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MAN 400

Human Resource Management

***“A Study of Cyprus Turkish Airlines and its Human
Resource Management Practices”***

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ABSTRACT

Human resource management is one of the most important aspect to run an organization. Despite the most advanced technological changes in the World, industries and organizations heavily depend on human resources. Most critical element in the life is still the human factor.

The following report will deal with the human resource management in general, and of the activities of Cyprus Turkish Airlines. In this aspect, in particular, methods of recruitment, selection, orientation, training, performance appraisal, and compensation. Cyprus Turkish Airlines is one of the biggest and internationally recognized organizations of North Cyprus. They are equipped with the most modern tools of management skills, and are particularly involved in human resource management activities.

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I. INTRODUCTION

1.1 Human Resource Management Defined

Human resource management (HRM) refers to the policies, practices, and systems that influence employees behavior, attitudes, and performance. Many companies refer to HRM as involving ‘‘people practices’’. There are several important HRM practices. The strategy underlying these practices needs to be considered to maximize their influence on company performance. HRM practices include analyzing and designing work, determining human resource needs (HR planning), attracting potential employees (recruiting), choosing employees (selection), teaching employees how to perform their jobs and prepping them for the future (training and development), rewarding employees (compensation), evaluating their performance (performance management), and creating a positive work environment (employee relations). The HRM practices discussed above highlight how effective HRM practices support business goals and objectives. That is, effective HRM practices are strategic! Effective HRM has been shown to enhance company performance by contributing to employee and customer satisfaction, innovation, productivity, and development of a favorable reputation in the firm’s community. The potential role of HRM in company performance has only recently been recognized.

1.1.1 The Human Resource Manager

The human resource manager is an individual who normally acts in an advisory of staff capacity, working with other managers to help them deal with human resource matters. One general trends is that HR personnel are servicing an increasing number of employees, but the number varies. However, most HR executives would agree that the old rule of thumb of ‘‘one HR person for every 100 employees’’ does not really hold true today. As one top executive

stated "Organizations have outsourced, insourced, and taken many different responsibilities within the HR umbrella, every organization is so different, you're never comparing apples to apples".

1.1.2 The Responsibilities and Roles of the HR Department

1.1.2.1 Responsibilities of the HR Department:

- **Employment and Recruiting:** interviewing, recruiting, testing, temporary labor coordination.
- **Training and Development:** orientation, performance management skills training, productivity enhancement.
- **Compensation:** wage and salary administration, job evaluation.
- **Benefits:** insurance, vacation leave administration, retirement plans, profit sharing, stock plans.
- **Employee Services:** employee assistance programs, relation services, outplacement services.
- **Employee and Community Relations:** attitude surveys, labor relations, publications, labor law compliance, discipline.
- **Personel Records:** information systems, records.
- **Health and Safety:** safety inspection, drug testing, health, wellness.
- **Strategic Planning:** international human resources, forecasting, planning, mergers and acquisitions.

The avarage ratio of HR department staff to total number of employees has been 1.0 for every 100 employees served by the department. As with other business functions, HR expenditures relative to operating costs have been fairly stable over the past few years.

The HR department is solely responsible for outplacement, labor law compliance, record keeping, testing, unemployment compensation, and some aspects of benefits administration. The HR department is most likely to collaborate with other company functions on employment interviewing, performance management and discipline, and efforts to improve quality and productivity. Large companies are more likely than small ones to employ HR specialists, with benefits specialists being the most prevalent. Other common specializations include recruitment, compensation, and training and development.

1.1.2.2 The Roles of the HR Department:

- **Strategic Partner:** one of the most important roles that HRM can play today is that of a strategic partner. Aligning HRM strategies to business strategies is important to help the company execute its business strategy.

For example, when Continental Airlines began its turnaround, Gordon Bethune proposed a four – pronged strategy of Fly to Win (achieve the top quartile in industry margins). Fund the Future (reduce debt), Make Reliability a Reality (have an industry – leading product), and Working Together (have a company where employees enjoy coming to work every day). Ken Carring, VP of HR at Continental, helped to lead HRM to develop systems and plans that would ensure the execution of strategy. For example, they kept the base pay low relative to competitors (to create a labor cost advantage) but then heavily leveraged the variable pay to create an opportunity for employees to earn above the industry average if company performance improved. This variable pay consisted of (1) an on-time bonus where all employees received a \$65 bonus check in any month in which Continental was in the industry's top three in on-time arrivals and (2) a

profit-sharing plan that paid out if Continental returned to profitability. These incentives played a critical role in moving Continental to the top of the industry in on-time performance as well as profitability.

- **Administrative Expert:** Playing the role of administrative expert requires designing and delivering efficient and effective HRM systems, process, and practices. These include systems for selection, training, developing appraising, and rewarding employees. Continental also exemplifies this efficient delivery of HR systems. As part of its effort to turn the airline around, the HRM function examined its delivery of HRM systems and found a number of inefficiencies. Through outsourcing and streamlining of its processes, it achieved HRM operating ratios (such as HR FTEs to total FTEs, and HR expense to total expense) far below the industry average. In fact, this efficiency saved the company \$4.5 million per year.

- **Employee Advocate:** The employee advocate role entails managing the commitment and contributions of employees. No matter how skilled workers may be, if they are alienated or angry, they will not contribute their efforts to the firm's success, nor will they stay with the firm for long. Thus the role of employee advocate is of great importance for firms seeking to gain competitive advantage through people.

For example, in its role as employee advocate within Continental, the HRM function developed a number of communication mechanisms both for informing employees of company developments and plans, and for informing company officers of employee concerns. One such mechanism was the town meeting, where CEO Bethune would meet with large groups of employees to let them ask

questions and air their grievances. Employees' commitment and trust grew as they saw their concerns being taken seriously by the leadership of the company.

- **Change Agent:** The final role, change agent, requires that HRM help transform organizations to meet the new competitive conditions. In today's fast-changing competitive world, firms need to both constantly change and develop a capacity for change. HR managers must help identify and manage processes for change.

Continental's turnaround required both massive changes in operating performance and large-scale change in the culture of the organization.

Increasing operating performance required developing more realistic schedules as well as getting employees committed to meeting those schedules. Realistic schedules were created and reviewed by employee committees, and their determination to meeting the schedules. The culture of antagonism and mistrust had to be replaced by one of cooperation and trust. The profit-sharing plans, revamping of the top management team, burning of the 800 page employee manual, and town meetings all contributed to changing the culture at Continental.

1.1.3 How Is The HRM Function Changing?

Traditionally the HRM department was primarily an administrative expert and employee advocate. The department took care of employee problems, made sure employees were paid correctly, administered labor contracts, and avoided legal problems. The HRM department ensured that employee related issues did not interfere with the manufacturing or sales of products or services. Human resource management was primarily reactive; that is, human resource issues were a concern only if they directly affected the business. Although that still remains the case in many companies that have yet to recognize the

competitive value of human resource management, other companies believe that HRM is important for business success and therefore have expanded the role of HRM as a change agent and strategic partner. Other roles such as practice development and strategic business partnering have increased. One of the most comprehensive studies ever conducted regarding HRM concluded that human resources is being transformed from a specialized, stand-alone function to a broad corporate competency in which human resources and line managers build partnership to gain competitive advantage and achieve overall business goals. HR managers are increasingly included on high-level committees that are shaping the strategic direction of the company. These managers report directly to the CEO, president, or board of directors and propose solutions to business problems.

1.1.4 Meeting Competitive Challenges Through HRM Practices

Management of human resources plays a critical role in determining company success in meeting these challenges. HRM practices have not traditionally been seen as providing economic value to the company. Economic value is usually associated with equipment, technology, and facilities. However, HRM practices have been shown to be valuable. Compensation, staffing, training and development, performance management, and other HRM practices are investments that directly affect employee motivation and ability to provide products and services that are valued by customers. Research has shown that companies that attempt to increase their competitiveness by investing in new technology and becoming involved in the quality movement also invest in state-of-the-art staffing, training, and compensation practices.

HRM Practices

1. Global Challenge (The New Economy Challenge)

- HRM strategy is matched to business strategy
- Knowledge is shared
- Work is performed by teams
- Pay systems reward skills and accomplishments
- Selection system is job-related and legal
- Flexibility is where and when work is performed
- Work attitudes of employees are monitored

2. Stakeholder Challenge (High-Performance Work System Challenge)

- Continuous learning environment is created
- Discipline system is progressive
- Customer satisfaction and quality are evaluated in the performance management system
- Skills and values of a diverse workforce are valued and used
- Technology is used to reduce the time for administrative tasks and to improve HR efficiency and effectiveness.

1.2 The Aim of the Study

Basically, the aim of this study is to study the human resource management practices of a well known organization in the T.R.N.C.

The organization selected for study was Cyprus Turkish Airlines, and the study explored how it managed its human resources. The main area of human resource management that was examined were the activities of;

- recruitment and selection,
- orientation,
- training and development,
- performance appraisal, and
- compensation policies.

II. HRM ACTIVITIES RELATED TO THE STUDY

2.1 Recruitment

Recruitment is the process of attracting individuals on a timely basis, in sufficient numbers, and with appropriate qualifications, and encouraging them to apply for jobs with an organization. Applicants with qualifications most closely related to job specifications may then be selected. Recruitment and retention of qualified employees is a common goal shared by many employers. To some extent, the availability and cost of qualified applicants for open positions is determined by market factors beyond the control of the employer. While an employer may set compensation levels for new hires and advertise those salary ranges, it does so in the context of other employers seeking to hire from the same applicant pool.

2.2 Selection

Selection is the process of choosing from a group of applicants the individual best suited for a particular position and organization. As might be expected, a firm's recruitment success has a significant impact on the quality of the selection decision. The organization may be forced to employ marginally qualified workers if recruitment efforts do not result in some qualified applicants. There are many ways to improve productivity, but none is more powerful than making the right decision. Superior performers are often two or three times more productive than those who are barely acceptable. A firm that selects qualified employees can reap substantial benefits, which may be repeated every year the employee is on the payroll. Most managers recognize employee selection as one of their most difficult and most important business decisions. Personnel Selection is the methodical placement of individuals into jobs. Its impact on the organization is realized when employees achieve years or decades of service to the employer. The process of selection follows a methodology to collect

information about an individual in order to determine if that individual should be employed. The methodology used should not violate any laws regarding personnel selection.

2.3 Training

Training is designed to provide learners with the knowledge and skills needed for their present jobs. Showing a worker how to operate a lathe or a supervisor how to schedule daily production are examples of training. The basic purpose of training is to anticipate change and to respond proactively to it. Change involves moving from one condition to another, and it will affect individuals, groups, and entire organizations. All organizations experience change of some sort, and the rate at which change takes place is accelerating. The most prominent changes affecting Training that have been prophesied and are actually occurring today in business.

2.4 Orientation

There are two related kinds of orientation. The first we will call Overview Orientation, and deals with the basic information an employee will need to understand the broader system he or she works in. Overview Orientation includes helping employees understand:

- government in general, the department and the branch
- important policies and general procedures (non-job specific)
- information about compensation and benefits
- safety and accident prevention issues
- employee and union issues (rights, responsibilities)
- physical facilities

Often, Overview Orientation can be conducted by the personnel department with a little help from the branch manager or immediate supervisor, since much of the content is generic in nature.

The second kind of orientation is called Job-Specific Orientation, and is the process that is used to help employees understand:

- function of the organization, and how the employee fits in
- job responsibilities, expectations, and duties
- policies, procedures, rules and regulations
- layout of workplace
- introduction to co-workers and other people in the broader organization.

Job specific orientation is best conducted by the immediate supervisor, and/or manager, since much of the content will be specific to the individual. Often the orientation process will be ongoing, with supervisors and co-workers supplying coaching.

2.5 Performance Appraisal

Performance appraisal may be defined as a structured formal interaction between a subordinate and supervisor, that usually takes the form of a periodic interview (annual or semi-annual), in which the work performance of the subordinate is examined and discussed, with a view to identifying weaknesses and strengths as well as opportunities for improvement and skills development. In many organizations - but not all - appraisal results are used, either directly or indirectly, to help determine reward outcomes. That is, the appraisal results are

used to identify the better performing employees who should get the majority of available merit pay increases, bonuses, and promotions.

Performance appraisal systems began as simple methods of income justification. That is, appraisal was used to decide whether or not the salary or wage of an individual employee was justified.

2.6 Compensation

Compensation is a systematic approach to providing monetary value to employees in exchange for work performed. Compensation may achieve several purposes assisting in recruitment, job performance, and job satisfaction.

Compensation is a tool used by management for a variety of purposes to further the existence of the company. Compensation may be adjusted according to the business needs, goals, and available resources.

Compensation may be used to:

- recruit and retain qualified employees.
- increase or maintain morale/satisfaction.
- reward and encourage peak performance.
- achieve internal and external equity.
- reduce turnover and encourage company loyalty.
- modify (through negotiations) practices of unions.

Compensation may also be used as a reward for exceptional job performance. Examples of such plans include: bonuses, commissions, stock, profit sharing, gain sharing.

Different types of compensation include:

- Base Pay

- Commissions

- Overtime Pay

- Bonuses, Profit Sharing, Merit Pay

- Stock Options

- Travel/M Meal/Housing Allowance

- Benefits including: dental, insurance, medical, vacation, leaves, retirement, taxes...

III. CYPRUS TURKISH AIRLINES:A BRIEF COMPANY PROFILE

COMPANY NAME: CYPRUS TURKISH AIRLINES (CTA)

COMPANY ADDRESS: Bedrettin Demirel Str. Lefkose.

COMPANY TEL. / FAX: (212) 663 66 00, (212) 663 63 00, Fax : (212) 574 34 20

GENERAL MANAGER: Saadettin GEZMEK

SECTOR: Airlines

TAKEN INTO PRIVATIZATION PORTFOLIO: 22 August 1990

CAPITAL (PAID): 64.391 billion TL

SHARE HOLDING STRUCTURE: 50 % Privatization Administration, 50 % Cyprus Development Fund

NET SALES (2003): 117.614 billion TL

NET SALES (2004/3): 21.908 billion TL

NET PROFIT / LOSS (2003): 5.223 billion TL - (Profit)

NET PROFIT / LOSS (2004/3): 2.218 billion TL – (Profit)

NUMBER OF EMPLOYEES: 751 (2004)

MARKET SHARE (2004): 74.6%

PRIVATIZATION METHOD: The works on the privatization strategy continuous

SUMMARY OF PRIVATIZATION IMPLEMENTATION: By transferring of Turkish Airlines(THY) in to the privatization portfolio in 1990, the THY shares in CTA have been taken indirectly in to the privatization program. During the preparation works for the privatization of Turkish Airlines, CTA shares have been transferred to TURBAN. After liquidation of TURBAN, CTA shares has been taken over by the PA.

KTHY established on December 4th, 1974. Founders THY and the Cash Development of the Consolidated Fund of the Assembly of the Cyprus Turkish Community. Directorate of Privatization of the Turkish Prime Ministry has become the shareholder of KTHY, subsequent to THY transferring its shares to this entity. First scheduled flight realized on Feb. 3rd, 1975. In 1976 Aircrafts of types DC-9, Boeing-727 and Boeing-707 were leased. In 1981 Scheduled LONDON flights commenced. 2 Boeing-727 purchased in 1990. In 1991 Ground Operations staff and Cockpit / Cabin crew were employed. 26 cockpit crew were employed and KTHY introduced its own premises for Catering in 1992. The Third Boeing-727 purchased in 1993. First Airbus-310 purchased in 1995. In 1996 Fourth Boeing-727 purchased. Second Airbus-310 purchased in 1999. In 2000 2 Boeing 737-800 purchased. Third Boeing 737-800 purchased in 2001. In 2002 4 Boeing-727's, upon completion of technical flight-hours, were grounded and sold.

IV. RESEARCH METHODOLOGY

As mentioned in previously in the project, the main objective of the study was to examine the human resource management practices in Cyprus Turkish Airlines and to understand how this organization manages its human resources.

The main areas of interest related to HRM were;

- Recruitment and selection
- Orientation
- Training and development
- Performance appraisal
- Compensation policies.

The survey instrument used in the study was an open-ended questionnaire with the idea that a face-to-face interview with the related person(s) would provide more information than a closed-ended questionnaire. The questionnaire was prepared in English (see Appendix 1). The questionnaire did not have to be translated into Turkish because the related persons understood English. The questionnaire had questions regarding the organization's recruitment, selection, orientation, training, performance appraisal, and compensation policies. The organization was contacted and an appointment with the human resource manager was requested. Before the appointment was given the human resource manager requested to examine the questionnaire. The questionnaire was presented to the human resource manager and an appointment was given for the interview. The date that the interview took place was August 26th 2004.

V. HUMAN RESOURCE MANAGEMENT AND CYPRUS TURKISH AIRLINES

Name of The Organization: K.T.H.Y. (Cyprus Turkish Airlines)

Number of Employee: 751

HR Manager/ Person Responsible for HR:

- Head of Human Resource (Özdemir Gül)
- Resource Development and Training Manager (Asu Atun)
 - Personnel Supervisor
 - Personnel Asistant
 - Training Supervisor
 - Secretary

5.1 Recruitment and Selection Practices

Recruitment is an important component of human resource management. It is basically the process of searching for prospective employees through various means and attracting the most suitable among them for employment.

Cyprus Turkish Airlines reported that they used a mixture of methods to find new employees with no single method being used exclusively. The methods used are newspaper advertising, through word of mouth, through the connection of friends and family (employee referrals), and C.V. archives.

According to previous studies conducted Julien (1998) notes that the recruiting process usually starts only when the business sees the necessity for recruiting a new employee. First

they usually start with internal sources and then move to the external sources for recruiting new employees.

According to Deshpande & Golhar (1994) in-house recruiting is the prime method both in small and large companies, and promotion occupies an important place in all organizations.

Julien (1998) concludes that employee referrals are used by over 65 percent of small and medium sized organization, with Deshpande & Golhar (1994) finding that small firms do not make much use of external sources of recruitment such as employment agencies and educational institutions.

As a result of recruitment the suitable candidates are then required to go through a brief selection process. This begins with screening which involves eliminating the candidates that seem unsuitable according to their C.V.s. and the related jobs job description and job specification information. Then employment tests are conducted. These test are of two categories; one is job related which aims to measure the applicants technical abilities and the second test is an English test. Applicants that successfully pass the employment tests are then interviewed by the human resource manager and the related line manager to further judge their job suitability, upon which the employment decision is made.

Thus, the selection process of Cyprus Turkish Airlines is as follows;

- Screening
- Short listing
- Employment test
- Interview

- Second short listing
- Employment decision.

5.2 Orientation Practices

A formal orientation program does exist in the organization, however its contents and duration varies according to the position in question. The program is designed and conducted by the human resource department's Training & Development Manager and the Training & Development Supervisor.

5.3 Training & Development Activities

Training is another important component of human resource management activities. All organizations both large and small provide some sort of training. One training method is via on-the-job training internally within the organization. Alternatively, off-the-job training can be provided through external resources, such as workshops and seminars.

Cyprus Turkish Airlines provides training to all its employees. At specific intervals the organization conducts training need assessments in order to determine the need for training and the type of training required. Here department heads play an active role by providing information about their observations on their employees' performances. Training is usually conducted from every 6 months to 1 year, and tend to be off-the-job conducted by professionals.

In related studies conducted, Deshpande & Golhar (1994) emphasized the importance of training new employees, however, studies report opposing views regarding the perception of managers on the importance of training. Hornsby & Kuratko (1990) point out that the relative

importance assigned by managers in small businesses to training places it in fifth place with a relatively low weighted score.

5.4 Performance Appraisal

Performance appraisal programs are present in the organization and are conducted annually by supervisors purely for control purposes. Performance appraisal forms are prepared by the human resource department for supervisors to record the results of the appraisal conducted. Employee performance results are then computerized making up a databank of performance results. However, performance appraisal data is not used for any other purposes (such as compensation, training, or promotional purposes) apart from regular annual control purposes.

5.5 Compensation Policies

The organization do not provide information about the wage rate that it offers its human resources, however benefits offered to include;

- Health insurance
- National insurance
- Seasonal tickets
- Mobile telephones for senior supervisors
- Training benefits.

VI. CONCLUSION

Human resource management is an approach to the people function in an organization. Human resource management includes all the necessary arrangements that provide people to work effectively, efficiently, productively, and feel fully satisfied. Human resource management can also be explained as finding the best suitable person to the organization. Human resources are the people who are ready, willing and able to assist to organizational goals. Nowadays, organizations are beginning to understand the growing importance of human resources. Therefore the role of people has been considerably changed and begins to play a core factor for all organizations. Organizations are getting a competitive advantage through people – through their employees – and consequence of this people factor organizations play key important role in international arena.

Today human resource management is growing rapidly as a discipline especially in Europe and United States of America. Beside these two continents application of human resource management is widely spread in Turkey. Supervisors in this field must be properly informed about the background, context and characteristics of human resources. Also it is necessary to handle these applications in a proper way in order to gain a satisfactory result. Human resource management accepts people as a key factor and this is the main characteristics of human resources.

Through the ages, learning and training have played an important role in human life. Training and Development is a continuous effort by management in order to improve employee competency levels and organizational performance.

Training includes the activities which help employees to increase their present jobs, capabilities, skills, knowledge and and so perform a current job in a better way. Simply training is for now.

Cyprus Turkish Airlines is leading one in the airline sector and gives greater importance while selecting and recruiting their personnel. Theoretically they apply every recruited person a detailed training programs. Orientation (or lack of it) will make a significant difference in how quickly an employee can become more productive, and also has long term effects for the organization. To help you in the orientation process, we have included a checklist for the Job-Specific Orientation. Note that any complete program will include other elements...those that would be included in the Overview Orientation.

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VIII. APPENDIX

Appendix 1:

Name of Organization:

Number of Employees:

HR Manager / Person Responsible for HRs:

Date:

1- Recruitment

- a- What are the organization's sources of recruitment?
- b- What are the organization's methods of recruitment?
- c- Who is responsible for recruitment?

2- Selection

- a- What are the steps followed in the selection process?
- b- Are employment test conducted?
- c- Are employment tests job related?
- d- Are interviews conducted?
- e- By whom are interviews conducted?
- f- Are job descriptions and job specifications used to judge suitability of candidates?

3- Orientation

- a- Does the organization have a formal orientation program?
- b- What does the orientation program consist of?
- c- How long is the orientation program?
- d- Who conducts the orientation program?

4- Training

- a- Does the organization provide training to it's employees?
- b- To which employees the organization provides training programs?
- c- How often the organization provides training programs?
- d- Where the organization provides training programs?
- e- By whom the organization provides training programs?
- f- How does the organization determine its training needs?

5- Performance Appraisal

- a- Does the organization conduct performance appraisal?
- b- Why the organization conduct performance appraisal?
- c- How often organization conduct performance appraisal?
- d- What Performance Appraisal methods are used?
- e- How does the organization use Performance Appraisal data?

6- Compensation

- a- What is the organization's compensation policy?
- b- What benefits are offered to employees?