

**Assessment Four:**  
**Assignment Three**

**Human Resources**  
**AMHR633**

**Human Resource Management**  
**NZDB633 / DAB633**

**Semester One 2017**

**Due date:** Tuesday 13 June

**Time:** 5:30 pm

**Instructions:**

See page 2.

This is an Individual Assignment.

A paper copy of your assignment must be deposited in the Department of Business drop box in O104 on or before the due date/time **and** an electronic copy must be deposited in the Assignment drop box in Moodle on or before the same due date/time.

SECTION	TOPIC	MARKS
A	Performance management process and progressive warning system	50
B	Equitable reward structures	<u>50</u>
<b>TOTAL MARKS:</b>		<b><u>100</u></b>

Student Name/ID .....

SIDHARTH MODI / 99160446

*Ara Institute of Canterbury and its division members reserve the right to use electronic means to detect and help prevent plagiarism. Students agree that when submitting this assignment, it may be subject to submission for textual similarity review to Turnitin.com.*

*All assessments must be completed by the scheduled date unless alternative arrangements have been made with your lecturer. No late submissions will be accepted by the lecturer unless by prior arrangement. Any late submissions must be submitted by means of application to the Academic Manager for consideration and must include a letter of explanation as to why the assessment is late. Late penalties may apply.*

This assignment is worth 30% of the total marks for this course.  
This paper has nine (9) pages including the cover sheet.

## LEARNING OUTCOME FOUR

Students will understand the role of performance management and its contribution to organisational effectiveness, retention and motivation of employees.

### *Key elements*

- (a) Process:
  - performance planning
  - performance monitoring
  - performance development
  - performance evaluation
  - succession planning.
- (b) Progressive warning system:
  - Procedural fairness and substantive justification.

## LEARNING OUTCOME SIX

Students will understand how to develop equitable reward structures from a given set of data and develop a base pay structure.

### *Key elements*

- (a) Job evaluation techniques.
- (b) Equity of rewards:
  - base pay
  - variable and performance-based pay and rewards
  - benefits
  - allowances including market allowances.
- (c) Base pay structure:
  - grades
  - bands
  - mid-points
  - progression policies.

## NATURE OF THE ASSIGNMENT

You will relate most of the assignment to your chosen position in your chosen company, the focus of the previous assignment.

In this assignment you will be relating to a performance management situation, as described in Section A. You will also be answering legal questions. In Section B you will be using a Total Rewards approach to develop a set of rewards, including salaries and benefits (as described in the learning outcomes above).

## RESOURCES

Knowledge and skills required to be able to complete this assignment will be progressively learned during class and self-study. Students are expected to use at least **six (6)** external references, including your current textbook.

The other references can be sourced through the recommended texts and resources, including Human-Resource-related Internet Resources referred to in the Course Outline on Pages 3 and 4 (including the Ministry of Business, Innovation and Employment).

There are several texts on Human Resource Management in the Ara library which have chapters on performance management. The Noe course text provides an overview of performance management also.

### Other recommended texts are:

Macky, K. (Ed.). (2008). *Managing human resources in New Zealand*. (2<sup>nd</sup> ed.). Sydney, Australia: McGraw Hill.

Rudman, R. (2017). *New Zealand employment law guide*. Auckland, New Zealand: CCH.

Rudman, R. (2010). *Human Resources Management in New Zealand*. (5<sup>th</sup> ed.). North Shore, New Zealand: Pearson.

There are many other resources both in the library and available online that can assist you in your assignment.

*Please note, following up on our discussions in class, that Wikipedia, any Encyclopedias, Dictionaries, Resources such as Mindtools and HR references from non-Academic sources or not from the specified Internet resources referred to above are not suitable for academic writing and must not be used in your assignment.*

## PRESENTATION AND FORMAT

This assignment is an individual one. When you submit your assignment you must sign a statement on the assignment coversheet confirming that you have met the assignment conditions. It is important to remember that as an "individual" assignment, there can be no part of it that is the same as the work of another student.

You must attach a copy of the job description from Assignment One.

This assignment should be word-processed in Calibri 12 font with 1.5 line spacing, and clearly identify the assignment tasks. The cover page should include your Name, Subject code, Assignment "Three", Lecturer's name, **Word count**, chosen Job Title and Company Name (from the previous assignments).

Write out the Section Number and Question number and provide the answer. (Do not repeat the actual question, just its number).

The suitable work count is approximately 3100 words, excluding references. Please note that there is a 3600 word **maximum** on this assignment and credit will not be given for anything over this limit.

It is necessary to include in-text citations and additionally, a reference list at the end of the assignment. You will need to use the current APA referencing rules for the reference list and in-text citations. The APA referencing guide for Ara students can be found at:

<http://campus.ara.ac.nz/support-for-you/learning-services-new/topics/referencing>

Correct spelling, grammar and formatting is required.

**KEY INSTRUCTIONAL WORDS**

- Discuss:** Examine carefully and completely.
- Explain:** Clarify and interpret something. Examine the reasons, causes and results.
- Evaluate:** Carefully assess advantages and limitations. Emphasize evidence and authoritative views.
- Illustrate:** Use real life examples to explain and clarify the topic.
- Justify:** Give reasons for decisions, conclusions or opinions. The use of reliable evidence is expected.
- List:** Give a series of brief ideas. Lists may be numbered.
- Outline:** Give the main features or general principles of a subject, leaving out minor details, and using logical arrangement.
- Suggest:** Propose an idea, solution or theory and show how it could work.

## SECTION A

TOTAL: 50 MARKS

## PERFORMANCE MANAGEMENT PROCESS AND PROGRESSIVE WARNING SYSTEM

## Theory – Performance Management, Substantive Justification and Procedural Fairness:

- 1 (a) **Restate** the mission and competitive advantage of the company, from your previous assignment. **Discuss** a future potential direction for the business (this must be based on information that you have found from the company website). (6 marks)
- (b) Given this new strategic direction and the company growth target for 2017, **suggest two (2)** goals for **the person** for whom you have attached a job description.  
*Be sure to include the following:*
- What do you want the employee to do for each of the **two (2)** goals?
  - When do you want each of the **two (2)** goals achieved?
- (4 marks)
- (c) **Explain** how these goals will support the future focus for the company. (4 marks)
- (d) Given these **two (2)** new goals, suggest **two (2)** ways that you will evaluate whether these goals have been met (four (4) – ways total). State **how often** each of the evaluation methods will be used. (6 marks)
- 2 Assume you are the HR Manager at your chosen company. Also assume that the person who is performing your chosen job has received a promotion.
- (a) **State** the new role that the person now has (this must be a logical link to what they have been doing). (2 marks)
- (b) **Describe two (2)** ways you could provide support for **the person** in their new role, using an effective **performance management** approach.  
Given this support, state who will likely provide this support (this can be two different people or one person but you must state why they are the most likely person or people). (6 marks)
- 3 Assume that you are the HR manager and you have received very negative feedback about the person in their new role. You will therefore need to investigate their performance.  
Using an appropriate NZ legal reference, **describe** the following concepts and how they will need to be considered in assessing this person's performance.
- (a) Procedural fairness
- (b) Substantive justification (4 marks)

- 4 Use the scenario in Q3 to answer the following questions:
- (a) **State** what evidence should be collected about their performance.
  - (b) **Describe** what you will do next (after you have collected this information).
  - (c) **Include** the way(s) in which the company should communicate with the staff member in your approach.

**Note:** assume that you are not at the point where disciplinary action will be taken.

(6 marks)

- 5 Assume that you need to prepare disciplinary action against the employee, after due consideration. **Discuss** a good practice approach to disciplinary action for your company (include any meetings and letters).

(6 marks)

- 6 Assume there is an IT analyst named Mere in your chosen company. She is the only person who has worked more than a year in the company's computing department. This means she is the only person within the computing department who has institutional knowledge of the company and knowledge of how to write the code for the business, and how to run the appropriate financial reports.

**Explain the theory** of succession planning, and **apply it** to Mere's position, as described above.

(6 marks)

## SECTION B

TOTAL: 50 MARKS

## EQUITABLE REWARD STRUCTURES

- 1 **Discuss two (2)** elements of the external environment (Political, Economic, Sociological, Technological and/or Opportunities, Threats) that could impact your chosen company. Be sure to illustrate these **two (2)** elements and their impact. (4 marks)

- 2 Given your answer in Q1, **explain how** this will impact the demand for and/or supply of labour for your selected position. **Provide one (1)** example of the potential impact on any total rewards considerations. (3 marks)

3 **Statement**

There are five (5) characteristics that are considered in job evaluation and they help determine how salaries and hourly rates are set. They are used to align the value of the job to its importance in helping the company achieve its competitive advantage.

**Question:**

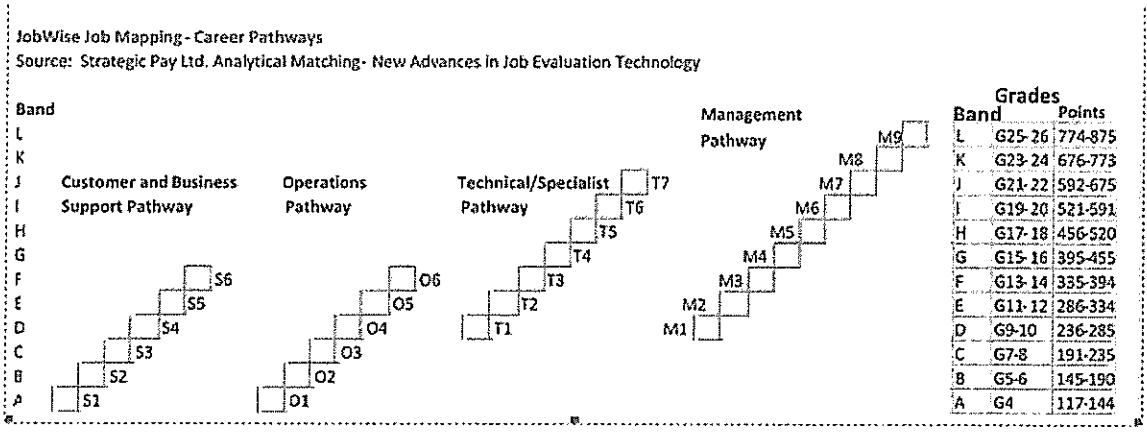
**Using the information in the above statement:**

First, **describe two (2)** characteristics that you will consider related to **your job at the chosen company**.

(4 marks)

- 4 Given your answer in Question 3 above, **explain one (1)** reason for **each** of the **two (2)** recommended characteristics. (4 marks)

- 5 One contemporary approach used by some companies (after collecting some initial information about the jobs), is to create only a few pathways, as given in lectures, and displayed below.



For your company, and to plan for the future, you could have a pathway for IT staff, one for the administrative staff, one for the hospitality staff and one for the managers.

**Describe** why this approach (being used by some companies) could be considered, rather than conducting a formal job evaluation.

(4 marks)

- 6 In this section, you will investigate your chosen job from your assignments, by visiting **at least three (3)** of the following websites to answer the questions that follow:

- Careers.govt.nz
- Seek.co.nz
- Trademe.co.nz
- Payscale
- Hudson
- Hays

**Task:** Write a **summary** of the salary ranges for your chosen position and any other information you have gathered about the positions from a review of these websites. This may include a table, but it must be accompanied by the summary. Be sure to include the appropriate website addresses as in-text references.

(6 marks)

- 7 Assume there is a lack of an appropriate rewards system for your chosen position, and given the fact that they are now being required to deliver more specifically against the new objectives of the organisation, **discuss** a new approach to the employee's compensation.

Specifically, **state** whether the company will be using a leading, lagging or whether they will use a "meet the market" approach in their compensation plan. **Justify** this approach.

**Note:** this must tie to the company strategy.

(4 marks)

- 8 Using the Career Pathway approach described in lectures, decide on a salary range for your chosen position and **state** the range for the position.

(2 marks)

- 9 **Calculate** a mid-point for the range (you have given in Q8).

(1 mark)

- 10 **Explain** the criteria for moving your person up the pathway.

(4 marks)



- 11 **Suggest** some other extrinsic rewards for your position. Again, be sure to include a link to the new strategy of the company.

Specifically include the following:

- (a) Given the changes needed in the company, **suggest two (2)** appropriate variable rewards for meeting the new goals. These must be logical for the position. (4 marks)
- (b) **Suggest two (2)** appropriate employee benefits for your chosen position. For **each of the two (2)** benefits give **two (2)** reasons why these are appropriate for the job (**4 reasons total**). (6 marks)
- (c) **Suggest two (2)** allowances, including a market allowance and **explain one (1)** reason FOR EACH (two (2) reasons total) on why these are appropriate for your chosen job. (4 marks)

