CHAPTER ELEVEN

Human Resource Management

# 11.1 What has been the evolution of human resource management over the years, and what is the current value it provides to an organization?

**HR management**: At its start human resource management was a job of administrative work and compliance monitoring. The role has changed over time and taken on staff development and retention and become integrated into business strategy.

* Describe the evolution of human resources in its several different “waves.”
* Why does it make sense to involve HR in strategic planning?

**Employees** have a “life cycle” at a company, from their hiring to their exit or retirement.

* What are five key areas of a company that human resources employees manage?

# 11.2 How does the human resources compliance role of HR provide value to a company?

Compliance officers have many labor laws and regulations to navigate as well as laws concerning benefits, such as health insurance and retirement. They document company policies and procedures and audit internal compliance with those laws and regulations.

* What is the area of concern for the following laws? What does each law try to prevent?
  + Age Discrimination in Employment Act (ADEA)
  + Americans with Disabilities Act (ADA)
  + Fair Labor Standards Act (FLSA)
  + Family and Medical Leave Act (FMLA)
  + National Labor Relations Act (NLRA)
  + Worker Adjustment and Retraining Notification Act (WARN)

# 11.3 How do performance management practices impact company performance?

**Performance management** at its best is more than just an accountability tool and has evolved to spur employee development.

* How has performance management changed over time?
* How can performance appraisals bring value to an organization? What aspects do they need to be meaningful to the employee? To the company overall?
* Describe an ineffective performance appraisal system. Where is it going wrong, and what attributes is it missing?

# 11.4 How do companies use rewards strategies to influence employee performance and motivation?

**Rewards systems** for employees involve more than just compensation; they also include benefits and other rewards, such as recognition and skills training.

* What are rationales behind implementing a pay-for-performance compensation program? How/when does it work best?
* What are challenges in implementing pay-for-performance?
* What elements need to be incorporated into the framework to the system for it to work well?

**Total rewards** offer benefits above compensation such as retirement programs, insurance, and policies that promote work-life balance. Performance management in this system involves feedback, assessments, skill demonstration, training, and professional development, which can lead to promotion.

* What benefits are most important to you? How can these work to retain valued employees or even attract them from other companies?

**Motivation** has four drivers: acquire, bond, comprehend, and defend.

* Explain these motivational drivers in relation to an employee at work.

**Best practices**: Keys to hiring the best person for a job involve planning the staffing needs and doing due diligence with the candidates.

* What are key best practices and challenges in hiring top talent for a company?

# 11.5 What is talent acquisition, and how can it create a competitive advantage for a company?

**Talent acquisition** involves defining the strategy for selection, recruiting, and hiring processes. It involves internal employees but can also use external recruiters.

* How can planning in advance of having an opening be beneficial for an organization? What steps are involved?
* What are advantages and disadvantages to using external recruiters? Under what circumstances would they best be used?

**Leadership hires**: Every few years, the leadership needs of the company should be evaluated as to how they fit with the strategic plan, looking not only at the number of people needed but the effects on the organizational structure and attributes needed to promote from within.

* Each leadership hire needs to be evaluated on three levels: job-based, team-based, and firm-based. What are key questions to consider on each level for each leadership hire?
* When you have your top candidate chosen, what should you include in your offer to increase the chances of it being accepted?
* What needs to happen to have a new employee integrate successfully into an organization? What follow-up can HR do?
* Why is the hiring process so important to an organization?

# 11.6 What are the benefits of talent development and succession planning?

**Talent development** includes everything a company uses to assess and develop talent.

**Succession planning** involves reviewing key roles and reviewing internal and external candidates to one day fill those roles. Talent development and succession planning work together.

**Reviews** assess current performance and try to gauge future potential, which indicates a person’s readiness for advancement, not the overall value of the employee to the company or his or her quality as a person.

* What metrics go into evaluating employee potential?
* What planning work is done by managers following individual performance reviews of employees?
* What information from employee reviews goes into succession planning?

**Follow-up development** activities may include training, stretch assignments, individual assessments, and individual development plans.

* Describe each of these categories and give an example that fits each one.
  + Training:
  + Stretch assignment:
  + Individual assessment:
  + Individual development goal: