



IPA CROSS-BORDER PRPGRAMME
CCI2007CB16IPO007



PROJECT “ENTREPRENEURS’ CLUB”

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- Training on entrepreneurship
 - 13-15 June 2014
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Effective Manager





Identifying of job requirements

- Why is it so important to determinate the job requirements?
- How to determinate the job requirements?
 - Job analysis
 - Job description
 - Preparing of job description



Analysis of the job position

- What are the main activities?
- What is the frequency of performance?
- What are the results?
- What are the basic requirements of the job position to the employee?
- What is it that he/she should know and can do?
- What is the link between this job position and the other job positions in the company?



Job description

- Job title
- Location
- Object/Aim of the job
- Subordination – of who he/she is subordinated
- Relationships
- Physical working conditions
- Work content
- Safety issues
- Salary and working conditions



Preparing a job description

- Skills
- Knowledge
- Experience
- Behavior



Preparing of Want-ad

- Logo
- Brief information about the company
- Job title
- Key elements of the profile
 - Education
 - Professional experience
 - Language skills
 - Computer literacy
 - Personal qualities
 - Responsibilities of the job position
 - Offer
 - Deadline for submission of documents, email and/or phone number, contact person



Interview for the selection process

- What do you need?
- What does the candidate need?
- What do you need for the interview?



Type of interview

- Depending on the number of participants, the type of interview could be:
 - Individually
 - As a group
 - Panel type
- Depending on the focus of the questions, the type of interview could be:
 - Traditionally
 - Situational type
 - Behavioral type



Type of interview

- Depending on the degree of standardization of the questions, the interview could be :
 - Structured interview
 - Semi-structured
 - Unstructured
- Depending of the communication means used during the interview:
 - Traditional interview
 - Phone interview
 - Video interview



Tips for the interview

- Take a few minutes to make the candidate to feel good
- Make the candidate to speak – 70/30
- Make the candidate to speak on the topic
- Listening skills
- Ability to judge



The worst practices in interviewing

- Stereotype of the ideal candidate
- Early evaluation during the interview
- More influence of the unfavorable information than the favorable information
- Searching for evidence to support the idea that we already have for the candidate



Alternative methods for selection

- To hire interns
- Assessment Centers
- Internal promotions



Assessment system – objectives

- Evaluation and feedback for the achieved business results
- Optimizing of work efficiency
- Identifying of needs for development and training of employees
- Warning employees with poor performance
- Discussion of future work and objectives



Assessment system-elements

- Well written and structured job descriptions
- Key competencies for each employee
- Assessment forms for evaluation and development
- Discussions for the assessment procedure
- Preparation of a Development plan



Evaluation system

- Evaluation of work performance
 - Quantitative indicators
 - Quality indicators
- Assessment of the staff quality
 - Strengths – Weaknesses (areas of development)



Methods for performance measurement

- Work monitoring by the supervisor
- Feedback by colleague
- Self-evaluation
- Research on customer satisfaction
- Reports



Goal setting

„Vague goals produce vague results“

S (Specific)

M (Measurable)

A (Accepted by you and/or others)

R (Realistic)

T (Time-bound)



Principles of an interview for assessment

- Ask the evaluated person for his/her opinion
- Give time and help the person to be prepared for the interview
- Discuss the work, not the person
- Give facts, not opinions
- Ask questions
- Active listening
- Ask the evaluated for the training needs and development



Analysis of training needs - Why?

- Linking the business needs of the organization with the knowledge and skills of the staff for their achievement
- Increasing productivity and results
- Ways of staff improvement
- Motivation and revealing the employees' potential and its link with the strategy of the company



Analysis of training needs - How?

- Competency analysis
 - Description of the professional responsibilities
 - Breaking them into specific tasks
 - Description of the skills needed to perform the tasks
- Establishing the level of competence for each employee



Analysis of the training needs – sources

- Job description
- Work procedures
- Motivational and closing interviews with employees
- Work evaluation
- Customer and contractors complaints



Analysis of the training needs – results

- Planning of training
 - Assessment of the specific needs
 - Goal defining
 - Determination of content
 - Determination of the type and methods of training



Types of training

- Outside the workplace
 - Courses
 - Seminars
 - Conferences
- At the workplace
 - Rotation
 - Mentoring
 - Participation in projects



Employment contracts

An employment contract is an agreement between a person, a provider of labor and an unincorporated body, under which the provider of workforce is obligated to provide labor force under certain discipline, and the other body – providing of work conditions and paying salary.



Employment contracts

According to duration of contract:

- Fixed-term contracts – with a deadline
- Permanent contracts



Employment contracts

- Employment contract is always between two sides
- Employment contract is always under valuable consideration
- Employment contract is **always commutative** – even at the time of signing, the worker/employee knows what he has to do, but also the employer knows what and to whom he owes
- Employment contract is always formal



Fixed-term contracts

- Employment contract is for a fixed term – not longer than 3 years
- EC for completing a work. The term of this type is determinable
- EC for replacement of absent worker/employee
- EC by a contest for a job position
- EC by a contest for a job position. This type of EC is concluded for the time until the position is filled on the basis of contest. This is a job position that is determined to be taken with a contest.
- Employment contract for a fixed term
- Employment contract for a trial period



Civil contract

Civil contract is a form of incomplete and irregular employment with insurance rights for pensions and health insurance.



Civil contract

- By civil contracts you can only lose the rights to use sick leave /paid sick days/.
- By civil contracts the contractor doesn't have to pay sick leave, a positive thing for the contracting authority because he is not required to provide financially the 'work breaks' of the employee.
- furthermore, the contractor doesn't have rights for compensation of unemployment.



Civil contract- content

- General conditions of the contract, describing the type of services, the amount of payment that the CONTRACTING AUTHORITY need to make, and the period for payment
- Rights and obligations of the CONTRACTOR, including the period for the assigned task.
- Rights and obligations of the CONTRACTING AUTHORITY, including the right of the CONTRACTING AUTHORITY to check the status of implementation of the assigned tasks.
- Obligations of the CONTRACTING AUTHORITY to provide to the CONTRACTOR all necessary information for the proper performance of the task.



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- THANK YOU FOR YOUR ATTENTION