



Mid Term Assignment

Subject; Cases in HR

Submitted By; -

ID Number; 14257

Instructor; Dr Farooq Jan

Date; 20th April 2020

Q No 1 (a) = How does the new performance management affect organisational commitment, occupational commitment & team commitment of employees within the hospital?

Ans = As mentioned new performance management was based on (6 sigma) which is a set of techniques and tools for process improvement, in which 99.99966% of all opportunities to produce some feature of a part are statistically expected to be free of defects.

So by seeking all the opportunity in new performances management affect the following as;

(a) Organisational commitment = It was achieved by defining organisational goals and employees were given targeted vision to achieve on the basis of which their performance was monitored and made them to earn bonuses.

(b) Occupational commitment = Employees were given a vision of constant improvement in order to prove their performance. This

help is developing their commitment with their occupation along with organisation.

(C) Team Commitment =

The individual and team score cards helped in giving 100% efforts by employees & team, as a whole. They were evaluated and provided feedback on their performance & eventually rewarded with bonus salaries made them develop team commitment.

⇒ Over all it increase efficiency.

⇒ Improve the service quality.

⇒ And stimulate innovation.

It clarify the linkage between organisational goals, team goals and individual employees goals.



Q No 1 (b) = What is the impact of outsourcing disciplines on employees who are being outsourced & employees who may stay?

Ans = (i) Impact of out sourcing disciplines on employees who are being out sourced; As the

outsourcing was for cost cutting of non Core activities then offshore the job security was a question. And create unemployment in all non-core department.

(ii) Impact on those employees who may stay;

The outsourcing also show unintended consequences. The employee job satisfaction show the job loyalty & quality of life. Because when employees see the jobs of fellow workers outsourced, they may begin to wonder that when will it be my turn.

As a result employees tend to withdraw loyalty from their employers, which increase the turn over.

While the employers offers incentive to stay on the job but the memory of the previous months or years of stress full conditions result in these offers being ineffective.

As the author of this case study mentioned that employees satisfaction

Levels from the yearly employee surveys still show moderate scores, less happy with their organisation, trust on management is still low. May employees have left the organisation.

Beside the negative impact on those employees who stay there was some positive impact also.

As the company only outsourced non core business activities, this helps in decline in liability on organisation. This give access to the larger talent pool & the core function are not affected, time is saved in hiring & liability of providing benefits.

At the same time the organisation may face issue with communication, lack of control & quality issues but since outsourcing is done for non-core activities so not a major set back for organisation.



QNo1 (C) What kind of competencies do HR professionals need for adding value to the organisational change process caused by a PE intervention?

Ans=

- (1) Organisation changes bring a lot of ambiguities of restructuring for staff. HR need good communication between employees & management. This will help in smooth implementation of changes.
- (2) Relationship management; The more HR professional bonus on relationship building, the more trust is gained from employees & management.
- (3) Leadership give direction & focus to employees or management rather on focusing on the consequences of change management and be unproductive for being stressed
 ⇒ Competencies of HR professionals in upward strategy;
 The HRM competencies was recruitment

∫ selection of new employees + substantial training ∫ development.

⇒ Competencies of HR professionals in downward strategy;

Communication of cutting employee benefits at performance related pay linked to financial performance.

In the 2nd phase the main competencies was to retain highly motivated ∫ qualified employees. As both nurses ∫ medical staff was the main capital of the Hospital.

As major employee turnover rate can change the continuity of health care activities. The following studies show how HR competencies adding values to the organization change process.

HR specialists can also provide specialist organizational development support in organizational change processes through the systematic application and transfer of behavioral science knowledge to the planned development, improvement, ∫ reinforcement of the strategies, structures ∫ processes that lead to organizational effectiveness.

(Cummings and Worley, 2008: 1)

Baruch and Woodward (1998) + Boyson (2003) suggest that HRM can play an important role in managing employees' uncertainty, minimizing employees' stress & maintaining employees' commitment to the organization during a buyout process.

In theory HR professionals can contribute to strategic decision-making as strategic partners & to organizational change as change agents (Ulrich, 1997).

Private equity + human resource management: Barbarians at the gate! originally published uncertainty during the pre-buyout period, and the concomitant reduction in institutional trust, severely hampered the possibility of HR initiatives, exposing the vulnerability of HRM-based change. However, our findings also show various opportunities for people management."



QNo1 (d) What kind of concrete HR practices can be applied to minimise the negative effects on a PE intervention on employee attitudes and perceptions? Explain Why?

- Ans
- (1) Employees fear the restructuring and downsizing that may be caused due to change management. HR need to calm down the staff + bridge the gap of all misunderstanding through communication effectively.
 - (2) Rather than letting employees keep on wondering about the changes they should be given direction and focus of goal achievement.
 - (3) Recruitment, selection, training + development for new opportunities like Influenza clinic + Stop smoking clinic. etc.
 - (4) To reduce the turn over rate due to work place stress by introducing bonuses for core employees.

QNo2 Please write in detail what you have learned during reading different case studies and how did you find those case studies in relation to your job or experience.

Ans (1) "Zappos facing competitive challenges"

Bratton, J and Gold J (2012).
Learning =

In this case study we learn that learning & development of the employees was the effective tool to achieve their business strategy around 10 core value of Zappos and easily overcome the competitive challenges, e.g; increase competition, low barriers for new entries etc.

Training & development help them to prepare the employees psychologically enhance their skills & capabilities, customer satisfaction. and ensure the smooth flow

(2) "Forces affecting the work place make training a key ingredient of company success"

M. McGraw, (2015)

In this case study we also learn that through training & development we can overcome different

challenges faced by the company.

(3) "SWOT analysis at Car Max M.E. Porter, Competitive Strategy (1980).

In this case study we learn that through SWOT analysis several external & internal challenges can be analysed & can strategically plan training & development program within the organisation to overcome all such challenges.

(4) "IBM offers training to employees to learn New Technologies" P. Thibodeau (2015)

In this case study we learn that IBM strategically prepare training programme for employees to motivate & develop their skills. So that it can maintain its competitiveness through meeting changing clients needs and markets.

The training programme was strategically design to develop personal growth & learning.

(5) "Selling Real Estate is All about Location (and Training) at Keller Williams" Keller Williams is at Home at No1, (2015)

In this case study the CEO of a real estate Keller Williams strategically aligns his vision to the

training and development programme.

Training programme was arranged both class-room & online as well as instructors & coaching, which enable them to receive back to back years ranking in training magazine's ranked # 2 in 2014 & # in 2015

(6) Relation to my Job / Experience;

In Shaikat Khanum cancer Hospital we also facing lot of competitive challenges e.g; increasing competition, patient satisfaction, new technologies, new entries in the market, low cost etc, in both internal & external environment.

Our HR department with the line managers are overcoming all these challenges with continuous training & development programme.

The training programme is designed to promote learning in classroom as well as e-learning, web learning, coaching & on job practices.

We are trying to prepare the strategic plan for departments to align the departmental goals with the mission & vision of the Hospital & trust; and then align the departmental goals with personal achievements by linking them

with their performance indicators.

On the base of this strategic planning we analyse the training need & arrange accordingly to achieve departmental goals & personal development through which we can achieve service excellence & patient satisfaction.

By doing this we can improve many of our departmental goals & achieve high satisfaction of patients.

The strategic plan which I prepare for my departmental offer studying these case studies is attached with improvement in departmental goals & patient satisfaction graph.

Summary =

By studying all these case studies I can conclude that in this advance technological era, technology or some unique formulation is not more remain the competitive edge for any organization.

So by analysing the training need according to the strategic plan we can improve productivity, efficiency & customer satisfaction

by achieving individual as well as organisational goals mission & vision and can get the competitive edge over other competition.

QNo3 (a) What did you specifically like or dislike about the readings?

(i) Likes of the Reading =

The critical provides the detailed background of formulation of

⇒ Private equity firm

⇒ The HR practices, the transition of organisation

⇒ Change environment

⇒ Issues related to these change management

⇒ and how to cover come these challenges through HR professionals competencies.

⇒ The use of six sigma for improvement of the process.

⇒ Linkage of the organisational goals with personal achievement.

⇒ Improvement of personal & team achievement

⇒ Efforts for the competent team members in shape of bonus & efforts to retain the core team by the management

(ii) Dislikes about Reading =

⇒ when the strategies to implement change

management is not executed properly, then employees were taken as mere subjects of experiment by the top management to get their work done.

⇒ The employees satisfaction survey show moderate score but no root cause analysis was performed.

⇒ Similarly after the successful implementation of change management, no one bother to focus on the less happiness of employees from organisation & low trust on management.

⇒ The good health care workers left the organisation which was not good.

⇒ During the outsourcing process it was not clear that how the non core department employees whose services were terminated will be handled & informed. Because termination of services on immediate notices effect the financial condition of many families & the employees will be unable to search jobs on short notices.

⇒ Dismissal of volunteers have also effect on

training & development of new technical staff.
 So the hospital stop their contribution in adding
 their part to add in society for training of new
 force, neither it was mentioned to start again
 this program after stability.



Q No 3 (b) What are some research ideas that
 you have formulated based on the
 readings?

Ans= The foremost and important aspect is "change
 management." Its execution & implementation
 in a proper manner.

As change management is a vast topic &
 can be related to many variables for its effective
 execution this open avenues for research e.g;

- (1) change management and organisation performance /
 commitment.
- (2) change management process and team
- (3) Role of HR in change management
- (4) How to retain the core team by minnimizing
 the stress & insecurity during change management

Beside this the case study also explain the research area about.

- (5) execution of 6-sigma for improvement of process
- (6) Reducing liability during defect.
- (7) How to explore new opportunity + new financially attractive forms.
- (8) Linkage of organisational goals, mission + vision with individual achievement.
- (9) How the upward + downward technique can be used for overcome the financial deficit.
- (10) How HR professional can play their role to overcome that negative perceptions during change management.



Q No 3

(c) How does your personnel experience fit with the readings + how they are inconsistent?

Ans

- (1) There is a strong association of organisational goals, departmental goals, performance management & reward system prevails in our organisation.

- (2) An efficient training & development concept correlated to the reward system.
- (3) All KPIs and goals are measured on 6-sigma roles & avail all opportunity of improvement of process.
- (4) upward strategy is also seen to utilize the untapped resources that can contribute to organisational success.
e.g, Diabetic management Clinic pulmonology + Gastro clinics.
- (5) The downward strategy is also observed for cost reduction by outsourcing many facility management department tasks.
- (6) The management & HR is entrusted in increasing efficiency, improvement, productivity and increase customer satisfaction
- (7) The job performance is also linked with organisational good & customer satisfaction
- (8) Bonuses are also offered on the basis of performance.
- (9) However we also observed some negative aspects also mentioned in this case study

the change management process. when our organisation was expanded - & open new branch:

⇒ There was communication gap in some circumstances leading to a chaotic environment.

Similarly the employee's satisfaction level is moderate, trust on management is also good but the turn overs in new open branches is still high

- Validation of Instruments & Parameters
- CAP Compliance
- Unverification
- Correct Report Challenges
- Audit Scores (JCIA Audit Tool)

- TAT
- STAT
- Critical Alerts Notifications
- Blood Stock
- Equipment management (PPM & Down Time)

Strategic Plan Department of Pathology Shaukat Khanum Cancer Hospital & RC Peshawar

Accuracy of Lab Results

KPIs & Departmental Goals

Performance Appraisal System Pathology

Training & Development

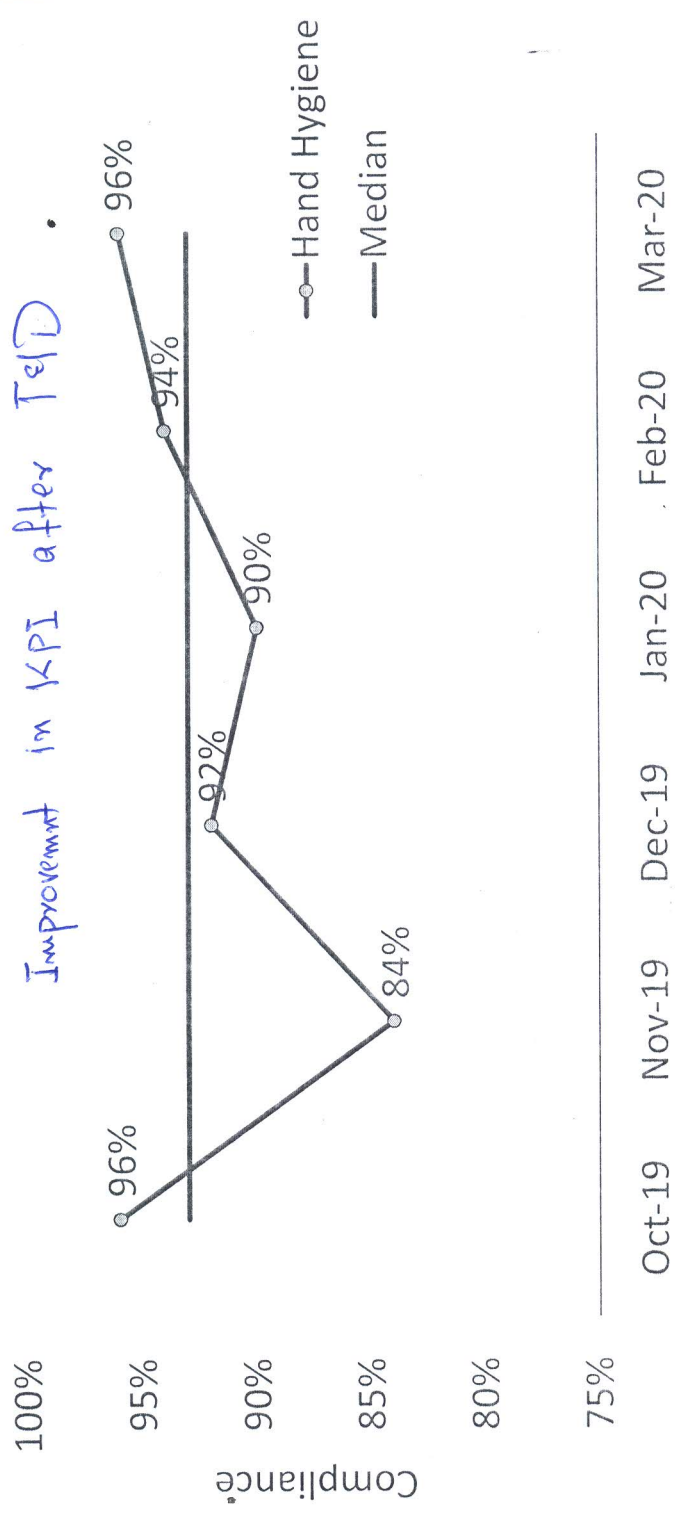
Patient Satisfaction & Safety

- Education Sessions
- Teaching Sessions
- Skill Level Training

- IPSCG
- Patient Satisfaction Survey
- Complaints
- Incidents
- Facility Audit Scores

Pathology
Hand Hygiene Compliance
Target = 100%

Improvement in KPI after TeD



Median = 93%
No. of runs = 3
Shift = 0
Trend = 0
Astronomical Point = 0

Pathology Patient Satisfaction Survey

P#22

