

# Personnel Management


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The human resources  
Department

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## The evaluation process

- **For better knowing our employees**
  - To identify their capacities
  - To facilitate the development of their potentials
  - To acknowledge their valuable contributions
- **For better knowing oneself**




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## It is a right everybody have

- What is it expected from me?
- How my boss assesses my efficiency?
- Are my efforts considered?
- What are the challenges for me in the future?
- What expectations have I in this Company?



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## Everyone does it...

- Consciously or unconsciously...
- In a formal or non formal way

**...MAKE ASSESSMENTS AND  
EVALUATIONS OF OUR  
COLLEAGUES, DIRECTORS  
AND SUBORDINATES**

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## 360° EVALUATION

- Assessment process
- It helps the Director to **take decisions** related with Human Resources

To get reasons and arguments to hold private conversations with his employees

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## Organization Chart

```

    graph TD
      Director[Director] --> Admin[ADMINISTRATOR  
(And bookkeeper)]
      Director --> VP1[Vice-Principal  
Formal Education]
      Director --> VP2[Vice-Principal  
Unemployed/Workers]
      Director --> Comm[COMMUNICATION  
(Outsourced service)]
      Director --> Chaplain[CHAPLAIN  
(Outsourced service)]
      Admin --> Sec[SECRETARY (2)]
      Admin --> Maint[MAINTENANCE]
      Admin --> Ops[OPERATIONS]
      VP1 --> Coord1[COORDINATION]
      VP2 --> Coord2[COORDINATION]
      Coord1 --> DEPARTMENTS
      Coord2 --> DEPARTMENTS
      DEPARTMENTS --> THD[Teachers head of Departments (5)]
      THD --> T1[TEACHERS Full-Time (+10)]
      THD --> T2[TEACHERS Part-Time (10)]
      Coord2 -.-> CC[COMPANIES COORDINATOR  
JOB PLACEMENT]
      
```

3 Management  
6 Staff  
17 full time teachers

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## 360° EVALUATION

Assessments

```

    graph TD
      S((STUDENTS)) --> M((MANAGEMENT))
      S --> T((TEACHERS))
      S --> ST((STAFF))
      M --> T
      M --> ST
      T <--> ST
      
```

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## 360° EV. – A: Management

- **LEADERSHIP**
  1. Exercises real direction (2)
  2. Promotes commitment (6)
  3. Create a climate of high performance (7)
  4. Lead by example (5)
- **WORKING AS MANAGER**
  1. He sets expectations and provides feedback (4)
  2. Quality of his/her work (2)

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## 360° EV. – B: Staff

- **PROFESSIONAL CAPACITY**
  1. Knowledge (2)
  2. Ability (2)
- **MANAGEMENT CAPACITY**
  1. Personnel organization (2)
  2. Work organization capability (2)
- **SPIRIT OF SERVICE**
  1. With the internal public (2)
  2. With the external public (2)
- **CORPORATE CULTURE**
  1. Educational and Institutional Project (2)
  2. Vision (2)

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## 360° EV. – C: Teachers

- **PROFESSIONAL SKILLS**
  1. Theoretical Knowledge (2)
  2. Practical skills (2)
- **MANAGEABILITY**
  1. Personal organization (2)
  2. Leadership with students (2)
- **GUIDANCE / ADVICE** (*helping & solving problems*)
  1. Empathy with students (2)
  2. Empathy with parents (2)
- **CORPORATE CULTURE**
  1. Educational and Institutional Project (2)
  2. Vision (2)

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## 360° EV. - Everybody

- **AUTOEVALUATION**  
*Final comparison between this and the average*
- **THREE OPEN QUESTIONS**  
*If you want him to be more efficient...*

1. What this person must **avoid** doing?
2. What this person must **maintain** doing?
3. What this person must **start** doing?

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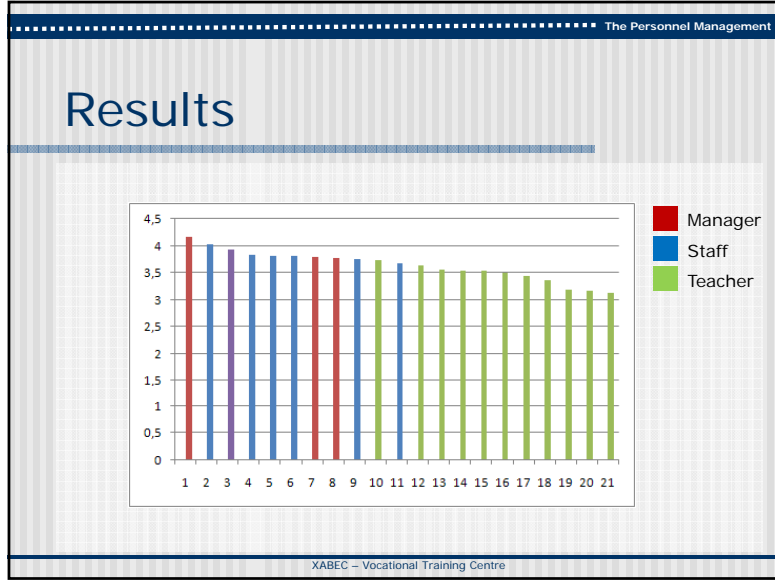
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## INSTRUCTIONS: 6 Items

- Not observed
- Dissatisfactory
- He needs to improve
- Good
- Very good
- Excellent

5 points

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- ## Results
- The three managers have the results and establish a “Personal Improvement Plan”
  - Only the Director has the commentaries
    - Strengths
    - Weaknesses
    - Objectives for the Company
    - Personal objectives for the employee
    - Setting short/medium/long-term goals
  - Personal interview Director-Personnel
    - The position
    - The commentaries of the colleagues
    - Goals
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- ## Personal Improvement Plan
- Personal interviews with Director
    - Once a year
  - Personal interviews with Vice-Principals
    - Three times a year
  - Monthly meeting
    - Director speech (5) minutes
    - Questions to director (15 minutes)
    - Conference 1 (20 minutes)
    - Conference 2 (20 minutes)
- [DexTresa Gladiator](#)
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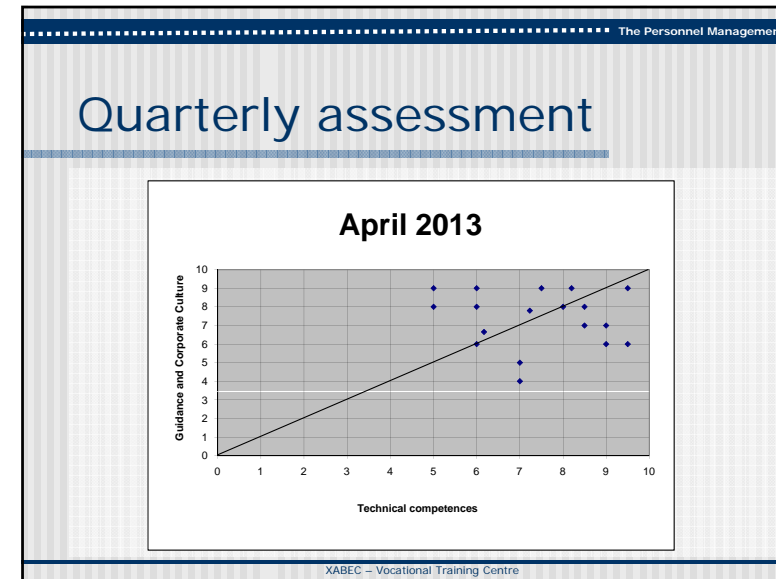
2009/10								
Septiembre	Octubre	Noviembre	Diciembre	Enero	Febrero	Marzo	Abril	Mayo
					1 Adolescencia	2 Empatía	3 Enamoramiento	4 Entrevista con alumnos
					Toni	Toni	Toni	Arturo
2010/11								
Septiembre	Octubre	Noviembre	Diciembre	Enero	Febrero	Marzo	Abril	Mayo
5 Pec y PDF	6 La educación en valores y virtudes	7 Educar en Libertad	8 La educación de la voluntad	9 Esfuerzo y trabajo	10 Generosidad y amistad	11 Responsabilidad y madurez	12 Optimismo y alegría	13 Tolerancia y respeto
Toni	Toni	Toni	Toni	Arturo	Nacho	Toni	Toni	Carlos Hoyos
2011/12								
Septiembre	Octubre	Noviembre	Diciembre	Enero	Febrero	Marzo	Abril	Mayo
14 Educación Moral	15 Autodominio y Templanza	16 Técnicas de estudio	17 El tiempo libre	18 Amistad	19 Motivación	20 Comunicación	21 Educación de los sentimientos	22 Aprovechamiento del verano
D. Juana	Toni	Arturo	Arturo	Nacho	Toni	Toni	Toni	D. JuanRa
2012/13								
Septiembre	Octubre	Noviembre	Diciembre	Enero	Febrero	Marzo	Abril	Mayo
23 Educación de la Fe	24 Temperamento y carácter	25 El desarrollo intelectual	26 Acción educativa en la familia	27 Estilos familiares	28 Matrimonio y familia	29 Familia y educación	30 Orientación Profesional	31 La sociedad hoy
D. Juana	Pablo Luis	Arturo	Toni	Nacho	D. JuanRa	Toni	Arturo	Nacho
2013/2014								
Septiembre	Octubre	Noviembre	Diciembre	Enero	Febrero	Marzo	Abril	Mayo
32 Trabajo en equipo	33 La entrevista con los padres	34 Ética de la entrevista	35 Estética de la entrevista	36 Internet	37 Las modas	38 Las drogas	39 La "invidia"	40 Los Medios de Comunicación Social
Toni	Toni	Toni	Arturo	Nacho	Arturo	Especialista	Toni	Especialista
2014/15								
Septiembre	Octubre	Noviembre	Diciembre	Enero	Febrero	Marzo	Abril	Mayo
41 El asesor educativo	42 Coeducación	43 Medios Grupales para Padres	44 Disciplina en el aula	45 Educación de la sexualidad	46 Inteligencia Emocional	47 Tono humano	48 Ejercicio de la Autoridad	
Toni	Arturo	Toni	Arturo	Nacho	Toni	D. Juana	Toni	

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## Meeting of the Board

- Quarterly we make an evaluation
- 4 areas:
  - As a teacher
    - Knowledge, Programming, Practices, Evaluation, etc.
  - As responsible of a group of students
    - Classes, atmosphere, diary, discipline, etc.
  - Personal competences
    - Sociability, coherence, leadership
  - General focus
    - Working in a team, enthusiasm, tuning...

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## Binomial authority / power

- The good **being**
- The good **doing**
- The good **relationships**

**Credibility: personal coherence**

**TO HAVE POWER IN ORDER  
TO SERVE THE INSTITUTION  
AND THE PEOPLE**

*... The same one who have the people who obey*

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## Deformation of authority

- **Authoritarianism**
  - Exercising authority for their own good
- **Arbitrariness**
  - Demanding in a capriciously way
- **Permissiveness**
  - Lack of exercising authority
- **Disunity**
  - Lack of unity within the Board of Directors

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## K-concepts

- **Freedom**
- The **atmosphere** in school
- **Motivation:**
  - External
  - Internal
  - Transcendental
- **Prudence** in taking decisions
- **Demanding** when you must demand

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