Introduction Competency-based HRM is about using the notion of competency and the results of competency analysis to inform and improve the processes of performance management, recruitment and selection, employee development and employee reward. It therefore has an important part to play in all the major HR activities.

The concept of competency is essentially about performance. Mansfi eld (1999) defi nes competency is 'an underlying characteristic of a person that results in effective or superior performance'. Rankin (2002) describes competencies as 'defi nitions of skills and behaviours that organizations expect their staff to practice in their work' and explains their meaning as follows

**Types of competencies**

1. Behavioural competencies Behavioural competencies defi ne behavioural expectations, ie the type of behaviour required to deliver results under such headings as team working, communication, leadership and decision making. They are sometimes known as 'soft skills'. Behavioural competencies are usually set out in a competency framework.

The behavioural competency approach was fi rst advocated by McClelland (1973). He recommended the use of criterion-referenced assessment. Criterion referencing or validation is the process of analysing the key aspects of behaviour that differentiate between effective and less effective performance.

But the leading fi gure in defi ning and popularizing the concept of competency was Boyatzis (1982). He conducted research that established that there was no single factor but a range of factors that differentiated successful from less successful performance. These factors included personal qualities, motives, experience and behavioural characteristics.

2. Technical competencies

Technical competencies defined what people have to know and be able to do (knowledge and skills) to carry out their roles effectively. They are related to either generic roles (groups of similar roles), or to individual roles ('role-specifi c competencies'). They are not usually part of a behavioural-based competency framework although of course the two are closely linked when considering and assessing role demands and requirements

3. NVQ/SNVQ competences

The concept of competence was conceived in the UK as a fundamental part of the process of developing standards for NVQs/SNVQs. These specify minimum standards for the achievement of set tasks and activities expressed in ways that can be observed and assessed with a view to certifi cation. An element of competence in NVQ language is a description of something that people in given work areas should be able to do. They are assessed on being competent or not yet competent. No attempt is made to assess the degree of competence.

Developing a competency framework

The competency framework should be as simple to understand and use as possible. The language should be clear and jargon-free. Without clear language and examples it can be diffi cult to assess the level of competency achieved. When defi ning competencies, especially when they are used for performance management or competency-related pay, it is essential to ensure that they can be assessed. They must not be vague or overlap with other competencies and they must specify clearly the sort of behaviour that is expected and the level of technical or functional skills (competencies) required to meet acceptable standards. As Rankin (2002) suggests, it is helpful to address the user directly ('you will…') and give clear and brief examples of how the competency needs to be performed.

Developing a behavioural competency framework that fi ts the culture and purpose of the organization and provides a sound basis for a number of key HR processes is not an undertaking to be taken lightly. It requires a lot of hard work, much of it concerned with involving staff and communicating with them to achieve understanding and buy-in. The steps required are described below.

Step 1. Programme launch Decide on the purpose of the framework and the HR processes for which it will be used. Make out a business case for its development, setting out the benefits to the organization in such areas as improved performance, better selection outcomes, more focused performance management, employee development and reward processes. Prepare a project plan that includes an assessment of the resources required and the costs.

Step 2. Involvement and communication Involve line managers and employees in the design of the framework (Stages 3 and 4) by setting up a task force. Communicate the objectives of the exercise to staff.

Step 3. Framework design – competency list First, get the task force to draw up a list of the core competencies and values of the business – what it should be good at doing and the values it believes should infl uence behaviour. This provides a foundation for an analysis of the competencies required by people in the organization. The aim is to identify and defi ne the behaviours that contribute to the achievement of organizational success and there should be a powerful link between these people competencies and the organization's core competencies

The list can be drawn up by brainstorming. The list should be compared with examples of other competency frameworks. The purpose of this comparison is not to replicate other lists. It is essential to produce a competency framework that fi ts and refl ects the organization's own culture, values, core competencies and operations. But referring to other lists will help to clarify the conclusions reached in the initial analysis and serve to check that all relevant areas of competency have been included. When identifying competencies, care must be taken to avoid bias because of sex or race.

Step 4. Framework design

– defi nition of competencies Care needs to be exercised to ensure that defi nitions are clear and unambiguous and that they will serve their intended purpose. If, for example, one of the purposes is to provide criteria for conducting performance reviews, then it is necessary to be certain that the way the competency is defi ned together with supporting examples will enable fair assessments to be made. The following four questions have been produced by Mirabile (1998) to test the extent to which a competency is valid and can be used:

• Can you describe the competency in terms that others understand and agree with?

• Can you observe it being demonstrated or failing to be demonstrated?

• Can you measure it?

• Can you influence it in some way, eg by training, coaching or some other method of development?

It is also important at this stage to ensure that defi nitions are not biased. Step 5. Defi ne uses of the competency framework Defi ne exactly how it is intended the competency framework should be used, covering such applications as performance management, recruitment, learning and development, and reward. Step 6. Test the framework Test the framework by gauging the reactions of a balanced selection of line managers and other employees to ensure that they understand it and believe that it is relevant to their roles. Also pilot-test the framework in live situations for each of its proposed applications.

Step 7. Finalize the framework Amend the framework as necessary following the tests and prepare notes for guidance on how it should be used.

Step 8. Communicate Let everyone know the outcome of the project – what the framework is, how it will be used and how people will benefi t. Group briefi ngs and any other suitable means should be used.

Step 9. Train Give line managers and HR staff training in how to use the framework.

Step 10. Monitor and evaluate Monitor and evaluate the use of the framework and amend it as required

# HIRING TRENDS IN TOURISM INDUSTRY

### 1. HR Innovation

Innovation within the Human Resources industry can be seen with HR professionals setting the pace with new performance management models, new learning methods, new ways to reduce bias, and new approaches to recruit and train people.

### 2. Surge of People Analytics

With its ability to produce insights into the workforce, help companies retain talents and spot employees who are likely to leave, the use of People Analytics is becoming prevalent in 2018. Data provided allows HR professionals to have a deep understanding of employee's needs, concerns and so on.

### 3. Changes in Talent Sourcing

The norm is shifting from full time employment trends to a blend of increasingly hiring remote workers, workers on flexible schedule, part time workers and consultants. This type of approach is changing the way HR professionals recruit candidates with technology leading the charge.

### 4. Popularity of Wellness Apps

With the understanding that employees must be emotionally and physically well in order to perform at their maximum levels, HR managers are taking the steps to ensure that workers are monitored and empowered to take care of themselves. Health and wellness apps are rapidly being adopted to measure individual performance, activity and fitness levels, with great improvements in engagement, health, and mental wellbeing.

### 5. Increased Migration to the Cloud

With cloud-based HRMS, payroll, and talent management services, as well as financials and other ERP solutions offerings in the cloud, the question is no longer "if" a company will move to the cloud, but rather "when" and "how."

### 6. Rise of Intelligent Self-Service Tools

There is a fast-growing shift towards more data-driven, intelligent digital organizations and more self-sufficient/analytical employees. This is increasing the need for tools that integrate case management, document management, employee communications, and help-desk interactions. Self-service and employee experience platforms are the backbone of employee service centers and are simplifying training, expense reporting, time tracking, and almost every other HR function.

7. New Breed of Corporate Learning Tools

Companies are modernizing learning and development to be more democratic, self-directed and appealing to younger workers by making greater use of video and other new breed of micro-learning platforms including virtual reality, augmented reality, experience platforms, modernized learning management systems, and AI-based systems for learning and training.

8. Smarter Recruitment

The market for recruitment tools is thriving with innovation, as HR needs tools to help find people with the right capabilities and learning skills, not just technical or cognitive abilities. High volume recruitment is being automated, skilled job hiring is being transformed by open sourcing tools, recruitment management systems, and improved assessments.

9. Blockchain

Also called distributed ledger technology, blockchain is basically a database that keeps an ever-growing list of records. It allows digital information to be distributed but not copied. In HR, potential uses for blockchain include digital process management, solve certification issues, increase transparency, improve overseas electronic payroll, automate routine and data-heavy processes, cybersecurity and fraud prevention.

10. Intelligent Apps and Analytics

Machine learning HR applications is changing the nature of work and the structure of the workplace. Apps for attracting talent, worker performance analysis, applicant tracking and assessment, enterprise management, internal management, etc. are enhancing better decision making with the use of machines as a tool and collaborator.

**GENDER ISSUES IN HRM**

1. Recruiting for gender equality

- If women played an identical role to men in labour markets – e.g. equal labour force participation, number of hours worked and equal numbers in top-paying sectors and roles – it would contribute $28 trillion to the global economy.

- In the UK, women make up just 14% of people working in STEM (science, technology, engineering and mathematics).

- Jobs in STEM sectors will rise at double the rate of other occupations between now and 2023.

- A Harvard study found 76% of men and women to be unconsciously gender-biased – raising questions about how such bias affects recruitment.

How to avoid gender bias when hiring

Consider the language of all job adverts and internal communications.

Anonymous recruiting can help remove implicit bias. Ask the person receiving CVs in the company to remove any names or gender-specific details before passing them on to management. When working with a recruitment company, brief them to remove such details from applications.

At the interview stage, ensure there is a diversity of opinions in the room. Get second and third opinions.

2. Women in leadership

- In the UK, 33% of businesses have no women in senior management.

- The most gender-diverse companies at executive level have been shown to be 22% more likely to outperform their national average than the least gender-diverse organisations.

- The number of female CEOs on the Fortune 500 increased 50% between 2016 and 2017… but still represents just 6% of the list.

What should your business be doing to promote equality in the workplace?

Consider setting up a Women in Leadership scheme for your business to support potential leaders in the organisation.

Establish working groups within your company to ensure every voice has an outlet. A representative can report to senior management – creating a culture of open and honest communication.

Every employee should have access to a mentor or a mentoring scheme. A fulfilled and supported colleague will also be more productive.

Be transparent, collaborative and personal when it comes to career mapping. Sit down regularly with all employees to lay out career plans, training opportunities and general professional development. Focus on an approach that is tailored to the individual – never lose sight of the fact that each person is different, regardless of their gender. This collaborative approach ensures everyone of the same capability is getting the same information about their position and future in the company.

3. Flexible working

- 65% of mothers with children aged between three and four are in employment.

- 70% of workers feel that offering flexible working makes a job more attractive to them.

- Shared Parental Leave is so far not proving effective at closing the gap between paternity and maternity leave – take-up levels are somewhere between 2% and 8%.

How can flexible working arrangements work for your company?

If the business cannot afford to increase maternity or paternity pay, look at an alternative package of benefits. A combination of flexible working, phased reintroductions to work or the opportunity to go part time, for example.

A tailored set of employee benefits will motivate and support a workforce. But with so many to choose from, you need to speak to colleagues directly (and individually) to find out which they would most prefer. Explore what could be done to offer more home-working opportunities (e.g. remote server access, company laptops).

4. Gender pay gap

- ONS stats covering full-time and part-time roles state that women in the UK earn on average 18% less than men.

- The figure excludes overtime and uses median earnings. For full-time workers, the gap is 9%.

- Gender pay gap reporting has revealed that there is no sector that pays women more than men (going by median hourly rate).

- If the gap continues closing at its current rate, it won't reach 0% until 2117.

- **QUALITY OF WORK LIFE (QWL)**
- "Quality of work life is a process (QWL) of work organisations which enables its members at all levels to participate actively and efficiently in shaping the organisation's environment, methods and outcomes.
- Quality of Work-Life is a value based process, which is aimed towards meeting the twin goals of enhanced effectiveness of the organisation and improved quality of life at work for the employees."
- Quality of Work-Life is a generic phrase that covers a person's feelings about every dimension of work including economic rewards and benefits, security, working conditions, organisational and interpersonal relationships and its intrinsic meaning in a person's life.
- **Introduction**
- The success of any organisation is highly dependant on how it attracts, recruits, motivates, and retains its workforce. Today's organisations need to be more flexible so that they are equipped to develop their workforce and enjoy their commitment. Therefore, organisations are required to adopt a strategy to improve the employees' quality of work life (QWL) to satisfy both the organisational objectives and employee needs.
- Quality of Working Life (QWL) is a term that had been used to describe the broader job-related experience an individual has. It has been differentiated from the broader concept of quality of life. To some degree, this may be overly simplistic, as Elizur and Shye concluded that quality of work performance is affected by quality of life as well as quality of working

life. However, it will be argued here that the specific attention to work-related aspects of quality of life is valid.

- **characteristics that influence quality of work life:**

- **i. Attitude of the Employee:**

- Specifies that an employee who is entrusted with a particular job should have sufficient skills, knowledge, and expertise in performing his/her work, willingness to learn, and openness for creativity and team spirit.

- **ii. Fair Compensation and Job Security:**

- Specifies that employees should be offered compensation in proportion to their skills, knowledge, experience, and performance. If compensation paid to employees is not directly proportional to the performance of the employee, it may lead to greater employee discontent and lack of productivity on the part of employees. Job security provided to employees in the form of permanent employment also improves QWL.

- **iii. Personal and Career Growth Opportunities:**

- Imply that an organization should provide employees with opportunities for personal development and growth. Proper training and development programs should be organized from time-to-time in order to help employees to accept higher job responsibilities in future.

- **iv. Balance between Personal and Professional Life:**

- Means that an organization should provide proper leisure and relaxation time to its employees, so that they can maintain a balance between their personal as well as professional life. They should not be overburdened or pressurized with extra work and should not be sent on unplanned business travels or untimely transfers.

- **v. Nature of Job:**

- Refers to the type of job allocated to an employee. It means that if routine, dull, and monotonous jobs are allocated to employees, then it would lead to boredom and decline in QWL, but if the nature of job is such that it offers recognition, growth, creativity, and opportunities of advancement then it leads to improvement in QWL.

- **vi. Level of Stress:**

- Needs to be reduced, as stress is harmful for an individual. If the level of stress, which an individual faces on job is high, his/her productivity and efficiency to work would decline, thus, leading to a decrease in QWL. An organization should provide a stress free

environment to its employees so that they can work productively towards the goals of the organization.

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- **vii. Risk and Reward:**

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- Means that a job, which is risky and challenging, is paid more, as Compared to the job that requires less risk, challenge, and enthusiasm. Rewards provided to an employee must be directly proportional to the risk and responsibilities involved in that job. Rewards act as a proper motivational tool to enhance the morale of its workers.

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- **viii. Participative Style of Leadership:**

- Encourages employees' participation and involvement that is employees feel themselves as a part of the organization and this develops a feeling of belongingness in them. They offer innovative and creative ideas and suggestions to managers, which in turn helps in improvement in overall work processes and environment. Recognition provided to them, in turn, helps in motivating them to perform better.

- **ix. Career Prospects:**

- Refer to opportunities for career growth and advancements. If an employee is performing well, he/she should be rewarded by providing growth prospects.

- **x. Fun at Workplace:**

- Refers to various contests, games, and quizzes that should be organized from time-to-time among employees, so that they enjoy while working. Games, such as tambola, dumb charade, can be planned at times, so that employees feel relaxed and tuned to their work.

- **xi. Alternative Work Arrangement Techniques:**

- Refer to programs, such as flexi-time and compressed workweek, play a vital role in enhancing QWL of employees.

- Thus, it can be rightly said that QWL is related to job satisfaction and improvement in overall efficiency and productivity of employees. It ultimately leads to a decrease in absenteeism, turnover, and higher quality and quantity of work output. It further helps in

making workforce happy and satisfied and in turn, improves physical and psychological health of employees.

- **Significance of Good Work-life Quality:**
- 1. Decrease absenteeism and increase turnover,
- 2. Less number of accidents,
- 3. Improved labour relations,
- 4. Employee personification,
- 5. Positive employee attitudes toward their work and the company,
- 6. Increased productivity and intrinsic motivation,
- 7. Enhanced organizational effectiveness and competitive advantage, and
- 8. Employees gain a high sense of control over their work.
- **Problems in Improving the QWL:**
- Though every organisation attempts to improve the employer-employee relations and through it, the quality of work life of employees, problems may occur in effective implementation of QWL programmes.
- **These problems may occur because of:**
- **1. Poor reward and recognition:**
- People will not do their best when they feel that employers' commitment in terms of reward and recognition is lacking. Commitment is a mutual phenomenon. When employers want to get the best from employees but do not give them reward and recognition, people will not be committed to work.
- **2. Dead-end jobs:**
- Work which does not offer opportunities for growth and promotion is one of the greatest reasons for employees' de-motivation and non-commitment. Jobs which deprive employees of self-development and growth opportunities lead to high dissatisfaction and disloyalty.
- **3. Managing by intimidation:**
- Mistreating people and managing them by threats and embarrassment leads to employees' dissatisfaction and weakens their commitment. In a best seller book" The Loyalty Link" Dennis G. Mc Carthty has identified managing by intimidation as one of the seven ways which undermine employees' loyalty.

- **4. Negative working environment:**
- Non-acceptance by colleagues, non-cooperation, too much politics, and negative behaviour by colleagues, supervisors and other people in the company also hamper commitment. At the end of the day people want peace of mind, which if not available in the work environment will discourage them to show total support to the company.
- **5. No job security:**
- One of the major needs of employees is job security. If the employee feels that he can lose his job anytime, he would not be committed towards company's goals.
- **6. Negative attitude:**
- Some people by nature are not committed to anything and anyone and as such they would not be committed to their employers also. Commitment is an attitude and those who lack it will not be committed to their jobs.

## WORK LIFE BALANCE

Work-life balance has always been a concern of those interested in the quality of working life and its relation to broader quality of life.

In the early days of the industrial revolution in Europe (and today in some parts of the developing world) a primary concern was with the impact of child labour.

Yet work-life balance has come to the fore in contemporary debates largely because in affluent societies the excessive demands of work are perceived to present a distinctive issue that needs to be addressed.

Work-life balance is a form of metaphor. In the English language "balance" is a complex word with a variety of meanings. As a noun, a balance is a set of scales, a weighing apparatus; it is also the regulating gear in clocks.

If we use the scales, then balance occurs when there is "an equal distribution of weight or amount" but this presents problems for work-life balance since both sides may be very heavy or very light.

Work-family conflict and time pressure had a stronger effect than other stressors such as leader relations and job insecurity.

However this affected each partner independently and did not spill over into the marital satisfaction of the other partner.

**Work-Life Balance – Need**

**Effective work-life balance policies are valuable to businesses and organizations for a number of reasons, including:**

i. Reduced staff turnover rates

ii. Becoming a good employer or an employer of choice

iii. Increased return on investment in training as employees stay longer

iv. Reduced absenteeism and sick leave

v. Improved morale or satisfaction

vi. Greater staff loyalty and commitment

vii. Improved productivity.

**Work and life demands need to be balanced in view of the following reasons:**

i. Increased competition due to globalisation, liberalisation and privatisation enhanced work pressures on employees;

ii. Increase in stress levels of employees due to high demands of jobs in terms of targets, high productivity, high quality, customisation and better customer relationship management;

iii. Increase in personal ambitions for higher level salary, status and power;

iv. Increase in pressure of family obligations to the accelerating pace of living standards;

v. High performance culture eroded the long-term loyalty and a "sense of corporate community;

**STRESS MANAGEMENT**

Although we tend to think of stress as caused by external events, events in themselves are not stressful. Rather, it is the way in which we interpret and react to events that makes them stressful. People differ dramatically in the type of events they interpret as stressful and the way in which they respond to such stress. For example, speaking in public can be stressful for some people and relaxing for others.

Unremitting pressure certainly tests the fault lines that exist in all organisations. Unfortunately, pressure also makes most of us depart from our usual standards of behaviour and, in certain extreme cases, makes unlovable creatures of some people.

**What causes burnout at work and how to tackle it?**

A burnout occurs when you reach a state of exhaustion through prolonged stress and you are overwhelmed mentally, physically and emotionally. When experiencing a burnout, you are unable to find pleasure and motivation in going through the work day and fulfilling the role you have chosen for yourself. A lengthy burnout harms your career, personal life and the bottom line of your employer. Here is how you can recognise a burnout and then work to recover or avoid it.

Facts [+]

The unintended costs associated with irregular schedules, night shifts and extended hours are eroding the profits of American businesses, according to a study by Circadian Technologies, Inc. The profit-eroding factors for businesses with shift operations include lower productivity, higher absenteeism, greater employee turnover, increased health care costs, and more job-related accidents.

Demanding schedules, high stress levels, lack of physical activity and poor eating habits has resulted in nearly 72% of the corporate employees become prone to cardiovascular diseases,

according to a recent survey conducted by ASSOCHAM (The Associated Chambers of Commerce and Industry of India) on the occasion of 'World Heart day'. The survey further reveals that night shift workers have 52% more risk than day workers of suffering a stroke or heart attack. People in these working shifts also have higher levels of unhealthy behaviours such as eating junk food, sleeping badly and not exercising, which are linked to heart problems. Inactive lifestyle, lack of exercise and poor eating habits are making millions of urban Indians face a high risk of heart disease.

RECOGNIZE THE PROCESS

**Physical:** Your first symptoms are unusual tiredness and exhaustion. Either there is no time to eat or sleep or excess of either. That is nature reacting to stress. Soon your health deteriorates and you may experience multiple ailments like headaches, irritable bowels, skin infections and bouts of sickness.

**Emotional:** If you are a high achiever, this starts with an obsession to prove yourself against other achievers. Small mishaps lead to feelings of failure and self-doubt while successes do not give any added satisfaction. You feel isolated and lonely and then cynical and intolerant.

**Behavioural:** Unlike the physical and emotional symptoms, change in behaviour is evident to others. Behavioural changes include avoiding social contact for want of time, depending on food, alcohol, tobacco or drugs to cope with stress or avoiding work through procrastination or absence.

WHAT CAUSES BURNOUT?

Your burnout is usually a result of a combination of your current job, daily routine and your outlook towards circumstances. At work, if you feel that you have no control over outcomes, you are facing job uncertainty, a demanding environment or are stuck in a monotonous role with no recognition or reward— you could be heading towards a burnout.

Similarly, your lifestyle accelerates a burnout when you spend excessive time at work at the cost

of your personal off-time, health and social engagements, lose the emotional support of close relationships and choose to do everything yourself without engaging your team. The highly ambitious and aggressive Type A personalities experience burnouts more often. A need for power, refusal to share the spotlight, need for perfection, reluctance to delegate or a pessimistic attitude results in faster burnouts

Both positive and negative events in one's life can be stressful. However, major life changes are the greatest contributors of stress for most people. They place the greatest demand on resources for coping.

## LATEST TRENDS IN HRM

Digital innovation and disruption is nothing new. But perhaps what is new is the emphasis companies are placing on digitally transforming HR. Gartner's Brian Kropp points to this urgency when speaking to the main challenge facing HR leaders:

"In a recent survey, two-thirds of business leaders told us that if their company does not digitalize more by 2020, it will no longer be competitive… We found that 88% of chief HR officers say they need to invest in three or more technologies over the next two years."

Companies that don't transform will, sooner or later, get left behind by those that do. While this applies to developing a digital transformation strategy that will stick, it extends beyond technology to tackle people-centric issues as well.

Understanding industry shifts is crucial to keeping pace with the rapid developments taking place. To that end, we've consulted industry leaders and experts to learn the top HR trends for 2020 so you can make informed decisions for your organization.

### Automation Via AI and RPA

### Artificial Intelligence

The influence of artificial intelligence should come as no surprise — it's been a hot topic for several years now, making regular appearances in predictions about future HR trends. However, we still expect it to play a major role in HR heading into 2020.

Research has pointed to the ways in which AI can can aid the recruiting process and shown where it's less effective than humans (see graphic below for an example).

### Robotic Process Automation

Robotic process automation (RPA) is a catchall that encompasses robotic skills like chatbots, natural language processing (NPL) and machine learning, as well as AI. It can speed up communications and increase productivity by providing access to the right data at the right times. When looking at future trends in human resource management, chatbots are certainly a frontrunner. Many vendors are already incorporating chatbots into their HR systems to provide answers to employee inquiries, and Chatbot News Daily predicts that HR chatbots will be implemented at more than 50% of companies by 2022.

In a Forbes article, Jeremy Nunn, who has a Doctorate of Information Technology, says that common queries for chatbots include "questions related to payment, holiday leaves, social benefits and their [employees'] general rights." Having a chatbot to answer simple questions alleviates the burden on HR departments. Nunn continues, "These bots can act as self-service platforms that allow the HR personnel to focus on responding to more complex and urgent questions that warrant their attention."

**Virtual and Augmented Reality**

The term "virtual reality" probably brings some common images to mind: hard-core gamers, futuristic headsets, and science fiction creations like the Holodeck from the Star Trek series.

While it's easy to assume that human resources is a world apart from the traditional virtual reality domain, the truth is that VR is one of the latest trends in HR technology.

**Employee Experience**

Employee experience was the third most important key initiative among HR leaders in 2019, according to Gartner. It will remain top of mind through 2020 as companies seek ways to drive engagement and foster employee-centric cultures.

Focusing on the experience that employees have with the company, much as a brand focuses on the customer experience, can:

- Boost productivity
- Improve satisfaction
- Lead to greater employee loyalty
- Encourage investment in the company's vision

**Real-Time Performance Feedback**

In today's fast-paced world, the traditional performance review cycle is outdated. Thanks to tools like pulse surveys and real-time feedback channels, managers no longer need to schedule time-consuming meetings or evaluate performance only once a year.

With HRMS solutions, employees can receive regular, consistent feedback. Beyond the logistical benefits, real-time feedback "provides ample opportunity for managers to have meaningful and forward-looking conversations about personal and professional development with the employee, resulting in better engagement and improved productivity," explains Sushman Biswas for HR Technologist. "It's more constructive," he writes "to engage in an open dialogue on employee contributions throughout the year."

Feedback will also evolve to see "the increased use of VR for performance management, assessments and prescreening," says Charney.