
Human Resource Management

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The Book in General

- 500 pages (+ 50) – this presentation is about the first half
 - The main focus is on companies with hundreds or thousands of employees. Some value for companies with 50+ employees, not so much for companies with less
 - The law perspective is mentioned often
 - Didn't offer any ground shattering new ideas
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Introduction

- What human resource management is all about?
 - Every manager must do some HR
 - In larger organization separate HR department is required
 - Focus on basic HR practices: Recruiting, selecting, training, appraising and compensating employees
 - Role of HR
 1. Ensuring people get paid, work ads make it to the magazines in time, etc.
 2. Fit and adopt to corporate strategy
 3. Partner in strategic planning
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Strategic view of HR

- Recruited people's talents must match the company's agenda
 - Globalization – not only moving people to countries with cheap labor but also finding talent elsewhere
 - Work focus in western countries changing
 - Workforce is getting more diversified
 - What this means: Companies are using and need to use HR practices to gain competitive advantage from their people
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Equal Opportunity and the Law

- Don't discriminate!
 - Civil Rights Act
 - Equal Pay Act
 - Age Discrimination in Employment Act
 - Equal Employment Opportunity Act
 - Vocational Rehabilitation Act
 - Vietnam's Era Veterans' Readjustment Assistance Act
 - Pregnancy Discrimination Act
 - Americans with Disabilities Act
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Equal Opportunity and the Law (cont)

- (Supreme) court decisions play a major role
 - Law terminology
 - Adverse impact
 - Bona fide occupation qualification
 - Business necessity
 - Sexual harassment
 - Quid Pro Quo
 - Hostile Environment Created by Supervisors
 - Hostile Environment Created by Co-Workers and Non-Employees
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Job Analysis

- Determining what a job involves exactly and what kind of people the firm should hire for the job
 - Information to collect:
 - Work activities
 - Human behavior
 - Machines, tools, equipment, and other work aids
 - Performance standards
 - Job context
 - Human requirements
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Job Analysis (cont)

- Usages for the information collected
 - Recruitment and selection
 - Compensation
 - Performance appraisal
 - Training
 - Discovering unassigned duties
 - EEO compliance
 - Steps in the actual analysis conclude of deciding how the information is used, reviewing background information, selecting representative positions, etc.
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Job Analysis (cont)

- Methods for collecting information
 - Interview
 - Questionnaires
 - Observation
 - Participant diary/logs
 - Position analysis questionnaire (quantitative, chart filling)
 - Job description, job specification
 - De-jobbing makes analysis more difficult
 - Flatter organizations
 - Work teams
 - Boundaryless organizations
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HR Planning and Recruiting

- The recruitment process
 - Decide what positions you have to fill (plan, forecast)
 - Build a pool of candidates
 - Have applicants fill application forms and possibly go through a screening interview
 - Use appropriate selection techniques to identify viable candidates
 - Decide who to make the offer to by going through the candidates with supervisor or other team members
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HR Planning and Recruitment (cont)

- Forecasting employee needs
 - Trend analysis
 - Ratio analysis
 - Scatter plot
 - Computer forecasts
 - Managerial judgment
 - Forecasting supply of candidates (internal / external)
 - Effective recruiting: Recruiting Yield Pyramid
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HR Planning and Recruitment (cont)

- Finding outside candidates
 - Advertising (the media plays a big role)
 - Employment agencies (public/private)
 - Temp agencies
 - Executive recruiters
 - College recruitment
 - Referrals
 - Recruiting on the Internet
 - Recruiting more diverse workforce
 - Single parents, older works, minorities and women
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Employee Testing and Selection

- Make sure the tests are valid and reliable
 - Equal employment opportunity
 - Test taker's individual rights and test security
 - Formulating tests
 - Analyze the job
 - Choose the tests
 - Administer the tests
 - Relate test scores and criteria
 - Cross-validate and revalidate
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12. What is the output of the following code?

```
class Base1
{
public:
    virtual void PrintBase1() { printf("Base1\n"); }
};

class Base2
{
public:
    virtual void PrintBase2() { printf("Base2\n"); }
};

class MyClass : public Base1, public Base2
{
};

void MyFunction()
{
    Base1 *pClass1 = new MyClass;
    Base1 *pClass2 = new MyClass;
    Base2 *pBase2a = (Base2 *)pClass1;
    Base2 *pBase2b = (Base2 *)((MyClass *)pClass2);
    pBase2a->PrintBase2();
    pBase2b->PrintBase2();
}
```

Employee Testing and Selection (cont)

- Test types
 - Cognitive abilities (IQ)
 - Motor and physical abilities
 - Personality and interests
 - Achievement tests
 - Work samples and simulations
 - Background investigations and reference checks
 - Pre-employment information services
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Interviewing Candidates

- Structured interviews vs. unstructured interviews
 - Interview content
 - Situation interview
 - Behavior interview
 - Job-related interview
 - Stress interview
 - Administering the interview
 - Personal interview
 - Panel interview
 - Mass interview
 - Computer interview
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Interviewing Candidates (cont)

- What can go wrong
 - First impressions
 - Misunderstanding the job
 - Candidate order (contrast) error
 - Nonverbal behavior
 - Effect on personal characteristics: Attractiveness, gender, race
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Training and Development

- Analyzing training needs: New employees vs. existing employees
 - Training methods:
 - On-the-job training
 - Apprentice training
 - Informal learning
 - Job instruction training
 - Lectures
 - Programmed learning
 - Audiovisual tools
 - Simulated training
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Training and Development (cont)

- Training for special purposes
 - Illiterates
 - AIDS
 - Global business
 - Diversity training
 - Customer services training
 - Teamwork training
 - Lifelong training
 - Managerial development and training
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Managing Strategic Organizational Renew

- What can change?
 - Strategy
 - Culture
 - Structure
 - People, attitudes and skills
 - Technology
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Managing Strategic Organizational Renew (cont)

- 10-step change process
 1. Establish a sense of urgency
 2. Mobilize commitment through joint problem diagnostics
 3. Create a guiding coalition
 4. Develop a shared vision
 5. Communicate the vision
 6. Help employees make the change
 7. Generate short-term wins
 8. Consolidate gains and produce more change
 9. Anchor the new ways of doing things in company's culture
 10. Monitor progress and adjust vision as required
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Appraising and Managing Performance

- Appraisal process: Set standards, assess performance relative to standards, give feedback
 - Appraisal methods
 - Graphic rating scale method
 - Alternation rank method
 - Paired comparison method
 - Forced distribution method
 - Critical incident method
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