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OILS COLLEGE LIMERICK

Facility Operations in Exercise and Health Fitness

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Section: Human Resource Management
Lesson: 6

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Topics

Contract of employment

Motivation and job satisfaction

Performance appraisal

Planning performance appraisal

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Topic 1

Contract of employment

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Introduction

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- Contract of employment → legal basis for employment relations.
- Must be offer and acceptance of employment.
 - Governed in Irish law by Terms and Employment (Information) Acts 1994-2014.

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Individual employee

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Terms of Employment (Information) Act 1994	Provision of a written statement to employees setting out particulars of their conditions of employment
Organisation of Working Time Act 1997	Hours of work; rest periods; annual leave; public holidays
Protection of Employees (Part-time work) Act 2001	Extends the benefits of employment legislation to part time workers
Protection of Young Persons (Employment) Act 1996	Conditions for employing young persons
Payment of Wages Acts 1979-91	Payment by cheque; deductions from pay
National Minimum Wage Act 2000	Right to minimum rate of pay
Protection of Employees (Fixed-Term Work) Act 2003	Limits the amount of fixed-term contract an employee may have
Pensions Acts 1990 – 2003	Rights in relation to pensions

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Employment equality

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Maternity (Protection of Employees) Acts 1981 – 2004	Maternity pay and job security, right to health and safety, and paternal leave in certain circumstances
Adoptive Leave Act 1995	Rights of an adopting mother and a sole male adopter are outlined
Parental Leave Act 1998	Rights of parents to leave for the purpose of caring for their child
Carers Leave Act 2001	Rights of employees to leave to care for person requiring full-time care
Employment Equality Acts 1998 - 2004	Outlaws 9 areas of discrimination; establishes Equality Authority and Equality Tribunal

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Other legislation

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Termination of Employment

Minimum Notice & Terms of Employment Act 1973	Notice and provisions regarding termination of employment
Unfair dismissals Acts 1977 – 2001	Protection against unfair dismissal
Protection of Employment Act 1977	Consultation prior to group redundancies
Redundancy Payments Acts 1967 – 2003	Payment of lump sum on redundancy

Health and safety at work

Safety, Health and Welfare at Work acts 1989 – 2005	Duties on employers, employees and others regarding health and safety issues
Safety, Health and Welfare at Work Regulations 1993	Specific procedures and regulations for employers

COLLECTIVE EMPLOYEE LEGISLATION

Industrial Relations Acts 1946 - 2004	Outlines rights and procedures regarding regulation of trade disputes and industrial relations issues
Transfer of Undertakings Regulations	Right to employment security, seniority and continuity of service on the transfer of a business

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Written agreements

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1. Full name and address of employer and employee
2. Principle place of business
3. Place of work
4. Job title and nature of work
5. Date of commencement of employment
6. Expected duration of employment
7. Rate of remuneration

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Written agreements

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8. Weekly or monthly payment and how it is paid
9. Terms and conditions of work hours, including overtime
10. Terms and conditions of leave
11. Terms and conditions relating to sickness/ injury
12. Terms and conditions relating to pension
13. Periods of notice
14. Grievance procedures
15. Terms for dismissal

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Topic 2

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**Motivation and
job satisfaction**





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Definition

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- “Controlling of the work environment in such a way as to encourage desired behaviours and performance from employees.”
- Purpose of studying motivation → understand internal and external forces that influence employees’ effort.





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Recognition

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- Recognising employees hard work and accomplishments:
 - Token gifts
 - Employee of the month awards
 - Pat on the back
- Increasing employees’ sense of pride and accomplishment → increased enjoyment and productivity.




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Methods

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- More satisfied employee → better performing employee.
- Constructive and positive environment important.
 1. Flexible work hours
 2. Off site working
 3. Open door policy
 4. Performance review



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Flexible work hours

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- Some businesses offer alternative work hours, rather than strict 9-5 schedules.
- Also part-time work and job-sharing.



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Off site working

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- There are options to work at home due to connectivity afforded by internet.



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Open door policy

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- Empowers work force to discuss issues, recommendations and ideas with employer.



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Performance review

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- Allow for sharing of feedback and expectations.
- Should be scheduled regularly.



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Theories

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Frederick Winslow Taylor – Scientific Management
Elton Mayo – Hawthorne Experiments
Abraham Maslow – Hierarchy of Needs
Clayton Alderfer – ERG Theory
Douglas McGregor – Theory X and Theory Y
W. Ouchi – Theory Z
Frederick Herzberg – Hygiene Theory
David C. McClelland - Achievement Theory
Victor H Vroom – Expectancy Theory
Adams – Equity Theory
Locke – Goal Theory
B F Skinner – Operant Conditioning

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Topic 3

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Performance appraisal

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Definitions

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- “Structured formal interaction between subordinate and supervisor, that usually takes form of periodic interview, in which subordinate’s work performance is discussed.”
- “Systematic approach to evaluating employee performance, characteristics and/or potential, with a view to assisting decisions in a wide range of areas such as pay, promotion, employee development and motivation.”

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Purpose

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- Identify strengths, weaknesses, opportunities for improvement and skill development.
 - Identifies contributions of individuals and groups to organisation’s objectives.
 - Clarifies manager’s role.
 - Facilitates planning and monitoring of progress.



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Planning

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- Involve employees in planning process → greater understanding/ownership of organisational goals → focused efforts.
 - What needs to be done.
 - Why it needs to be done.
 - Expectations for accomplishing goals.




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Employees can...

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- Clarify what is expected of them.
- Identify key areas of job in line with team objectives.
- Give/receive feedback on individual/team's achievements and challenges.
- Review and agree individual/team objectives with manager.
- Create Personal Development Plan.



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Topic 4

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Planning performance appraisal



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Steps

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1. Setting objectives
2. Feedback and coaching
3. Annual review

- As well as formal reviews, manager should regularly and informally talk to employees.



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Setting objectives

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- Team and individual objectives set by agreement between manager and employees:
 - Clarifying key areas of individual's job.
 - Identifying...
 - ... objectives for key areas of individual's job.
 - ... competencies necessary for individuals job.
 - ... development individuals need to deliver objectives.
 - ... development objectives for year.
 - Recording details on performance appraisal form.



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Feedback and coaching

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- Manager and employee should give each other ongoing feedback on progress against objectives.
- Part of normal day-to-day/weekly communication.



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Annual review

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- Generate open discussion on objectives, challenges, outcomes and achievements.



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Next

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Lesson 7

Business structure
Business plan
SWOT analysis
Employee records

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