

JOB SHADOWING ASSIGNMENT
Assessment brief and questionnaire
guidelines



The purpose of the Job shadowing assignment is to provide the student with an opportunity to explore the world of work through an in-depth interview. 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 have been accepted to either the Honours (Industrial Psychology) or the Honours (HRM) programme are required to hand in a report following an in-depth interview with a HR Manager/ Senior HR Professional covering all HR theme stipulated in the questionnaire below.

2. NATURE AND FORMAT OF THE REPORT

The report needs to contain the following information:

- A concise description of the organisation, department or division. This includes information on the name, nature, type, size and activities of the organisation, as well as the name and position of the person that you interviewed. If possible you could also provide an organisation chart, or part thereof.
- **A critical discussion of the in-depth interview covering all HR themes as stipulated in the questionnaire below.**
- Length of the report: Typed – 8 to 10 A4 pages (1,5 spacing)
- The report needs to be submitted as a PDF with your name, the organisation and title on the cover page. The report should be saved as follows, "**Job Shadowing Assignment, Student number**".
- **The report must be in English.**

The report needs to be submitted to rrg@sun.ac.za before 9 am on the **01 March**. Please ensure that the subject of your email is as follows, "**Job Shadowing Assignment, Student number**". This is a formative assessment and consequently the developmental feedback will be in the form of evaluative comments and not marks.

3. QUESTIONNAIRE

This questionnaire serves as a **guideline** of possible questions that you could pose to the organisation, which would assist you in writing your report. It should be noted in your report how COVID 19 has impacted the HRM themes covered during your job shadowing experience/interview.

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

EMPLOYMENT RELATIONS

- Contracts of employment
 - Conditions of employment
 - Discipline and dismissal
 - Grievances
 - Collective bargaining
 - Dispute resolution
 - Labour legislation
 - Employer/Organisation equity
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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?

WISHING YOU ALL THE BEST WITH YOUR REPORT!