

## Chapter 9 – Human Resource Management

### Kreitner/Eliason Foundations of Management

#### I. Human Resource Strategy: A People-Centered Approach

##### A. The Age of Human Capital

- Human Capital consists of all present and future workforce participants and emphasizes the need to develop their fullest potential for the benefit of the global economy
- Every employee is a valuable asset and not merely an expense item

##### B. People-Centered Organizations Enjoy a Competitive Advantage

- Strong connection between people-centered practices and higher profits and lower employee turnover
  - Protection of job security (including a no-layoff policy)
  - Rigorous hiring process
  - Employee empowerment through decentralization and self-managed teams
  - Compensation linked to performance
  - Comprehensive training
  - Reduction of status differences
  - Sharing of key information

#### II. Recruitment and Selection

##### A. Recruiting for Diversity

- Generate a pool of qualified applicants for new and existing jobs
- Some tactics used:
  - Internal job postings
  - Referrals by present and past employees
  - Campus recruiters
  - Newspaper ads

##### B. The Selection Process: An Overview

- PROCEED is an employee selection process with 7 steps
  - Prepare
  - Review
  - Organize
  - Conduct
  - Evaluate
  - Exchange
  - Decide
    - Job Analysis occurs during the PROCEED process.
      - Job analysis is the process of identifying basic task and skill requirements for specific jobs by studying superior performers

##### C. Equal Employment Opportunity

- Title VII of the Civil Rights Act of 1964
  - Managers cannot refuse to hire, promote, train, or transfer employees simply on the basis of race, color, sex, religion, age or national origin.
  - Aimed at preventing future discrimination

##### 1. Affirmative Action

- Affirmative action program (AAP)

- A plan for actively seeking out, employing and developing the talents of those groups traditionally discriminated against in employment
  - Active recruitment of women and minorities
  - Elimination of prejudicial questions on employment application forms
  - Establishment of specific goals and timetables for minority hiring
  - Statistical validation of employment testing procedures

### 2. From Affirmative Action to Managing Diversity

- Diversity advocates want to replace all forms of bigotry, prejudice, and intolerance with tolerance and, ideally, appreciation of interpersonal differences

### 3. Accommodating the Needs of People with Disabilities

- Americans with Disabilities Act of 1990 (ADA)
  - Requires employers to make reasonable accommodations to the needs of present and future employees with physical and mental disabilities

## D. Employment Selection Tests

- For Federal Government, tests must be valid and reliable
- Any procedure used as a basis for an employment decision.
  - Unscored application forms
  - Informal and formal interviews
  - Performance tests
  - Physical, educational, or experience requirements

## E. Effective Interviewing

- Criticisms of unstructured Interviews
  - Highly susceptible to distortion and bias.
  - Highly susceptible to legal attack
  - Indefensible if legally contested
  - No real validity

### 1. The problem of Cultural Bias

- Interviews are not culturally sensitive
- Managers can be taught to be aware of and to overcome cultural biases when interviewing

### 2. Structured Interviews

- A set of job-related questions with standardized answers that are applied consistently across all interviews for a specific job
- Constructed, conducted and scored by a committee to eliminate individual bias

### 3. Behavioral Interviewing

- Behavior based interview contains detailed questions about specific behavior in past job-related situations
- Provides a good grasp of the individual's relevant skills, initiative, problem-solving ability, and ability to recover from setbacks and learn from mistakes

## III. Performance Appraisal

- Can be effective and satisfying if systematically developed and implemented techniques replace haphazard methods
- Performance appraisal is the process of evaluating job performance as a basis for personnel decisions

#### A. Making Performance Appraisals Legally Defensible

- Employers can successfully defend their appraisal systems if they satisfy four criteria:
  - A job analysis is used to develop the performance appraisal system
  - The appraisal system is behavior-oriented, not trait-oriented
  - Performance evaluators follow specific written instructions when conducting appraisals
  - Evaluators review the results of the appraisals with the ratees

#### B. Alternative Performance Appraisal Techniques

- The strength of an appraisal technique is gauged by its conformity to the criteria for legal defensibility discussed previously
- Techniques that have been used through the years:
  - Goal setting
  - Written essays
  - Critical incidents
  - Graphic rating scales
    - Behaviorally anchored rating scales (BARS) are performance rating scales that are divided into increments of observable job behavior determined through job analysis
  - Weighted checklists
  - Rankings/comparisons
  - Multirater appraisals
    - A 360-degree review is a pooled, anonymous evaluation by one's boss, peers, and subordinates

### IV. Training

#### A. Today's Training: Content and Delivery

- Types of Training
  - Performance appraisals
  - New employee orientation
  - Sexual harassment
  - Safety
  - Leadership
  - Product knowledge
  - Customer education
  - Team building
  - Diversity
  - Problem solving/decision making

#### B. The Ingredients of a Good Training Program

- Training guidelines
  - Maximize similarity between the training situation and the job situation
  - Provide as much experience as possible
  - Provide a variety of examples
  - Label or identify the important features of a task
  - Make sure the general principles are understood
  - Make sure that trained behaviors are rewarded in job situations
  - Design the training content so that those being trained can see how it is applied in jobs

- Use adjunct questions to guide the trainee's attention
- C. Skill Versus Factual Learning
  - Essential ingredients for effective skill learning
    - Goal setting
    - Modeling
    - Practice
    - Feedback
  - Ingredients for factual learning
    - Goal setting
    - Meaningful presentation of material
    - Practice
    - Feedback
- D. Needed: Training to Discourage Sexual Harassment
  - Both women and men are protected under Title VII of the Civil Rights Act of 1964
  - Sexual harassment is unwanted physical contact including gestures, displays, joking, and language
  - It is the manager's job to be aware of and correct cases of sexual harassment
  - A proactive approach including training is recommended
  - 1. What can the victim do?
    - Live with it
    - Fight back
    - Complain to management
    - Find another job
    - Sue the employer
  - 2. What can the organization do?
    - Commitment to eliminating sexual harassment
    - Policy stating what is acceptable and unacceptable
    - Behavioral definitions of harassment and associated penalties

Kreitner, Robert (2005) Foundations of Management: basics and best practices, Houghton Mifflin Company, New York.