



DEPARTMENT OF INDUSTRIAL PSYCHOLOGY

VACATION WORK / JOB SHADOWING
Guidelines and questionnaire

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The purpose of the vacation work / job shadowing is to provide the student with an opportunity to be exposed to the world of work. This exposure can be of great value for the honours year as it will serve as background experience in class discussions and serve as example for the application (or non application!) of theory. **Your draft report will be used as example for the development of your scientific writing style; therefore you must have a draft report ready at the start of the orientation week.**

1. GENERAL STIPULATIONS

All full-time students who plan to follow the Honours Industrial Psychology course are required to hand in a report with regard to compulsory vacation work / job shadowing done during the long summer holidays or in the year prior to your study. The duration of the vacation work / job shadowing needs to be a minimum of 1 week. **Students are themselves responsible for arranging the vacation work / job shadowing.** The department will assist to identify opportunities for job shadowing in organizations.

Attempt to get exposure to as many fields as possible. If this is not feasible you need to write an in-depth report on the exposure that you did have (in for e.g. training),

In exceptional circumstances it could be possible to make special arrangements with regard to the above matter, for example in the case of persons who worked before studying, who already have other obligations with an organisation for the purpose of earning money or for those persons with exceptional scholarships. In these cases an interview could be arranged, however you will then have to cover all HR areas as stipulated in the questionnaire. .

2. NATURE AND FORMAT OF THE REPORT

The report needs to contain the following information:

- A concise description of the organisation, department or division where you worked. This includes information on the name, nature, type, size and activities of the organisation, as well as the name and position of the person under which you worked. If possible you could also provide an organisation chart, or part thereof.
- A concise description of the work that you did in the organisation, in other words what your tasks were.
- A **critical discussion of the job shadowing experience.** If the job shadowing was done in a Training environment, you do not have to report on related HR themes as mentioned. However attempt to get exposure to as many areas as possible

- Length of the report: - Typed – 8 to 10 A4 pages (1,5 spacing)
- The report needs to be bound neatly with your name, the organisation and title on the cover page – **only after you have done the Scientific Writing Skills Workshop.**
- **The report must be in English**

3. SUBMISSION DATE AND EVALUATION

The vacation report needs to be handed in at the **end of February** at Mrs Cillie, Room 1037D. You will receive feedback [no marks] regarding the evaluation of your report.

4. QUESTIONNAIRE

This questionnaire serves as a **guideline** of possible questions to the organisation in order for you to be able to write your report. **During job shadowing, ask for exposure to as many of these themes as possible. If this is not possible, for e.g. job shadowing in an organization that does only training, attempt to get in-depth exposure and write your report on this area of HR. If you do an interview (if you did not job shadow) you should cover all the areas.**

RECRUITMENT

- How are human resource planning conducted, in other words, what model(s) are applied to determine human resource needs over the short- and long- term?
- What external sources of recruitment are used? Why are these specific sources used? Are some sources better than others? How is this determined?
- Which recruitment strategies are used? How is the efficiency of various techniques evaluated?
- Is internal recruitment conducted? What are the advantages and disadvantages of this?
- What is the company policy with regard to the recruitment of disabled persons, women, retired persons, persons of different races, etc? What does the organisation do to manage diversity? Which processes does the organisation use for this purpose?

SELECTION

- Are job analyses and job descriptions done? If indeed, which methods are used? What is the job descriptions used for?
- What is the company's selection policy? What selection techniques are employed? Why are some techniques used and others not (e.g. testing)?
- If testing is used, does it result in a significant contribution to more effective selection? Who conducts the testing, in other words, what qualifications or experience does the person have? What is the cost associated with testing? Are the costs justified? Which tests are used? Does the company determine the reliability and validity of these tests for their specific situation, and do they periodically check this information?
- Who conducts the interviews? Does this individual have any formal training with regard to the technique of interviewing?

TRAINING AND DEVELOPMENT

- Does the company itself provide training, and up until which level?
- Which training techniques and methods are used? What is the rationale behind these? How is the success of a training program determined? How are training needs determined?
- Are management- and organisation development engaged in? Which methods and techniques are used? Why are these methods/techniques preferred over others? Is the success of management development programs evaluated? If indeed, how?

PERFORMANCE MANAGEMENT

- Which evaluation systems are used? Is the same system used at all levels? Why? What are the advantages and disadvantages of the various systems used? Are evaluators trained in the process of evaluation?
- Are employee evaluations followed up by an interview (e.g.)? Are the results of the evaluation provided during the interview? Are the results of evaluations used for other purposes, for example, further development, retrenchments, promotions, etc.?

REMUNERATION MANAGEMENT

- How does the company ensure that the pay/remuneration structure is rational, in other words, fair and unbiased? Are wage and salary investigations conducted? How are these investigations carried out?
- Are job evaluations done? What system(s) are used for job evaluations? Why are these specific system(s) preferred? Are job evaluations used to determine the pay/remuneration structure of the organisation?
- How is the remuneration system employed so as to improve work performance?
- Are there pay differentials based on such grounds as gender, race, geographic location etc?
- Does the company use incentive systems? What type(s) of incentive systems are used? Is the system applied at all levels? Does a separate system exist for managers? How does the system for managers work? How is the efficiency of a specific system determined?
- What problems are experienced with the application of incentive systems?

HR RESEARCH

- Validation of instruments [bias analyses]
- Research regarding selection procedures [adverse impact, fairness, utility]
- Evaluation of training programmes
- Remuneration fairness
- HR Metrics
- Employer/Organisation equity

EMPLOYMENT RELATIONS

- Contracts of employment
- Conditions of employment
- Discipline and dismissal
- Grievances
- Collective bargaining
- Dispute resolution
- Labour legislation

INTEGRATION OF PERSONNEL

- How is internal conflict situations dealt with? How are healthy industrial relations instilled and maintained? Does a grievance procedure exist and how does it function? What is done to ensure effective communication between management and employees? Are there liaison committees and do they function effectively?
- What is done to facilitate job satisfaction?
- What specific programs are presented to motivate employees to higher job performance?
- What is the company policy with regard to retirements, female labour, disabled employees etc?

PERSONNEL MAINTENANCE

- Are safety programs presented? What do these programs consist of? Is a specific person or department responsible for looking after the safety of employees? Are these safety programs effective?
- How is employee health ensured? Do specific programs exist in this regard? Are these programs successful?
- Are employee services and benefits provided? What is the nature of employee services and/or benefits? What kinds of services/benefits are provided? How are such programs applied and administrated?
- Is personnel research conducted? If indeed, in which areas is research with regard to labour turnover and absenteeism conducted?
- How are labour turnover and absenteeism combated? What are the costs associated with this?

ANY OTHER EXPOSURE

ENJOY THIS LEARNING EXPERIENCE!

