

Reading Review – Chapter 9

- I. Human Resource Management: Attracting, developing, and retaining an effective workforce.
- II. Planning Human Resource Needs
 - a. Understanding Current Employee needs
 - i. Job Analysis
 - 1. Determine what's really involved in the job.
 - 2. Observe people doing the work.
 - ii. Job description and job specification
 - 1. Description: What does the employee do?
 - 2. Specification: What qualifications are needed?
 - b. Predicting Future Employee Needs
 - i. Needed Staffing: Understand where the organization is headed and what changes that will demand.
 - ii. Likely Sources for Staffing: Inside or Outside the company?
- III. Legal Requirements
 - a. Labor Relations
 - i. Wagner Act (1934): National Labor Relations Board
 - ii. Vote to have union / collective bargaining (negotiations with management about compensation, benefits, working conditions, job security)
 - b. Compensation and Benefits
 - i. Social Security Act (1935): Retirement System
 - ii. Fair Labor Standards Act (1938): Minimum wage, overtime pay
 - c. Health and Safety
 - i. Occupational Safety and Health Act (OSHA) (1970)
 - ii. Non-hazardous working conditions, health coverage
 - d. Equal Employment Opportunity
 - i. Civil Rights Act (1934): Equal Employment Opportunity Commission
 - ii. Anti-discrimination laws.
 - iii. Discrimination: Hiring, promoting, or not, for reasons not job related.
 - iv. Affirmative Action: Make up for past discrimination.
- IV. Recruitment & Selection
 - a. Recruitment
 - i. Internal Recruiting
 - 1. Make employees aware of job openings.
 - 2. Advantages
 - a. Greater morale
 - b. Cheaper to advertise, interview, etc.
 - c. Fewer risks. Already know the candidates
 - 3. Disadvantages
 - a. Restricts competition
 - b. May encourage assumption that seniority = promotion
 - c. Filling one position per se creates a vacancy.
 - ii. External Recruiting
 - 1. Advertise through newspapers, employment agencies, etc.
 - 2. Advantages
 - a. Can find people with specialized knowledge & expertise
 - b. New employees will have fresh viewpoints.
 - 3. Disadvantages
 - a. More expensive, takes longer
 - b. More risk since the new recruits are unknown.
 - 4. Methods
 - a. Above-Average Sources
 - i. Employee referrals are best

- ii. Employees want to protect their own reputations by making good referrals.
 - iii. Employees know what's really involved in the job.
 - b. Average Sources
 - i. Professional associations.
 - ii. Newspaper ads.
 - c. Below-Average Sources
 - i. Direct applications
 - ii. Private employment agencies, unions
 - 5. Realistic Job Previews: Show what's really involved in the job.
 - b. Selection
 - i. Choosing the best person for the job.
 - ii. Background Information: résumés, prescreening, etc
 - iii. Interviewing
 - 1. Unstructured: Probing questions. No systematic scoring
 - 2. Structured Type I
 - a. Situational
 - b. Same questions for everyone, compare to standardized responses.
 - 3. Structured Type II
 - a. Behavioral-Description
 - b. What has the employee done in the past?
 - iv. Employment Tests
 - 1. Ability Tests: Physical, mental, clerical
 - 2. Personality: energy, sociability, independence, need for achievement
 - 3. Performance: (on actual job tasks). Eg: Typing tests
 - 4. Others: drug testing, polygraph, handwriting analysis. Must be valid.
- V. Orientation, Training, Development
 - a. Orientation
 - i. New employees accomplish only 60% of what experienced employees do.
 - ii. Desirable Characteristics of Orientation
 - 1. Job Routine: What's required in the job
 - 2. Organization's Missions and Operations
 - 3. Work Rules and Benefits
 - b. Training and Development
 - i. Employee Investment offers highest return (19.1%)
 - ii. Steps
 - 1. Assessment
 - 2. Objectives
 - 3. Selection (of methods)
 - 4. Implementation
 - 5. Evaluation
 - 6. (Back to Objectives)
 - iii. Training: Technical and Operational Employees
 - iv. Development: Professionals and managers
 - v. Types
 - 1. OJT
 - a. Coaching (coached by experienced employee)
 - b. Training Positions (trainees work as assistants)
 - c. Job Rotation (try different lateral positions)
 - d. Planned Work Activities (given specific, important assignments to build experience)
 - 2. Off-the-Job Training
 - a. Classroom Programs (Used by 91% of companies)
 - b. Videotapes (79%)
 - c. Workbooks or Manuals (77%)

- d. Overhead Transparencies (56%)
 - e. Business Books (55%)
 - f. Role Playing (55%)
 - g. Audiotapes, self-tests, case studies, slides
 - h. Computer Assisted Instruction (CAI)
- VI. Performance Appraisal
 - a. Objective Appraisals: Based on facts, numerical. Sure results.
 - b. Subjective
 - i. Trait Appraisals: Ratings of attitude, initiative, leadership, etc.
 - ii. Behavioral Appraisals
 - 1. Behaviorally Anchored Rating Scale (BARS)
 - 2. Look at specific behaviors (eg: being on-time)
 - c. Who Makes Appraisals?
 - i. Mostly Done by Managers
 - ii. Peers & Subordinates
 - iii. Customers and Clients (restaurants, hotels)
 - iv. Self
 - v. 360-Degree Assessment: Peers, subordinates, supervisors, clients
 - d. Effective Feedback
 - i. Formal: Specific times, specific measures, established in advance
 - ii. Informal: Unscheduled, perhaps more frequent,
- VII. Compensation and Benefits
 - a. Wages or Salaries: Base pay
 - b. Incentives
 - c. Benefits (fringe benefits): Insurance, retirement plans, holidays, vacation days.
- VIII. Other Concerns
 - a. Managing Promotions, Transfers, Disciplining, Dismissals
 - i. Promotion. Concerns: Fairness, Nondiscrimination, Others' resentment
 - ii. Transfer
 - 1. Move to another job with similar responsibility
 - 2. Four Reasons
 - a. Solve Organizational Problems (allocate skills)
 - b. Broaden Managers' Experience
 - c. Retain Managers' Interest and Motivation
 - d. Solve Some Employees Problems
 - iii. Disciplining and Demotion
 - iv. Dismissal: Layoffs (dismissed temporarily), Downsizings (permanent), Firings (permanently "for cause")
 - b. Maintaining Effective Relationships with Employees
 - i. Alcohol and Drug Abuse: Don't make accusations
 - ii. Sexual Harassment (two types)
 - 1. Quid Pro Quo (Tangible Economic Injury): Put in jeopardy of not being hired or obtaining benefits
 - 2. Hostile Environment (Offensive Work Environment): No economic injury, but experiences intimidating work environment