ✓ Educational Institutions
- ✓ Unions
- ✓ Chambers of Profession, Commerce and Industry, Competitor Companies
- ✓ Employment Bureaus, İŞKUR
- ✓ Employing disabled persons at a rate of 3% and ex-convicted at a rate of 2% is mandatory at the places employing 50 or more workers

✓ **Selecting Human Resource:** The most important criteria in personnel selection is not selecting the best, but selecting the candidate suitable for the job requirements. Carrying out the job analyses in a good manner, shall determine the requirements of the job correctly. This shall ensure that the selection activities be more efficient.





**Interview:** It a process created in order to define the information about the candidate in detail and reveal the information in other sources (such as the curriculum vitae, results of the examination tests, etc.).



## Types of Interview

**Structured Interview:** It is the use of a standardized form containing a series of pre-prepared questions for the candidate. It is like a verbal questionnaire.

- **Situational Interview:** Candidate's behaviours that shall be acted by him/her, in case of a problem or sample case are interrogated.

- **Behaviour Defining Interview:** It is the interview, in which how the candidate has solved a problem or incident occurred in the past, is assessed.

- ✓ **Unstructured Interview:** It is directing questions based on the answers given by the candidate.

✓ **Mixed Interview:** It is conducting structured and unstructured interview at the same time.

✓ **Stress Interviews:** It is interview type, which anxiety and stress is generated on the candidate in order to measure how the candidate shall react.

✓ **Pressing Interview:** It is the interview conducted in order to learn how the candidate controls his/her feelings and behaviours and keeps his/her balance in suddenly emerging situations.

✓ **Panel type Interview:** It is the interview conducted by two or more recruitment specialist.

**Interviewing Faults:** Some faults made in the selection interviews have negative effects on the success of the interview.





# SOCIO-PSYCHOLOGICAL FAULTS

## Halo Effect Etkisi

Due to a positive characteristic of the person, thinking the other characteristics **also as positive**, or due to a **negative characteristic**, thinking the other characteristics as negative.

## Stereotyping Stereotipleneler

In case the person has some of the characteristics qualifying A particular type, **placing the person immediately into That type** (Age, Gender, Social Race Discrimination)

## Identify as Himself Kendine Benzetme

People fundamentally tend to believe that the knowledge they have, value judgement, or **their perspectives on life** are true.

## Biases Önyargılar

Bias is forming a certain image belonging to a any group on people's mind, then **generalising** this image **to all persons within that group**.

## SOCIO-PSYCHOLOGICAL FAULTS

### Focusing on the Negative Information

In general, people **pay more attention to the negative information than the positive information.**

### Contrast Fault

In case the candidate being assessed or investigated is very good or very bad during an assessment or investigation process, **it is the assessment of the next candidate based on that very good or very bad candidate.**

## COMMUNICATION ORIENTED INTERVIEWING FAULTS

**Affection from  
Non-Verbal Behaviours**

It is the affection of the interviewer from the situations such as the persons' **physical appearance, dress, face and body movements.**

**Talking Very Much or  
Very Less**

It is the result emerging if the interviewer lets the candidate **talk very much or very less.**

**First Impression**

It is seen that many interviewers give a decision at the just beginning of the interview about the candidate **(approximately, in the first 4-9 minutes)** and at the remaining time seek Evidences to support this decision.

**Failing to Listen  
Efficiently and Taking  
Notes**

Listening efficiently **is important in terms of interpreting the information given by the candidate correctly.**

## OTHER INTERVIEWING FAULTS

### Weak Job Knowledge

Lack of sufficient knowledge of interviewers on the features of the Job, which they are seeking the suitable candidate is one of the most Important factors affecting the success of the interview negatively.

### Employment Pressure

In cases there are many vacancies to be filled and selection is urgent, it refers to the tendency of the interviewers to assess the candidates more positively.

### Asking Leading Questions

This fault emerges if the interviewer asks the questions to the candidate in a manner to obtain the answer he/she desires.

### Developing Assumption

The interviewer may decide on the candidate by himself/herself, instead of asking to the candidate what he/she shall do in a particular situation.

### Excessive Rigidity and Gentleness

If the interviewer acts in a psychologist or prosecutor manner during the interview, it is also a fault



**Reference Check (Background Research)** : The way of protecting the company from the faulty CV and incorrect information is the reference check.

- ✓ Academic references
- ✓ References of previous workplace
- ✓ Financial references (Bank Records)
- ✓ Prosecution Office's records
- ✓ Personal References

**Health Check and Recruiting:** Health check of the candidates is carried out before giving the recruitment decision, in case the health check report of the candidate is resulted positively, then the recruitment of the candidate is carried out.



# JOB PREPARATION AND HUMAN RESOURCE TRAINING



**Job Preparation (Orientation):** It is the job preparation and harmonization process, in which the basic information regarding the history, culture of the company, behavioural type inside it, its physical and social infrastructure.

In the job preparation programme, the employees wonder about the matters such as:

- ✓ Employees daily work life
- ✓ Services provided to the employees
- ✓ Policy and Personnel Policies of the Company
- ✓ Occupational Safety
- ✓ Organization and Acts of the Company
- ✓ Goods and Services of the company.

## MATTERS THAT HAVE TO BE PRESENT IN AN ORIENTATION PROGRAMME

### Definition of Company

History,  
Organizational  
Structure, Senior  
Management  
Positions and Names

Goods and services  
produced,  
production process

Rules and policies,  
discipline processes,  
safety policies, etc.

### Explanation of Personnel Rights

Wage payment  
method and days,  
working hours and  
breaks

Holidays, trainings,  
services, retirement  
programmes

Consultancy and  
rehabilitation

### Introducing

With the First  
Director

With Other  
Directors

Trainers, workmates  
and personnel  
consultants

### Explanation of Job-related Information

Work place,  
tasks, position,  
purpose

Relation of the  
Job with Other  
Jobs

Common borders. Common solutions.



**Training and Improvement Process:** It is constituted from 4 stages.

✓ **Analysis of Training Need**

✓ **Design of the Content**

✓ **Carrying out Training**

✓ **Assessing the Results**

**Traditional Training Methods:** They are the trainings excluding e-learning. It is classified Under two topics as to In-Service Training and Off the Job Training.

**In-Service Training:** Training is carried out as the employee is in-service or not moved away from the working environment. It has positive aspects such as being less costly, the works are not disrupted during the training, and the employees apply the thing they learn practically.

- Training Under the Supervision of the Manager (Those newly recruited are placed along with those experinced)
- Training via Power Transfer (It is transferring the deciding power to the subordinate)
- Training via Formen (It is training the foreman and technician, and using them in the training)
- Job Rotation (It is employing the employees in the different units of the organization)
- Training via Team Works (It is the training method based on team work in project management and project-based works)
- Job Preparing Training (Orientation)

**b. Off the Job Training:** They are the trainings generally intended to ensure knowledge increase and develop competences in particular subjects, by sending away within or out of the company.

- Conferences, seminars, and courses
- T Group Method (Sensitivity)
- Case Study Method
- Role Playing Training
- Operating Game Method
- Expected Problems Training
- Outdoor Training
- Simulation Training (Co-Simulation Training)



# PERFORMANCE ASSESSMENT AND CAREER MANAGEMENT



## **AREA OF USE OF PERFORMANCE ASSESSMENT**

**WAGE MANAGEMENT**

**STRATEGIC PLANNING**

**DETERMINING THE TRAINING REQUIREMENTS**

**IN THE APPLICATIONS OF ROTATION, JOB ENLARGEMENT**

**IN THE RENEWAL OF THE CONTRACT AND DISMISSAL**

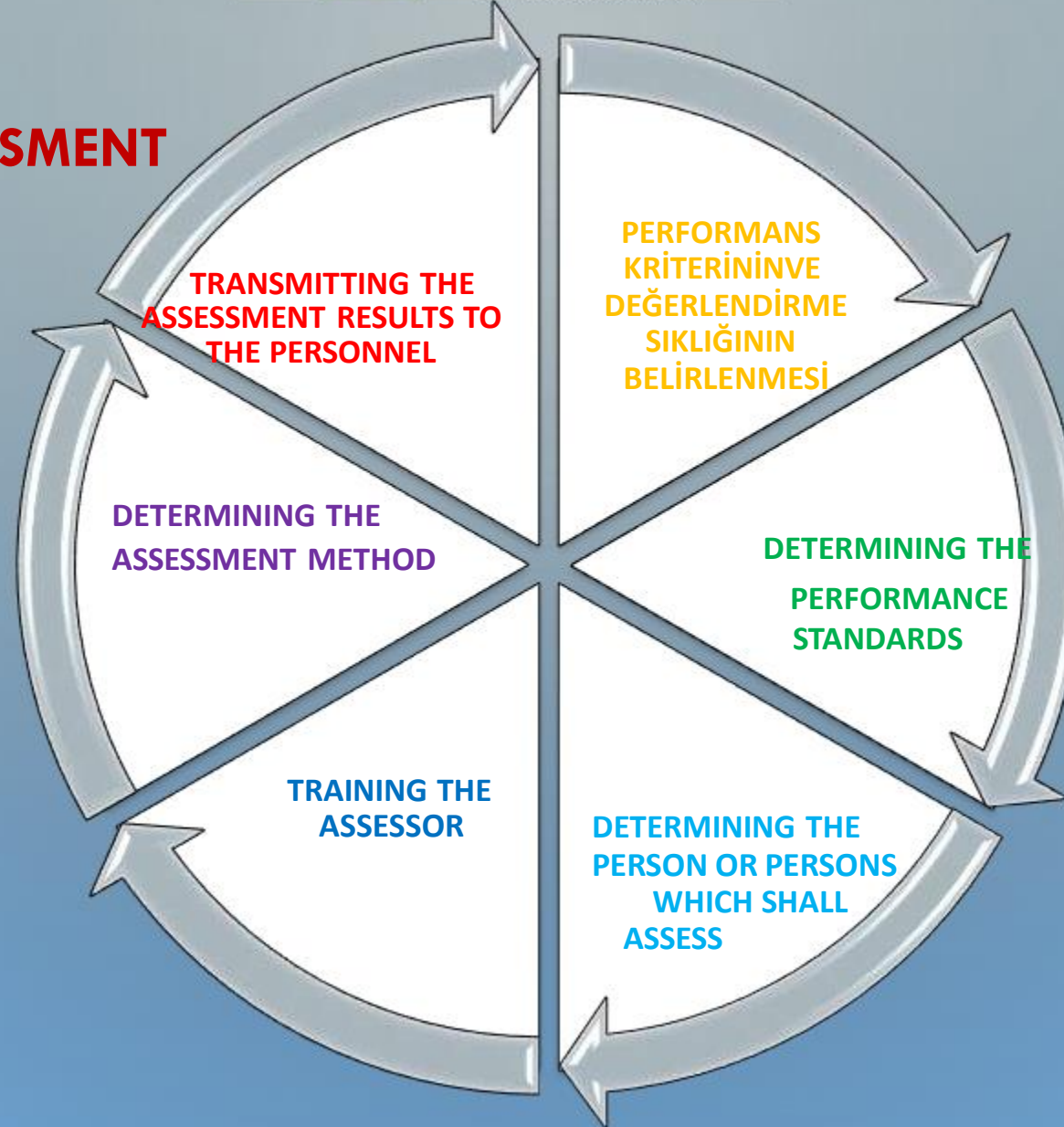
**IN CAREER MANAGEMENT**

**IN HR ACTIVITIES**

**Performance Management:** It is the most extensive process, which includes determining the performance objectives and goals in line with the long-term objectives and plans of the organization and expectations of the management, transmitting them to the management, monitoring, measuring and assessing the performance, improving The knowledge and skills of the personnel, wage management, career management, And the techniques related with the motivation and discipline. Objectives of performance managemens are:

- ✓Preparing personnel inventory for manpower planning,
- ✓Determining the training requirements of the personnel,
- ✓Making the selection depending on the objective criterion in promotion and transfer,
- ✓Providing input to the concepts of reward, punishment, and wage,
- ✓Improving the employee – management relation.

## PERFORMANCE ASSESSMENT PROCESS



**Determining the Performans Criteria and Assessment Intervals:** Performance criteria seeks the answer to the question «What is the most important element of performance?».

- ✓ **Criteria Based on Personality Characteristics:** Integrity, honesty, industriousness...
- ✓ **Behaviour-Based Criteria:** Having initiative, joint work, etc..
- ✓ **Competence-Based Criteria:** Leadership, role model, elasticity, problem-solving...
- ✓ **Output-Based Criteria:** Number of the customers served, number of sales, etc...

**10 criteria**  
**6 MONTHS- 12 MONTHS**



Project  
EURO

# PERFORMANCE ASSESSMENT ERRORS



for the Black Sea Basin Area

HALO EFFECT	It is considering one characteristic of the employee, and <b>assessing the other characteristics according to this.</b>
CENTRAL TENDENCY ERROR	It is <b>tending to give an average score</b> to the employees <b>instead of very good or very bad.</b>
TOLERATION AND RIGIDITY	It is giving <b>scores</b> to the employees <b>over or below</b> their actual performances.
CONTRAST ERROR	It is the error made as a result of <b>assessing</b> the employees <b>successively.</b>
ERROR OF BEING AFFECTED BY THE RECENT PAST	It is <b>the assessment of the employee's work made depending last few months.</b>
BEING BIASED	It is the <b>assessment made depending on the matters such as</b> gender, religion, political thought, race, etc.



<b>ORGANIZATIONAL CAREER PLANNING</b>	<b>INDIVIDUAL CAREER PLANNING</b>
Determining the organizational personnel requirements in future	Determining the personal talents and interests
Planning the career stages	Setting the daily life goals
Comparing the organizational opportunities with individual talents and desires	Assessing the alternative career paths and options in and out of the organization
Assessing the individual potential and training requirements	Paying attention to the change in the interest and goal
Confederation, auditing, examination, and supervision of the career system	Career stages related with the internal and external



# JOB ASSESSMENT AND WAGE MANAGEMENT

**Job Assessment:** Ensuring the justice within the company is all-important, when establishing A wage system. The rules that have to be followed, when carrying out job assessment are:

- a. Assessing the job, not the personnel
- b. Giving equal wage to the equal work
- c. Taking the integrity and honesty as the basis
- d. Privacy shall not exist
- e. Adoption of the studies by the parties
- f. Applying the data obtained as a result of job assessment in the decisions related with wages  
And updating the data continuously

# IMPORTANCE OF WAGE MANAGEMENT

It has important aspects such as:

1. Attracting qualified persons, keeping them, and compete with the competitors,
2. Meeting the needs of the personnel, including self-respect desires
3. Increasing morale and job satisfaction
4. Encouraging the personnel to achieve the desired performance level
5. Decreasing the personnel turnover rate
6. Reducing the complaints related with the wages.

## HOW MUST BE THE WAGE POLICY?

- ✓ It is determined that how the wage rates shall be determined, whether the wage shall be below, over, or at the same level with the market,
- ✓ How much the starting rates shall be and the wage difference between the starters and seniors shall be,
- ✓ How and relative to what the wage rises shall be determined,
- ✓ What the proportion of performance, knowledge, skills, and seniority to the base fee shall be,
- ✓ How the wage payments and wage deductions related with the overtime And leaves obtained due to various reasons shall be determined,
- ✓ How the wage rise shall be made in case of transfer or promotion.





# DISCIPLINE AND MOTIVATION

**Discipline:** It is doing the things required by the service, and not doing the thing prohibited by it. There are three types of Approaches to discipline the personnel in the company.  
**Preventive, regulating, and constructive discipline approaches.**

Whereever there is mutual love and respect, then there is trust and obedience. Discipline exists, whereever there is trust and obedience. There is peace, whereever there is discipline, and there is success, whereever there is peace.



**Motivation:** Not only the discipline provisions, but also the motivation provisions must be applied against the employees. Motivation is one of the important facts, which activates the human and Directs the human relations. The common goal of all companies, institutions, and organizations is to Intensify the efforts of the humans in order to achieve the purpose.





Common borders. Common solutions.



THANK YOU 😊

Common borders. Common solutions.

