



**وزارة الاقتصاد الوطني
فلسطين**

**إدارة شؤون الأفراد والعلاقات الصناعية
PERSONNEL MANAGEMENT & INDUSTRIAL
RELATIONS**

Cambridge Tutorial College

ترجمة إعداد:

سمير زهير الصوص

قسم السياسات والتحليل والإحصاء

مكتب محافظة قلقيلية

2011

samirs.ps@hotmail.com

**TRAINING
MANUAL
ON**



C·T·C

**PERSONNEL
MANAGEMENT AND
INDUSTRIAL RELATIONS
(HUMAN RESOURCES MANAGEMENT)**

**THE
CAMBRIDGE TUTORIAL COLLEGE
GUIDE TO**



Cambridge Tutorial College

إدارة شؤون الأفراد والعلاقات الصناعية
PERSONNEL MANAGEMENT & INDUSTRIAL
RELATIONS

:

:

" "

" "

-
-
-
-
-
-
-
-
-
-
-
-
-
-
-
-
-
-
-
-
-
-

PERSONNEL MANAGEMENT

:

Personnel Management
(USA)

Collective Bargaining

1850

:

"

"

"

"

.(To get and keep workers)

"

" ..

"

. "Management of People At Work Place

"

| | | | |
|--------------------------|-------------------|------------------------|-----------------------|
| | Job Specification | Job Description | Job Analysis |
| Manpower | | Job Evaluation | Job Classification |
| | Recruitment | | Planning |
| | Training | | Performance Appraisal |
| Inducement | | Employee Compensation | |
| | | | and Promotion |
| | | | Job Satisfaction |
| Productivity Improvement | | Performance Efficiency | |

. "Loyalty and Honesty

.

:

"

"

"

"

"

"

"

"

Human Resources Management

:

Human Resources Macro Level -

Human Resources Micro Level -

Human Resources

Human Factor

:

()

-
-
-
-
-
-
-
-
-
-
-
-

-
-

:

" "

850 1998

Administrative Level

:

- .1
- .2
- .3

.Functional Relations

Organizational Relations

:Staffing Policy

Planning

(Recruitment)

Selection

Loyalty

. Team Work

Training
Motivation and Inducement
Cooperation

:

:

(1

(2

(3

(4

(5

(6

(7

(8

:

.1

.2

.3

.4

:

-

-

-

-

-

-

:Staffing Stages

: .1

Supply and Demand

.3 .5) .4 .6
 .() .7 (:
 .2 () .1

Elasticity

- .3 .4
 :
 -1
 -2
 -3
 -4

Human Resources Policies

:General Principles

-1

-2

-3

-4

-5

:Planning

-1

-2

-3

Labor Turnover Rate

() ()

Job Analysis () -1

:

-1

-2

-3

:

-(

-(

-(

-(

| | | |
|-------------------------|--|----|
| : | | |
| | Job Title () | -1 |
| What work is Performed? | | -2 |
| | How is this work Performed? . (() | -3 |
| | () | -4 |
| | Which kind of Equipment ,Tools ,and Materials using? | -5 |
| Why is it | . | -6 |
| | Performed? | |
| What are the skills | | -7 |
| | required to Performed it? | |
| | Working Condition? | -8 |
| | . | |
| | : | |
| | Job Description / | -(|

| | | |
|---|--------------------------------|----|
| : | | |
| | .Job Title | -1 |
| | .Summary of the Job | -2 |
| | .Job Duties and work Performed | -3 |
| |) | |
| | .(| |
| | (Responsibilities) | -4 |
| | . | |
| | Equipment ,Tools, and Material | -5 |
| | . | |
| | Working Conditions | -6 |
| | . | |

| | |
|---------------------------|-----|
| Working Relationship > | -7 |
|) | |
| .(| |
| Job Requirements | -8 |
| . | |
| Economic Consideration | -9 |
| .Fringe Benefits | |
| .Promotion and Incentives | -10 |
| Job Specifications | -(|
| Employee Specifications | |
| . | |
| : | |
| Physical qualities | -1 |
| . | |
| Mental qualities | -2 |
| . | |
| Skills AND Talents | -3 |
| Personality Requirements | -4 |

Working

under Pressure

Job Analysis

:

:

-1

: -2

: -3

: -4

: -5

: -6

: -7

Job Classification

:

| | | |
|-----------------|------------------------|----|
| | | -1 |
| | | -2 |
| | | -3 |
| | | -4 |
| | | -5 |
| | :Job Evaluation | -(|
| Job Description | Job Analysis | |
| | : | .1 |
| | | .2 |
| | Pay-Structure | .3 |
| | | .4 |
| | : | |

| | | |
|-----|---------|----|
| | () | .1 |
| | | .2 |
| () | | .3 |
| | | .4 |
| | () | |
|) | | |
| %20 | %80 () | |
| | : | |
| () | | |

Ranking or Grading .1

()

Classification .2

Point System - 3

() ()

Factor Comparison -5

Ranking

()

Compensable Factors

-1

-2

-3

-4

-5

-6

-7

-8

-9

-10

-11

-12

Human Resources Planning

Work Force Analysis

Work Load Analysis

L T R

(Labor Turnover Rate)

= Labor Turnover Rate

$$100 \times \frac{\quad}{\quad} =$$

:

4000

" "

4100

" "

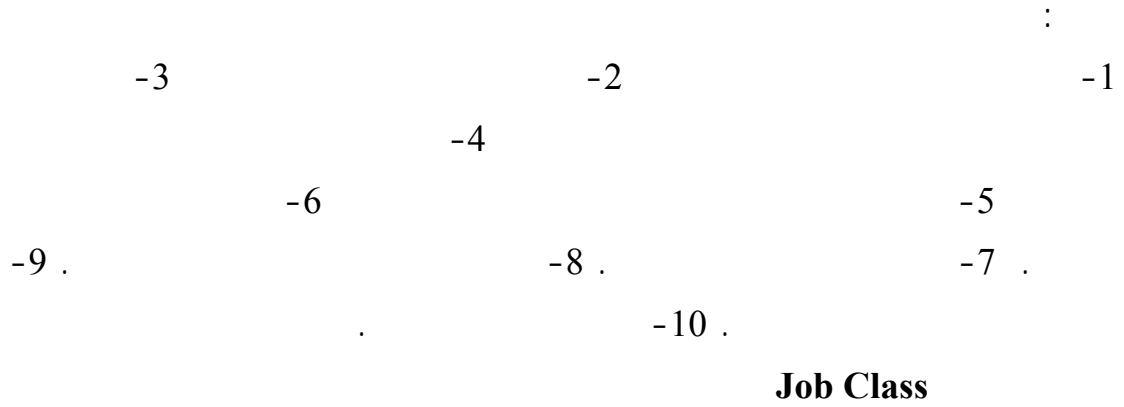
100

40

/

$$1,72 = 100 \times 4050 \div 70 = 2 \div (4100 + 4000 \div (100 \times (2 \div 100 + 40)))$$

" Job Analysis



Job Classification

()

Job Description

Job Specification

Work Load Analysis

(P)

(H)

Q =

8 ÷

$$\begin{aligned} T &= P \times H \\ &= 60 \div T \end{aligned}$$

Civil Service

:

Jop

Position

:

: -1

: -2

-3

: -4

Open System " " -1
Closed System " " -2

Open System

-1

-2

-3

-4

)

-5

)

(

.(

Closed System
(Career)

:

:

-1

.
(career) -2

. . -3

. -4

. -5

.
: -1

.
-2

. -3

.
:
(Gladden)

." " " "

:

()

:

.

:

.

-1

-2

-3

.

:

-1

.

:

-2

.

:

-3

.

:

-4

.

:

-5

.

:

-6

:

-

-

-7

-

-1

-2

-

)

(

"

"

()

:

-

-

.

:

-

:

-1

" "

.

:

-2

.

.

.

:

-3

.

.

.

:

-1

-

-

-2

-3

-4

-5

-6

Collection)

(Bargaining

(Merit System)

1882

(Spoils System) "

" "

1882

:

-

:

:

-1

...

: -2

Athene " " : -3

: -4

(Leadership)

: -5

:

-6

1882

" "

Trial or Probationary Period

Employment Process

.()
/
.
.
.

Placement

Employment Procedures

Recruitment : -1
:
.() -
-
.
Internal Recruitment () -1

Influx of New Ideas

:
-1

-2

-3

-4

-5

:

-1

.Influx of new Ideas

-2

-3

External Recruitment

:

-1

()

Employment Agencies

-2

.Personal bureaux

-3

-4

-5

-6

-7

:

-8

Employment Office -

-

)

(

-1

-2

Advertising

-1

-2

()

-3

-4

-5

-6

()

-7

-8

:

- Blind Ad.

*

:

-#

-#

- Open or Signed Ad.

Employment Application form

()

To Speed up the

Selection Process

:

-1

-

-2

In

.Downward Upward Chronological Order
Filing -3

Presentation -4

- Job Code \ reference Number -5

Completion -6

()

/

-1

-2

-3

)

-4

(

References -5

-6

-7

-8

-9

Attachments to Application form

:

-1

-2

Resumes C V -

-3

.....

:

-2 /

-1

/ .

-3

.(.....

)

-4

-5

-6

.(

)

Screening Process

| | |
|--------------------------------|----|
| | : |
| - Over qualified | -1 |
| - Well Qualified | -2 |
| Marginal Qualified | -3 |
| Under Qualified \Not Qualified | -4 |

Selection Process

Interviews
/

Reference Checking -1

-2

-3

-4

()

-5

-6

Interviewing Process

: Preparation -1
 / #
 #
 #

Rapport -2

Interviewee

Gathering info. -3
 Funnel approach

Open –

ended question

C.V Resumes

Closed-ended question

Control -4

Closing -5

(Interviewee)

(Interviewer)

Interpretation -6

:

.() -1

-2

-3

-4

:

Preliminary Interview -1

Patterned Interview () -2

Directed Interview -3

Non -directed Interview -4

Stress Interview -5

)
(.

Group Interviews () -6

()

.()

:() -7

| | | |
|------|---------------|----|
| | - | - |
| .() | () | |
| | - | - |
| | | |
| | | |
| | | |
| | : | |
| | | -1 |
| | | -2 |
| | | -3 |
| | | -4 |
| | | -5 |
| | Hallow effect | -6 |
| | | |
| | | -1 |
| | | -2 |
| | | -3 |
| | / | |
| | | |
| | () | |

Medical Examination (Check –up)

-1 :

-2

-3

Examinations and Tests

:

/

-1

:

:

-

- :

-*

-*

-*

:

-

-2

Aptitude Test

-3

Achievement Test ()

-4

-5

()

Personality Test -6

Interest Test -7

()

Physical Examinations -8

Performance Test -9

Appointment

.Induction Process

Induction Process

| | | | |
|---|--|-----|----|
| | | | |
| | | | |
| | | | |
| : | | | |
| | | -2 | -1 |
| | | | -3 |
| | | -4 | |
| | | | -5 |
| | | -6 | |
| | | | -7 |
| | | -8 | |
| | | | -9 |
| | | -10 | |

Labour Turnover Rate

- 2
- 3
- 4
- 5

:
:-1

.
:-2

:
-3

.
-4

:
-5

Trial Period

Probationary Period

()

Be

.Confirmed in the post

Training

-3

-4

-5

-6

-7

-8

-9

:

:

-2 .

-1

.()

-4 .

-2

Needs Analysis

:

:

Supervisor

-
-

Types of Change required

| | | |
|-------------|-----------|----|
| Acquisition | Knowledge | -1 |
| | Attitudes | -2 |
| | Skills | -3 |

.()

| | |
|------------------------------|----|
| Techniques of Needs Analysis | |
| Data Analysis | -1 |

()

| | | | |
|----------------|-----------------------|--------|------|
| | | (|) |
| | | | . |
| | Observation | | -2 |
| | | | . |
| | | Survey | |
| | | : | |
| | Written questionnaire | | - |
| assumption | | | . |
| | | | . |
| | Structured Interviews | | - |
| | | | . |
| Training Units | | | . |
| | | | |
| | | | . |
| | : | | -1 |
| | | | . |
| | | | -2 |
| | | | -3 |
| | | | -4 |
| | | | . |
| | | | -5 |

Learning Principles

- Multiple Senses are Stimulated -1

)

(

- Objective of Training are delineated in advance and are know by -2
 - trainer and Trainee

- Trainee desires to Learn -3

- Content of the Course is arranged in ascending order of difficulty and -4
 - logical order

-Logical progression from step to step

- Trainees receive feedback on their progress -5

.feedback

- Trainees are reinforced (encouraged)for appropriate behavior in the -6
 - training program

- Trainees are given adequate time to practice -7

.Adequate practice time

- Trainees are actively involved in the training process - -8

.Participation

The skill to be Learned is challenging yet within the range of -9
- achievement

- The training program is personalized to fit individual needs -10

Training Techniques

:() -1
- -2
-3
-4
-5
-6
-7
-8
-9
/
:
:
:-1

: -2

:

/

:

-

-

:

-

:

-

:

-

:

/

/

-1

-2

-3

:

/

On the Training

-

Work Simplification

| | | | |
|------------|---|------------------|----|
| | : | | |
| | | Apprenticeship | -1 |
| | | | |
| | | : | |
| Trainers) | | | (|
| | | Job Instruction | -2 |
| | | | : |
| | | | - |
| | | | - |
| | | | - |
| | | | - |
| | | 3,4 | |
| | | Job Rotation () | -3 |

Training Away of work place /
 Vestibule Training -1
 (Vestibule school)

Orientation Programs -2

()

Fringe Benefits

Training Centers or Schools -3

Vestibule Centers or Schools

| | | |
|-----|------------------------|-----|
| | Experimental Training | -4 |
| | | -5 |
| | | -6 |
| | Lectures | -7 |
| | | |
| | Correspondence Courses | -8 |
| | | |
| () | Planned Discussion | -9 |
| | | |
| | Activity Training | -10 |

Evening Classes -11

In – House Courses -12

(Work place –)

()

:

() -2 - -1

- . -3

) -4

.(

Outside Seminars and Conferences- 13

:

-

-

-

-

-

-

Programmed Instructions (PI) -14

:

Professional Societies -15

Reading ,films and Videotapes -16

Evaluation of A Training Program

:
: -1

-2

.()

-3

D.Kirkpatrick

- Reaction -

- Learning -

| | | |
|----------------------------------|------------|----|
| | - Behavior | - |
| | | . |
| | - Results | - |
| | | : |
| Reduced Costs Job Operation | | -1 |
| Improved Productivity | | -2 |
| Reduction of Absenteeism | | -3 |
| Reduction of Labor Turnover Rate | | -4 |
| Improved Quality () | | -5 |
| Improved Sales | | -6 |
| Increase in Profits | | -7 |
| Improved return on Investment | | -8 |
| Aims of Evaluation | | |
| | | : |
| | | -1 |
| | | . |
| | | -2 |
| | | -3 |
| | | . |
| | | : |
| | | -1 |
| | | . |
| | | -2 |
| | | -3 |
| | | . |
| | | -4 |
| | | . |
| | | -5 |

-6

-7

-8

-9

-10

-11

Performance Evaluation

P E

-1

-2

-3

-4

-5

-6

:

-

:

-1

:

-2

:

-3

:

-4

:

-5

-6

:

-

:

-1

·
:
-2

·
:
-3

·
:
- :

·
:
:

·
·

·
:
/

:
 : -1
 : -2
 : -3

(Validity) -1

(Reliability) -2

-3

(Steps)

:
 : /
 / -1
 . -2
 / -3
 ()

/ -4
 / -5
 . -6
 . -7
 / -8
 . -9
 / /
 :
 . -1
 . -2
 . -3
) -4
 .(.....
 :
 : -(1
 :
 / Ranking -

/ (Paired Comparison)

-

10

()

5

:

$$= \frac{(1-)}{2}$$

$$10 = 2/20 = 2/(1-5)5$$

.8 _ .5_ .1

.9 _ .6_ .2

_ .7_ .3

.10 .4

/ (Check Lists)

-(2

/ (Forced Choice)

-(3

- Forced Distribution - (4

:

:

:

:

:

:

/ (Critical incident) -5

/ (Graphic rating scale) -6

()

:

100 80 70 60 50 0

Central Tendency -1

Leniency or Streakiness tendency -2

/ (Halo Effect) -3

.(Constant Error)

(Recent performance bias) -4

Past performance bias

(Personal Biases) -5

:
/ Management By Objectives (M B O) -1

()

:

-

-

-

-

-2

-

-

-

: -3

() / ()

: -4

) : (/ () -

() / () -

(() / () -

Behaviorally – Anchored Rating Scales – : -5

Bass

" "

:

() - - -

Inducement System

/

Motives

- .() -1
- . -2
- .. -3

Incentives

)

.(

.

.

"

"

:

×

=

,

.

Motives Theory

:

.

-1

.

-2

.

-3

.

.

/ Needs Hierarchy > () / -1

) : -1

-2

.() -3

: -4

: -5

| |
|----------------------------|
| Self – Actualization Needs |
| Esteem Needs |
| Affiliation Needs |
| Belonging and Social Needs |
| Safety and Security Needs |
| Physiological Needs |

| | | | |
|-------|---|-----------------------------|----|
| | : | | -1 |
| | . | | -2 |
| | . | | -3 |
| | . | | -4 |
| | : | :McClelland Needs Theory | / |
| | : | | |
| | | :Need for Power | -1 |
| | | | |
| | | :Need for Affiliation | -2 |
| | | | |
| | | Need for Achievement | -3 |
| | | | |
| | | Herzbergs Two-factor Theory | / |
|) | - | | |
| | | (MOTIVATORS | |
| | | (Hygiene Factor) | - |
| | | (Dissatis factory) | |
|) | | (Job Satisfaction) | |
| Job) | | (No Job Satisfaction | |
| : | | (Dissatisfaction | |

. -1

. -2

. -3

. -4

/

.

:

-1

.Storytelling Critical Incident Method -2

- -2

. -3

Expectancy Theory (Vroom) -1

:

/ -1

(Expectancy) -2

.

Instrumentality -3

Outcomes -4

. ()

Porter and Lowler Model

()

/ Reinforcement Theory (Skinner) /
()

()

()

.()

:

-1

() -2

() -3

() -4

(0

:

: -1

() : -3

() -4

: -5

:

:

-1

:

-2

-

Goals – Setting Theory

:

-1

-2

-3

-4

Hackmans Job Characteristic

Model

| | | | |
|---|---|------|----|
| : | - | : | -1 |
| . | | :() | -2 |
| . | . | : | -3 |
| . | | : | -4 |
| | | : | -5 |

()

()

(Randolph)

()

| | |
|-------------|-----|
| : | -1 |
| . | -2 |
|) | -3 |
| (| -3 |
| () | -3 |
| . | -3 |
| :Principles | -1 |
| : | -1 |
| . | -2 |
| . | -2 |
| . | -3 |
| . | -3 |
| . | -4 |
| . | -5 |
| . | -5 |
| . | -6 |
| . | -6 |
| . | -7 |
| . | -8 |
| . | -8 |
| . | -9 |
| . | -9 |
| . | -10 |
| . | -10 |
| . | -11 |
| . | -11 |
| . | -12 |
| . | -12 |
| . | -13 |
| . | -13 |

. -2 : -1
.() / -1

: -2
: -3

: -4

: -
-

-

.
:-3

)

.(

.
.(.....

.
:-

-

.
-

.
:-4

.
:-5

.
:-1

-2

-3

-4

:

:

-1

-2

-3

-4

()

Personnel Evaluation

Feed back

()

-

-1

-2

-3

-4

-5

-6

-7

:()

-2

-1

:

:

-1

-2

-3

-4

Remuneration ()

Job Evaluation

:

-1

-2

| | |
|---|-----|
| Cost of Living | -1 |
| .Standard of Living | -3 |
| .Supply and Demand of Labor | -4 |
| .Bargaining Power | -5 |
| .Productivity | -6 |
| Regislations and Regulations | -7 |
| | -8 |
| Job Descriptions and Employes Specificatios | -9 |
| .Nature of Job / | |
| Working Conditions | -10 |
| | -11 |
| | -12 |
| | -13 |
| / | |

| | | | |
|--------------------|--------------------|---|----|
| |) | | |
| | | (| |
| | . | | -1 |
| | . | | -2 |
| | . | | -3 |
| | . | | -1 |
| | . | | -2 |
| | . | | -3 |
| | . | | |
| | : | | |
| | Time Rates | | -1 |
| 8" | (40) | | |
| 8" | . | " | |
| Time and " | | " Over Time " | |
| | | " Half | |
| | | " Double Time Premiums " | |
| | | "Time-Off in Lien of the Additional time worked " | |
| . | - Piece work Rates | - | -2 |
| The Quantity of an | | | |

Basic Wage

Acceptable Quality

Incentive (wages) Rates

-3

Out put

Earning

:Incentive Wage

Basic wage

" "

/ Bonus Scheme -(

"Bonus "

/ Collective Bonus Scheme -(

Bonuses

/ Commissions and Target Bonuses -(

()

Sales Department

Seniority of

Commission

Bonus

Position

)

(

Basic Salaries

(%)

Differences between Wages and Salaries

/

:

Wage

Manual Worker

)

Supervisor

Secretary

Claric

Senior Manager

Junior Managers

Non – Manual Workers

Excutive Manager

.Salaries

(Staff

Salary

Wage

Wage

Salary

Theories of Wages

The Just-Wage

Recipient

"

Subsistence Theory

"

)

("

/

19

John

Wage- fund Theory

Demand For Labor

20

StuartMill

Marginal – Productivity Theory –
John Bates Clark

To engage the last

Margined Worker

job- seeking worker

Law of diminishing returns

" "

()

– "John Maynard Keynes "

" "

" Inflation "

Can be averted

Productivity Theory " "

Equity Theory

-1

-2

Person /

Comparison Referen /

Inputs /

Out comes / Outputs /

:

-1

-2

-3

) ()

Wage Differentiations

:

-1

Relative Value of Product

.Lower – Valued Jobs

Costs of required Capabilities

-3

Equal pay for Equal

.work and more pay for more Important work

-4

.Relative Scarcity of specific Kinds of Labor

Comparative attractiveness of Occupations -5

.Adverse Working Conditions

.Supply and Demand of Labor force -6

.Mobility of Labor -7

Comparative Bargaining Strength -8

Legislation's and Regulations -9

-

-

Job Evaluation

-

-1

| | | |
|-----|--------------------------|----|
| | (Pay Scales) | -2 |
| | Pay differentials | -3 |
| | | -4 |
| | | -5 |
| | () | -6 |
| Pay | / | -7 |
| | .Structure | -8 |
| | : | |
| () | Quantitative Methods | -1 |
| | Non- quantitative Method | -2 |
| | : | |
| | .Point System | -1 |
| | .Factor Comparison | -2 |
| | : | |
| | Ranking | -1 |

Grading -2

Intrinsic Rewards
()

Extrinsic Rewards
()

(Fringe benefits)

Wage Range

Wage Structure
()

Compensable Factors
()

Wage – " %80 "
Education Responsibility : Structure
Working Conditions % 20 .Experience
.Hazards factors Physical effort

:
. Higher –Level Positions -1

.Lower – Ranking Positions -2

(Mental Requirements)

Education, Experience and Training , Physical Demand , Working
Conditions , Complexity of duties , Contact with others ,and
Supervision received.

Skills

.Decision – Making Latitude

.Accountability for results

Functional scope

Impact of discretionary Action

.()

Key Jobs

Non- quantitative Methods

Ranking -1

Raking

-1

-2

-3

Grading Or Classification

:

-1

-2

-3

:

-1

.

-2

-3

-4

:

Sorting

-1

" "

Paired Comparison

-2

.....

:

.2 / (1 -)

Grading or Classification

-3

()

()

Quantitative Methods

Factor Comparison

-1

)

(

()

(Key Jobs)

:

(Key Jobs) -1

(Compensable Factor) -2

.....

-3

-4

-5

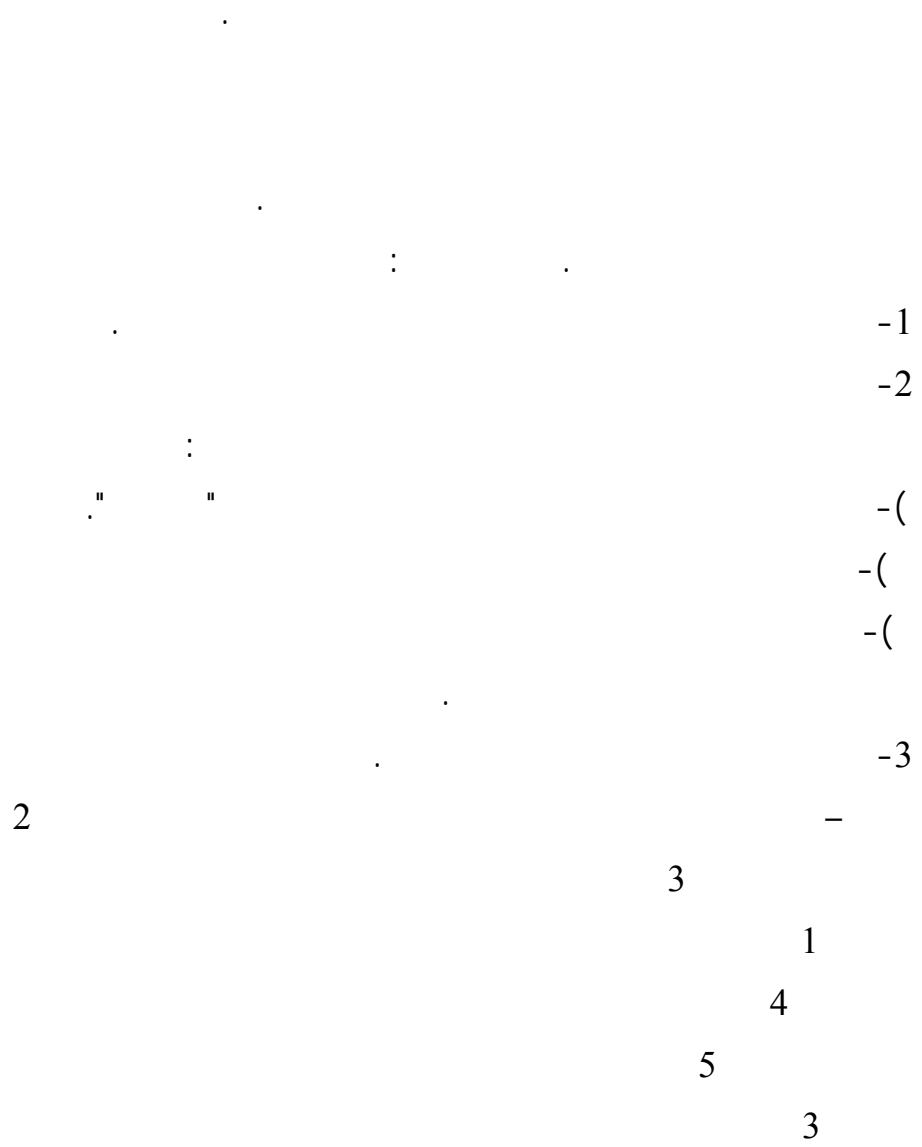
)

.(Factor Comparison Scale

-6

Point System

-



Wage Structure

()

.Wage – over Lapping

:

.(Classes)

□

-
-

()

Point System

.(Classes)

: / -1

/ -2

/ -3

/ -4

- (Class Range of Wage) - (1

()

$$\frac{-()}{()} = RW$$

$$\frac{-}{X} = RW$$

Class Width -(2

(150 - 100)

(200 - 150)

Class Over lap -(3

:

-(

-220 220 - 150 150 - 100 "

:

300

/1

/2

-(

-(

.(350-300 250-200 150-100)

(%50)

| | | | |
|-----|---------------------------|-----------------|-------|
| | | | -1 |
| | | | -2 |
| | | | -3 |
| | | | -4 |
| | | | -5 |
|) | Employee Services | | -6 |
| | | (| - |
| | | Benefits | |
| | -Bonus | | |
| | | - | |
| | | : | |
| | | / | |
| | | : | |
| | | | -1 |
| | | | -3 |
| | | | -5 -6 |
| 3 " | Social Responsibility Pay | | -6 -5 |
| | | " | |
| | Rest – Period Pay | | -7 -6 |
| | | | |
| | | | -8 -7 |
| | | Fringe Benefits | |

| | | |
|----------------|---|-----|
| | : | -1 |
| | | -2 |
| | | -3 |
| | | -4 |
| | | -5 |
| | | -6 |
| | | -7 |
| | | -8 |
| | | -9 |
| .Severance Pay | | -10 |

| | | |
|--------------------|--|-----|
| | | -11 |
| Leisure – Time Pay | | -12 |

| | | |
|---------------------------|---|----|
| | : | -1 |
| | | -2 |
| | | -3 |
| | | -4 |
| | | -5 |
| .Relocation Reimbursement | | -6 |

() (Over time) -7

.
- -8

-
.
:
(

:
- *
- *
- *

:
- #

- #

: (

()

- : (

- -

Promotion

- -

" " ()

"

Grolier

"

:

"

"

Transfer

gradation .

Grading

Promotion

-

Seniority System - (1

Seniority in the grade

.Seniority in the Service

-(

-(

-(

-(

Merit System - (2

:
-(
-(
-(
()

U.S.A

-(

-(

" "

Seniority + Merit

-(3

:
-(

-(

-(

-(1

-(2

-(3

-(4

-(5

-(6

:

-(1)

-(2)

-(3)

-(4)

:

-(1)

-(2)

(

)

-(3)

)

(

)

-(4)

(

:Transfer

(Horizontal)

(Vertical)

(Horizontal)

-1

-2

-3

-4

-5

-6

-7

-8

-9

-10

(Benefits)

-1

(Paid Leave)

Salaried Staff

Waged Workers Manual Workers

Labor Union Staff Associations

Sliding Scale

3

17

14 -

28

4

21

60

42

.In lien of

(Holiday Bonns

)

-

(

)

-2

-3

Maternity Leave

-4

" 30 "

-5

: -6

/

/

:

14

: -7

()

: -8

: -9

-1

-2

-3

-4

-5

() -6

3 /

. 4

: -(1

:

-

-

-

-

: -(2

:

6

:

-1

-2

-3

-4

-5

6

:(3

:" " -(4

-1

-2

-3

-4

-5

-6

·
:
-(5

)

(

·
:
-(6

·
·
- :
-(7

·
·
:
-(8

: -4

: -5

-6

-7

-8

-9

.1

- :

.2

:

.3

- -

:

-1

-2

-1

-2

-3

.4

.5

.6

.(:) -1
-2

-

. : .7
.

. : .8
- -

. : .9
.

-(

-1

-2

-

-

-

-

-

-

-

-3

-4

-5

-6

() -7

-8

-9

: /

: -1

-(

-(

-(

-(

-(

-(

: /2

: /3

- -

:

-(

- : -1

"

"

"

"

"

"

:

.

-

.

-

-

.

:

-

.()

-

-

-

-

:

-

-

-

-

-(

-(

Reprimand

/1

-(

-/

()

-/

.

:

-/2

-(

-(

:

-

-

-

-(

: Demotion -(

-(

Dismissal - -(

-1



-(
-(
-(
/

-1
-2
-

-1
-2
-3
-4

-1

-2

-3

-4

-/

:

:

:

:

/

:

-1

-2

-3

-4

-(

-(

/

-
-
-3

-4

-5

-6

.()

-7

-8

Industrial (Labor) Relations

.U S A

)

(

.....

Protective Legislation

Minors
Protection

1945 .Survivors -

()

Lobbying for Legislation

:
Craft Unions

.(Artisans)