

Professional Development Programme

BAFS – Management Elective

Human Resources Management

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17 June 2014

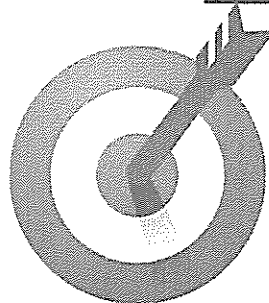


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Objective

1. To enhance teachers' understanding of HRM
2. To facilitate better learning and teaching performance
3. To foster a closer link between subject content and assessment needs



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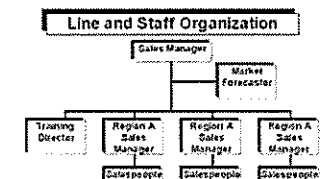
Content

1. Overview – Role and Functions of Human Resources Management
2. Manpower Planning (HR planning)
3. Staffing (Recruitment and Selection)
4. Performance Management
5. Training and Development
6. Compensation and Benefit Management
7. Employee Relations

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Role of Human Resources Manager

“Staff” function – with staff authority giving managers the right to advise other managers or employees → ***advisory relationship***



Examples of Supporting Role

Line and Staff Involvement in Recruiting



- Line manager describes the qualifications and skills that employees need to fill specific position.
- HR people take over. They interview, short-list applicants, and administer the appropriate tests. Then they refer the best applicants to the line managers.
- Line managers interview and select those applicants whom they want.

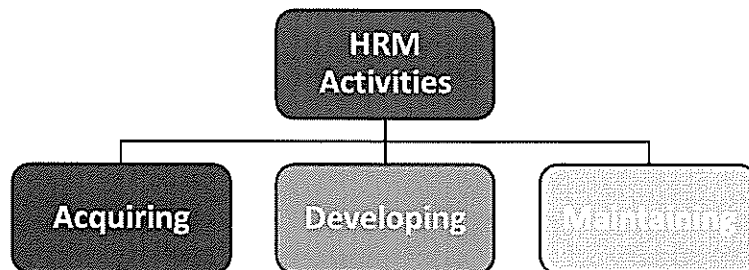
Line and Staff Involvement in Training



- Line managers describe what they expect the trainees to be able to do.
- HR team designs a training program and helps line managers to administer.

Source: Dessler, G. & Tan C. H. (2009), Human Resource Management – An Asian Perspective (2nd edition), Singapore: Pearson

Overview of HRM Functions



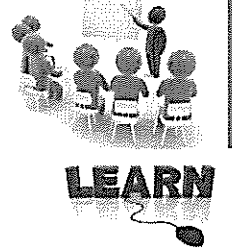
Source: Pride W. H., Hughes, R. J. & Kapoor, K. R. (2014), Business (12th ed), USA: South-Western

HRM Activities: Acquiring

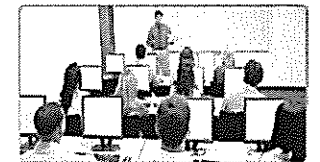


HRM Activities: Developing

Employee training & development



Performance appraisal

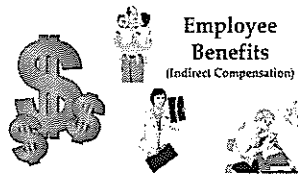
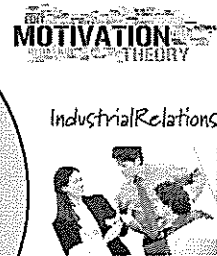
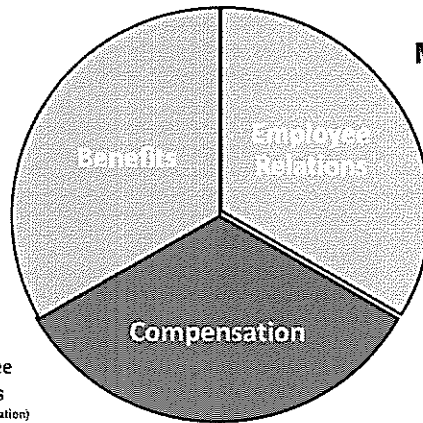
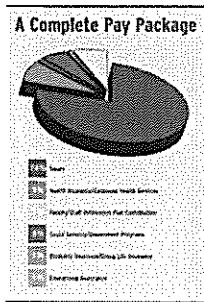


Your performance rating ..

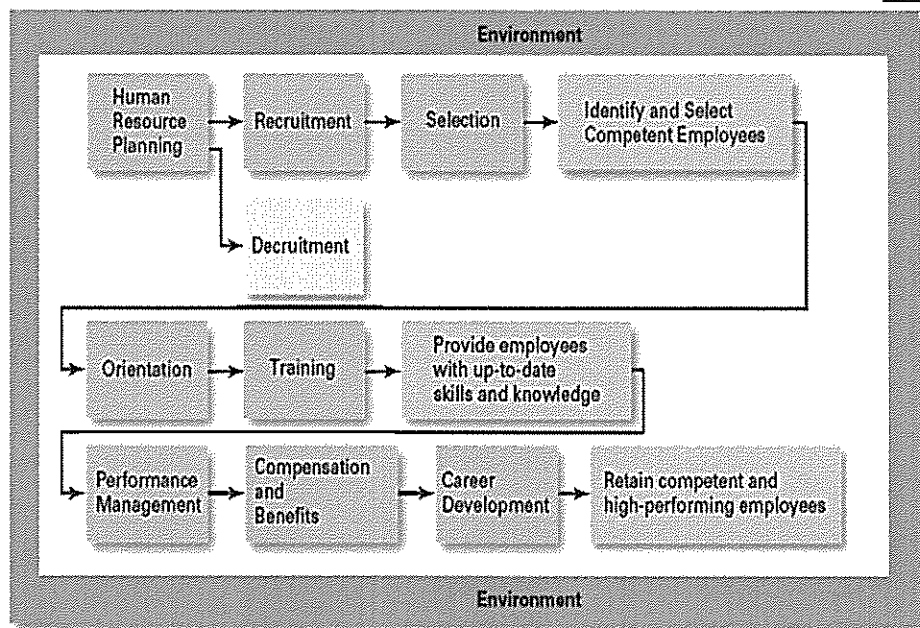
Excellent
Very Good
Good
Average
Below Average



HRM Activities: Maintaining



Human Resources Management Process



Manpower Planning/ Human Resources Planning

The process to ensure the right number and kinds of people, in the right place and at the right time to perform tasks well.



Steps in Human Resources Planning

EXHIBIT 11.1 Steps in Human Resources Planning

Careful attention to each phase of this sequence helps ensure that a company will have the right human resources when it needs them.

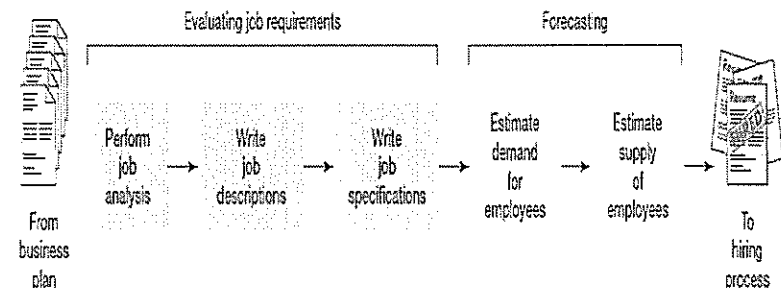
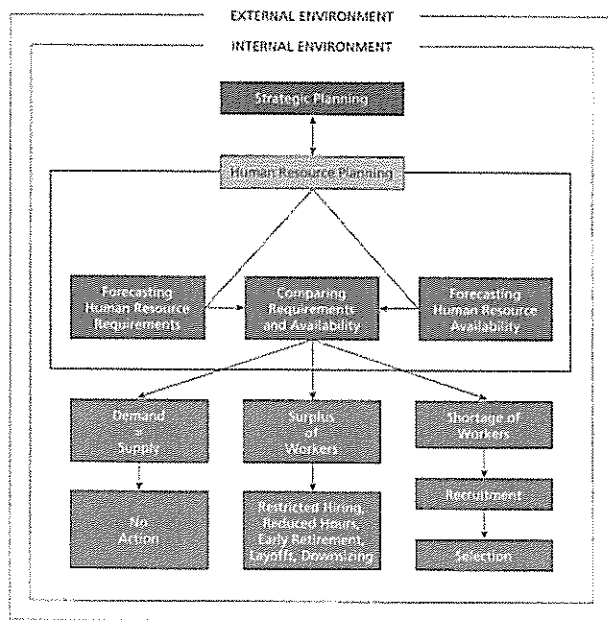


Figure 1.4
The Human
Resource Planning
Process

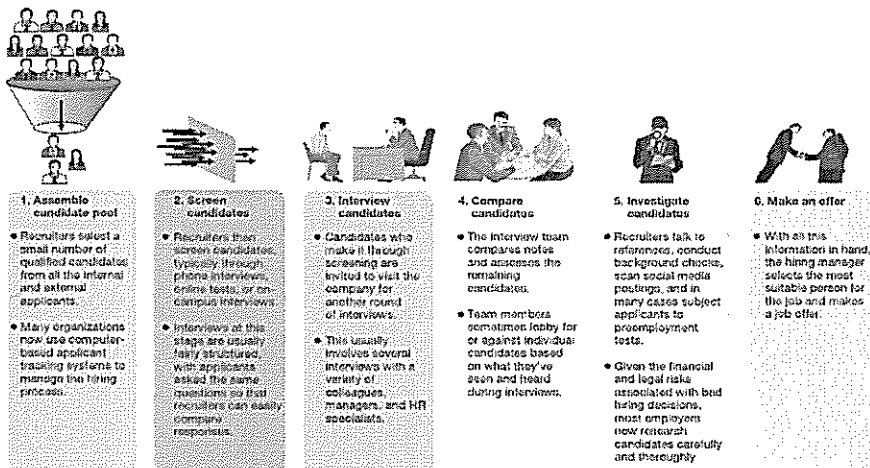


Source: Mondy, R. W. & Mondy, J. B. (2012), Human Resource Management (12th ed), USA: Pearson

Staffing – Recruiting & Selection Process

EXHIBIT 11.4 The Recruiting Process

The general model of the recruiting process shows the steps most companies go through to select the best employees for each position.



Source: Bovee, C. L. & Thill, J. V. (2013), Business in Action (6th ed), USA: Pearson

Recruitment Sources

- Sources from which a company recruits potential employees are a critical aspect of its overall recruitment strategy → form a pool of qualified job candidates from which management selects employees



1. Internal

- “hiring-from-within” and “promotion- from-within” (current employees)

2. External

- labour market outside the organization

Question for Discussion



Internal Source vs External Source?

Advantages and Disadvantages?



New
O Employee
Orientation

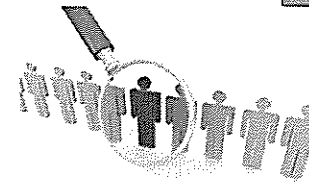
External Recruitment Methods

- Advertising
- Referrals
- Government and private employment agencies
- Executive search firms / headhunters
- Educational institutions (intern)
- Professional associations / trade unions
- Write-ins and walk-ins
- e-recruitment
- Recruitment day
- Company websites

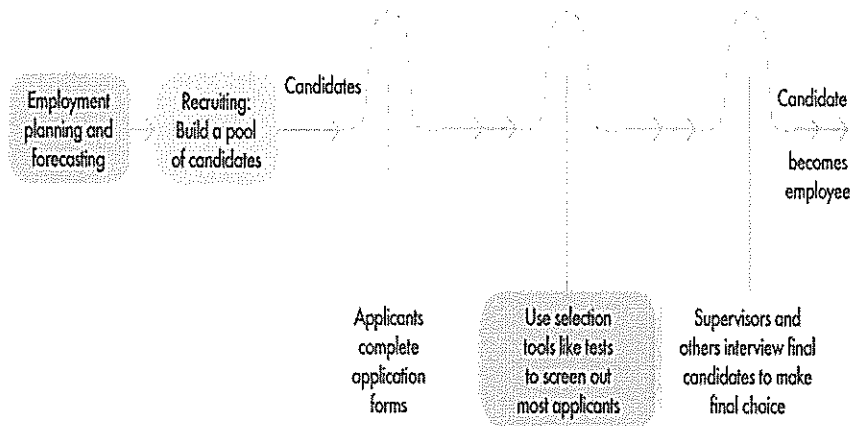


Steps in Selection Process

1. Reception of job applicants / receipt of application form or resume
2. Preliminary screening
3. Employment tests
4. Interview(s)
5. Background investigation / Reference
6. Final selection by line managers
7. Medical examination
8. Confirm offer and placement on job

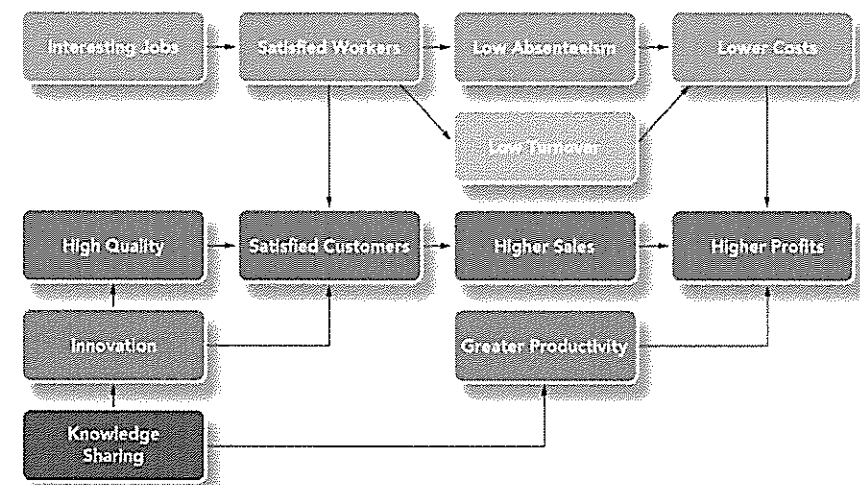


The Recruitment and Selection Process

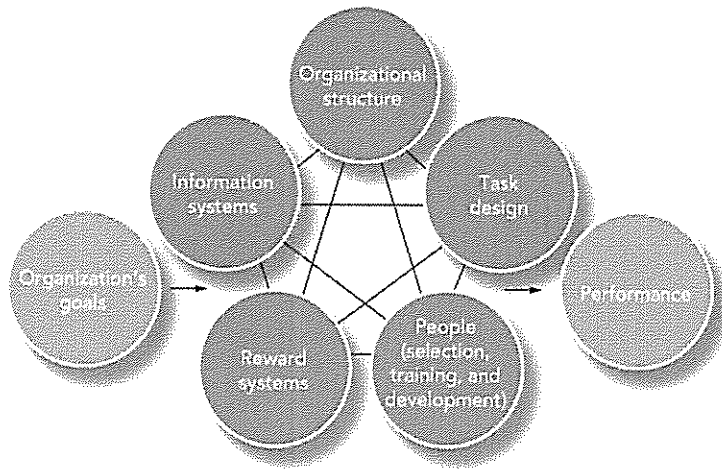


The recruitment and selection process is a series of hurdles aimed at selecting the best candidate for the job.

Outcomes of a High-Performance Organization



Interlocking Elements of a High-Performance Organization



Source: Noe, R. A., Hollenbeck, J. R., Gerhart, B & Wright, P. M. (2014), Fundamentals of Human Resource Management (5th ed), Singapore: McGraw-Hill

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Objectives of Performance Appraisal

1. Discriminating on the basis of performance
2. Rewarding performance
3. Developing employees
4. Giving feedback to employees
5. Placement decisions

Your performance rating ..

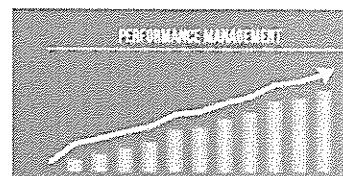
Excellent
Very Good
Good
Average
Below Average



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Performance Management and Performance Appraisal

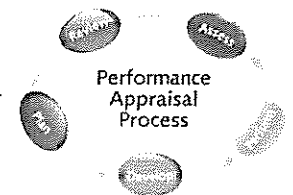
- Performance management is a process through which organization can ensure that employees' activities and outputs are congruent with organizational strategies and goals
- A much broader concept than performance appraisal



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Key Process of Appraisal

1. Identify performance goals and standards
2. Measure employees' actual performance
3. Prepare appraisal record
4. Assess performance discrepancies / deviation
5. Conduct performance appraisal interview or discussion
6. Devise remedial action and follow-up



Performance Appraisal Tools

- Ranking
- Graphic rating scales
- Critical incidents
- Management by objective (MBO)
- Grading
- Behaviour observation scales
- Behaviourally anchored rating scales
- Essay description

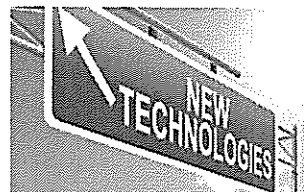
Training and Development is a useful tool for:

- Preparing employees for advancing to positions of higher responsibility and provide opportunities for personal growth
- Entry training for new employees → orientation and socialization



Training and Development is a useful tool for:

- Implementing a new policy/strategy/culture and effecting organizational change
- Meeting a major change in the external environment
- Solving a particular problem, e.g. helping to remedy substandard job performance



Excellent
Good
Satisfactory
Poor

ASSESSMENT

ACTIVITY

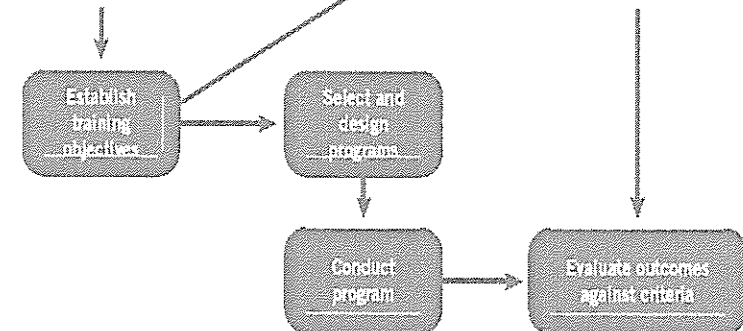
EVALUATION

Identify training needs

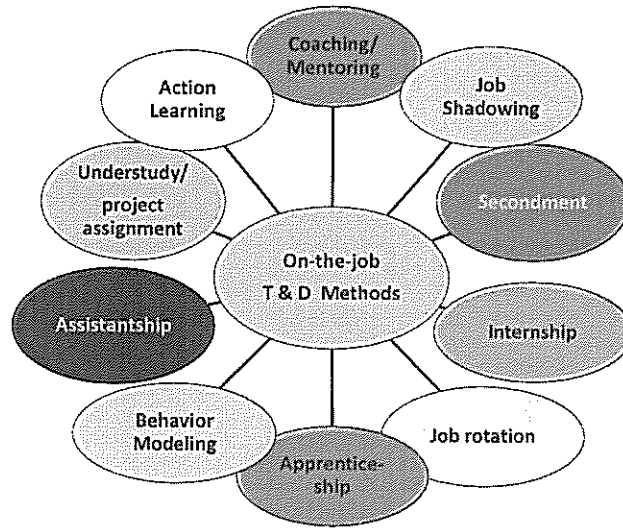
- Organisational variables
- Task variables
- Person variables

Develop evaluation criteria

- Reaction
- Learning
- Behaviour
- Results



Training and Development Methods: On-the-job



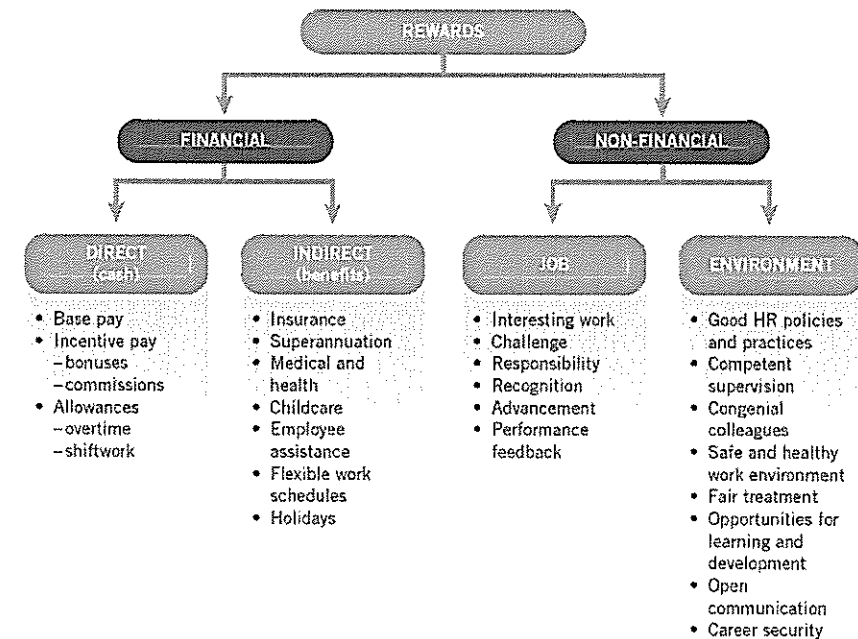
Components of Employee Rewards

1. **Financial Rewards** – direct and indirect: includes pay and benefit or just pay (cash remuneration)
 2. **Non-financial Rewards** – job (*intrinsic reward*) or from psychological and / or physical environment in which the person works
- → *Total Compensation*

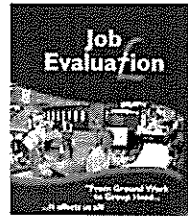
Training and Development Methods: Off-the-job



OFF-THE-JOB TRAINING

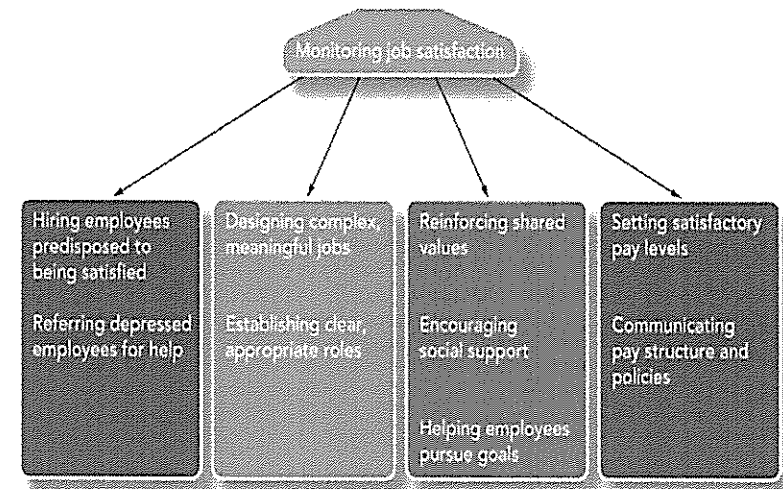


Job Evaluation Methods



Basis for comparison	SCOPE OF COMPARISON	
	Whole job (qualitative)	Job factors (quantitative)
Job versus job	Job ranking	Factor comparison
Job versus scale	Job grade	Point system

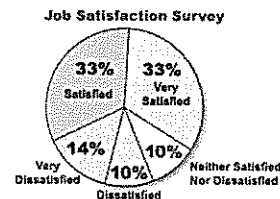
Increasing Job Satisfaction



Source: Noe, R. A., Hollenbeck, J. R., Gerhart, B & Wright, P. M. (2014), Fundamentals of Human Resource Management (5th ed), Singapore: McGraw-Hill

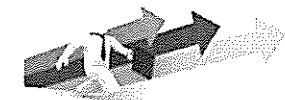
Maintaining Good Employee Relations -- Monitoring Job Satisfaction

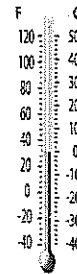
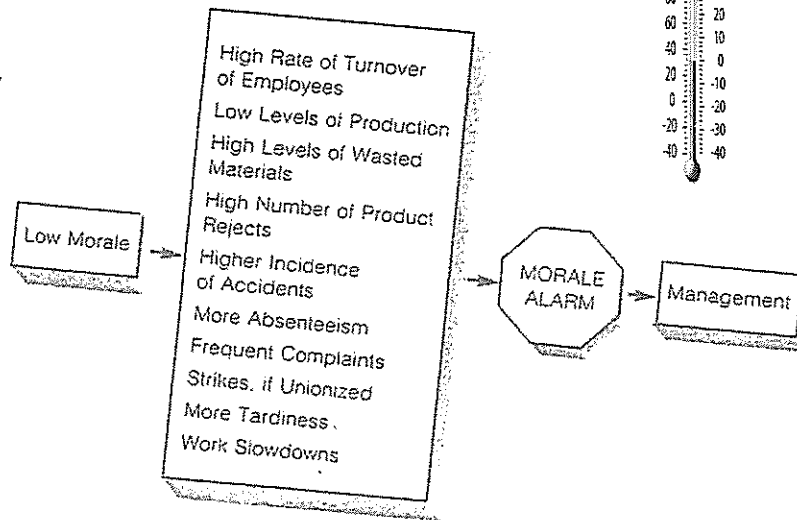
- Employers can better retain employees if they are aware of satisfaction levels, so they can make changes if employees are dissatisfied.
- A systematic, ongoing program of employee surveys of measuring job satisfaction should be part of the organization's HR strategy to monitor trends and prevent voluntary turnover.



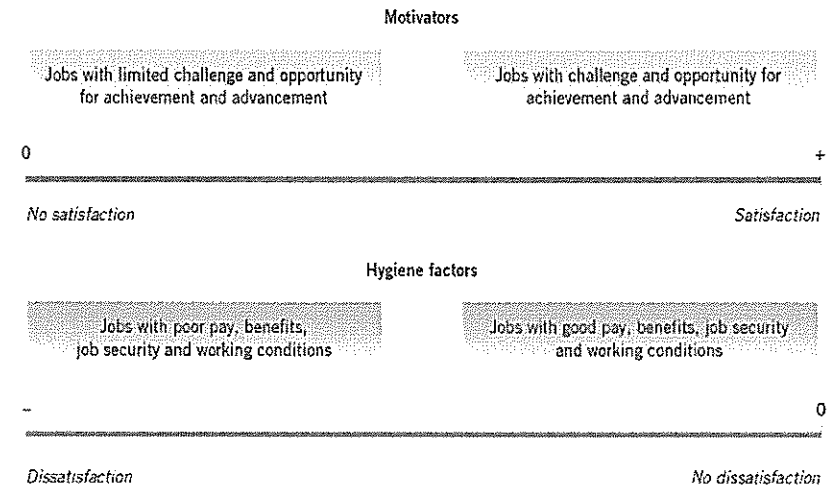
Motivation

- Motivation *energises, directs and sustains human behaviour.*
- Increasing cost pressures and keen competition strategic importance of employee motivation.
- High or low level of motivation is reflected in a number of indicators

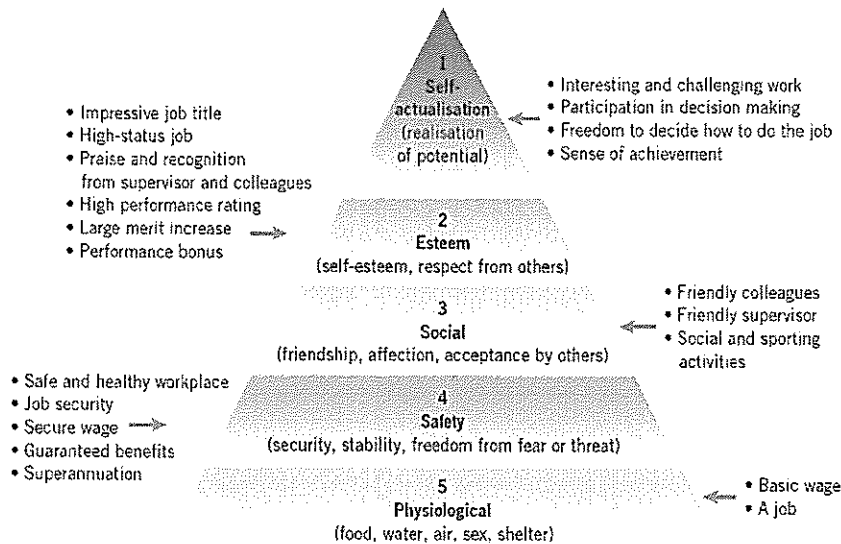




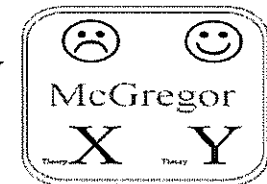
Herzberg's Dual-factor Theory



Maslow's Hierarchy of Needs Theory



McGregor's Theory X and Y



• Theory X:

➤ The assumption that employees dislike work, are lazy, seek to avoid responsibility and must be coerced to perform.

• Theory Y:

➤ The assumption that employees are creative, seek responsibility and can exercise self-direction.

Suggested Group Discussion

- Assume you were an HR manager, what specific HRM functions /activities would you perform?
- Search websites for information and practices about *HR activities* of at least *two similar companies* and make *comparison*.
- Present your findings

