

WEEK 5 — Human Resource Management

HopeBuilds: Dynamic Business Development Program



Learning Objectives

- Understand the importance of Human Resource Management to the organization
- Appreciate the key functions associated with Human Resource Management
- Implement a Human Resource Planning Process
- Understand the importance of Recruitment and Selection

Learning Objectives (cont.)

- Create an Employee Handbook and Policies
- Implement an effective Performance Appraisal Process
- Identify required forms for employee files
- Understand the function of Training and Development and its importance to the organization

Human Resource Management and the Organization

What Is Human Resource Management?

- **Basic Definition**

- ‘Human resource management (HRM) is the process of managing an organization's employees.’
(Society of Human Resource Management / SHRM)

- **Key Assumption**

- Employees are the most important asset of the organization

Key Functions

Human Resource Planning

Recruitment & Selection

Compensation & Benefits

Performance Appraisals

Training & Development

Human Resource Planning

What Is Human Resource Planning?

- Human Resource Planning (HRP) is the process of forecasting the future human resource requirements of the organization and determining how the existing human resource capacity can be utilized to fulfill these requirements.
- OR: Based on future business expectations, how many employees do you need — and how can you optimize the skills of your current employees?

Why HRP Is Important

- Technological Changes
- Products / Services
- Workforce Requirements
 - Skills
 - Qualifications
 - Experience
 - Gender

Why HRP Is Important (cont.)

- Sources: the number of human resources available to the organization
- Internal Labor Market
- External Labor Market
- Succession Planning

Recruitment & Selection

The Recruitment Process

Job Analysis & Job Description

Source Candidates

The Recruitment Interview

Psychometric Testing

Reference Checks & Making an Offer

Job Analysis

- ‘The process of examining a job in detail in order to identify its component tasks. The detail and approach may vary according to the purpose for which the job is being analyzed.’
- (Department of Employment Glossary of Training Terms, 1971)

Job Description — Key Elements

- Purpose of the Job
- Core Functions & Responsibilities
 - Duties
 - % of Time Spent on Activities
 - Other
- Other Functions & Responsibilities

Job Description — Key Elements (cont.)

- Supervisory Responsibilities
 - Number of Staff
 - Type of Employees
 - Level of Authority to Hire
- Knowledge & Skills
 - Required
 - Preferred
 - Desirable

Job Description — Key Elements (cont.)

- Fiscal Responsibility
 - Budgeting
 - Approval Privileges
 - Reporting & Auditing Functions
- Public Contact
- Physical Demands & Working Conditions

Screening Resumes

- **Relevance of Education & Experience**
 - Is the candidate's experience and educational record appropriate for the position on offer?
- **Interests & Abilities**
 - What are the candidate's interests and abilities?
 - Will these interests and abilities contribute to their performance on the job?

Efficiency of the Recruitment Interview

- Highly effective if based on a detailed job description.
- Structured interviews, based on pre-set questions, are more effective than unstructured interviews.
- Behavioral interviewing is one of the best indicators of a candidate's employment behavior — developed in the 1970s by industrial psychologists, based on the theory that “the most accurate predictor of future performance is past performance in a similar situation.”
- Ask candidates to provide examples of how they handled various situations in the past.

Psychometric Testing

- **Cognitive Tests**
 - General Intelligence
 - Spatial Ability
 - Numerical Ability
- **Personality Tests**
 - Myers-Briggs Type Indicator® (MBTI®)
 - DiSC Personality Test

Reference Checking

Preparation

Data Collection

Interpretation

Preparation

- Ensure that questions are relevant to the position on offer.
- Verify information already received:
 - Qualifications
 - Length of Service
 - Duties
 - Responsibilities
- Look for factual information.

Data Collection

- Establish a rapport with the Human Resources staff and explain the purpose of the reference check.
- Ensure that you follow pre-set questions.
- Keep to the facts.
- Be alert to the responses given by the Human Resources staff.
- Document all answers.

Interpretation

- Be careful not to accept all information at face value.
- Use the information in conjunction with that gathered from other sources to evaluate the candidate.
- If any doubt exists, seek other references.

Checking References — Key Points

- Be consistent.
- Ask the same questions about each applicant.
- Ask questions relating to the candidate's ability to perform the job.
- Cross-check references from several sources.
- Document all information received.

New Employee Orientation

The Recruitment Process

Employee Files

Employee Handbook with Company Policies

Posting of Required Notices

Creating Employee Files

- Application
- Background Check
- State Picture ID
- Social Security Card / Birth Certificate
- W-4
- I-9
- Certificates/Licenses (depending on type of job)
- Reference Letters (if required)
 - Wisconsin New Hire Reporting (online)

Employee Handbook

- Employment in General
- Policies
- Performance Management
 - Corrective Action
- Timekeeping and Payroll
 - Vacation (PTO/UPTO)
- Work Conditions
- Benefits

Performance Appraisals

Why Have a Performance Appraisal?

1

Individual

Recognition of past effort.
Developmental requirements can be uncovered.

2

Team

Alignment of effort with objectives. Motivation of team members.

3

Organization

Development of staff, achievement of key objectives, and focused utilization of human resources.

Appraisal Procedure

- Agree Objectives
- Monitor Performance
- Give Sufficient Notice
- Prepare Necessary Documentation
- Prepare Location
- Conduct Appraisal
- Complete Documentation
- Implement Plans

Training & Development

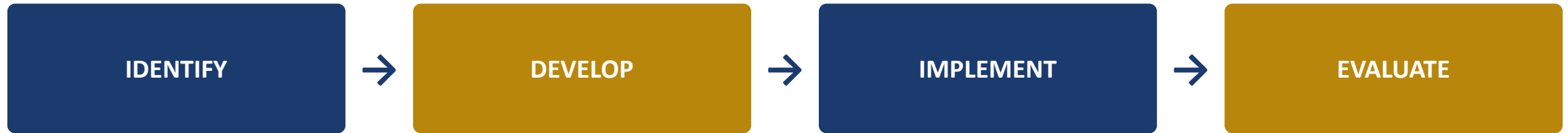
What Is Training?

Training refers to the acquisition of knowledge, skills, and abilities required to perform effectively in any given role.

Knowledge, Skills & Abilities

- Knowledge is information specific and particular to a subject, enabling a person to understand a subject to an acceptable level.
- Skill is a developed aptitude or ability in a particular intellectual or physical area.
- Attitude is an internal state which affects one's choice of action towards some objects, persons, or events.

The Training Cycle



The Training Cycle (cont.)

- **IDENTIFY**
 - Identify issues affecting business performance. Caution: not all issues identified can be resolved via training.
- **DEVELOP**
 - Prioritize those identified and develop training objectives.
- **IMPLEMENT**
 - Employ the training solution.
- **EVALUATE**
 - Compare employee/team performance before and after training.

Not Everything Is a Training Need!

1

Business Need

2

Performance Need

3

Work Environment Need

4

Training Need

Summary

- An appreciation of Human Resource Management offers considerable benefits to the organization.
- Human Resource Planning emerges from a clear understanding of the organizational strategy.
- Ownership of the Recruitment and Selection Process must reside within the organization.

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