

Human Resource Management and Control

Objective: To enhance students' knowledge of human resource management and control functions, emphasizing their practical application for managing ICT organization

6 hrs

4.1 Human Resource Management

- 4.1.1 Functions of human resource management
- 4.1.2 Job analysis, job specification, job description
- 4.1.3 Recruitment and selection
- 4.1.4 Human resource training (on the job and off the job)
- 4.1.5 Performance appraisal and methods
- 4.1.6 Challenges in managing people in ICT workforce

4.1.1 Functions of human resource management

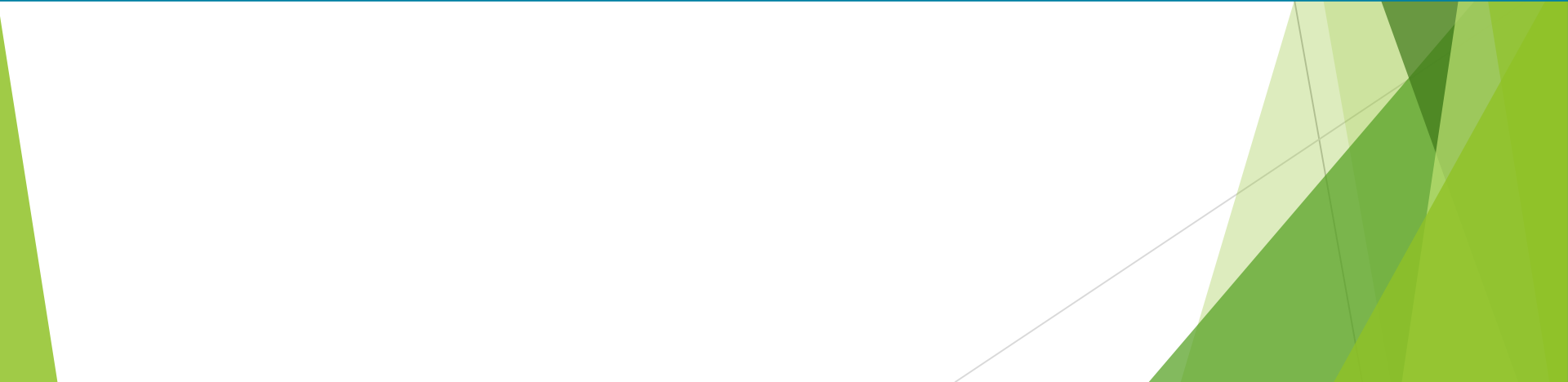
HRM Function	Practical Example	Impact
Recruitment and Selection	Posting a job on LinkedIn, shortlisting candidates, conducting interviews, and hiring the best fit	Ensures skilled employees are brought into the organization
Training and Development	Organizing leadership workshops and technical skill sessions for employees	Enhances employee skills and prepares future leaders
Performance Management	Setting SMART goals, regular performance reviews, and feedback sessions	Aligns employee output with company goals and improves productivity

4.1.1 Functions of human resource management

HRM Function	Practical Example	Impact
Compensation and Benefits	Offering competitive salaries, performance bonuses, and health benefits	Attracts and retains top talent, boosting employee satisfaction
Employee Relations	Launching an employee grievance redressal platform and regular town hall meetings	Builds trust and creates a positive workplace culture
Workplace Safety and Health	Conducting workplace safety drills and providing ergonomic workstations	Protects employee health and ensures legal compliance

4.1.2 Job analysis, job specification, job description

Learning Objective: Discuss the Process of Job Analysis, Including Why It Is Important.



What Is Job Analysis?

Job Analysis—is the procedure for determining the duties and skill requirements of a job and the kind of person who should be hired for it.

The Basics of Job Analysis

- Work activities
- Human behaviors
- Machines, tools, equipment, and work aids
- Performance standards
- Job context
- Human requirements

Uses of Job Analysis Information

- Recruitment and selection
- Equal Employment Opportunity (E E O) compliance
- Performance appraisal
- Compensation
- Training

Conducting a Job Analysis in six steps

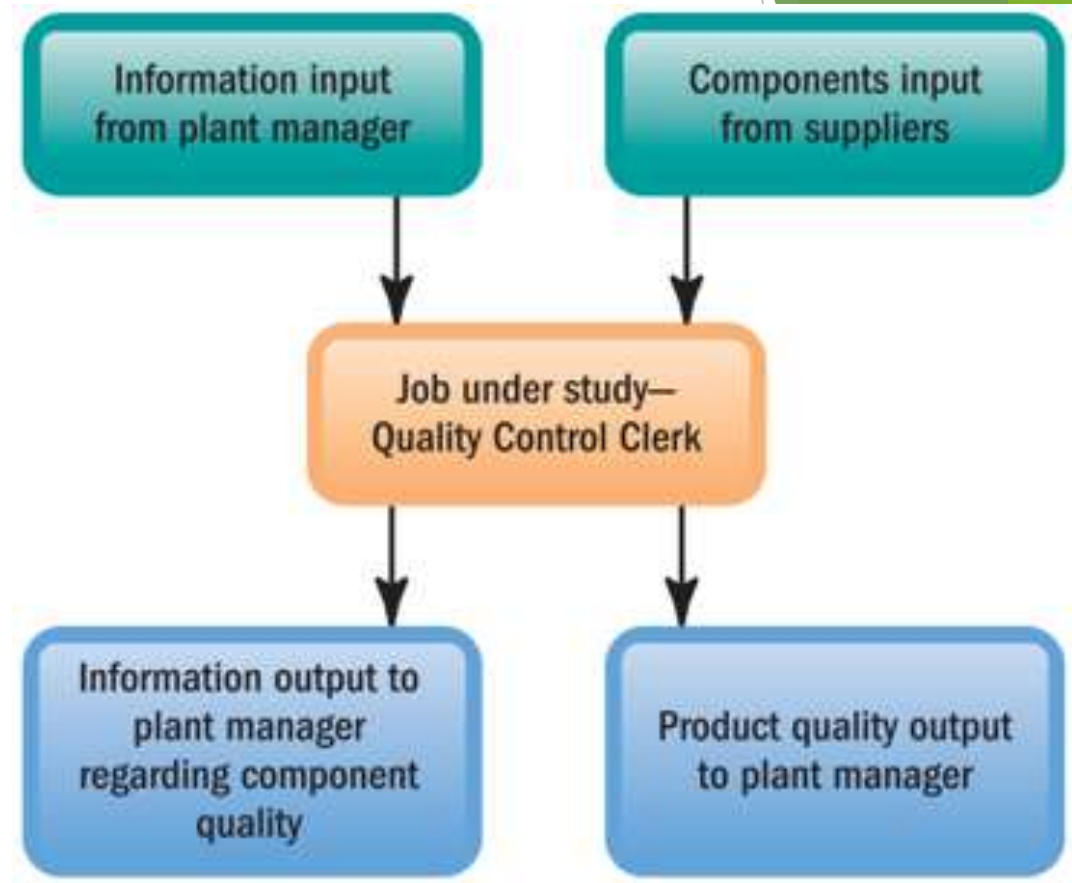
1. Identify the use to which information will be put
2. Review relevant background information
3. Select representative positions
4. Actually analyze the job
5. Verify the job analysis information
6. Develop job description and job specification

Processes Involved in Job Analysis

Workflow Analysis

Figure Process Chart
for Analyzing a Job's
Workflow

Source: Henderson, Richard I.,



Compensation Management in a Knowledge-Based

Other Processes Involved in Job Analysis

- ▶ Business process reengineering
 - ▶ Job redesign
 - ▶ Job enlargement
 - ▶ Job rotation
 - ▶ Job enrichment

HR as a Profit Center

Boosting Productivity through Work Redesign

The Atlantic American insurance company in Atlanta conducted a workflow analysis to identify inefficiencies in how it processes its insurance claims. As the firm's HR director said, "We followed the life of a claim to where it arrived in the mail and where it eventually ended up" in order to find ways to improve the process.

The workflow analysis prompted several performance-boosting redesigns of the insurance claim jobs. The firm reduced from four to one the number of people opening mail, replacing three people with a machine that does it automatically. A new date stamping machine lets staff stamp 20 pages at a time rather than one. A new software program adds bar codes to each claim automatically, rather than manually. The new system lowered costs.

Learning Objective: Explain and Use at Least Three Methods of Collecting Job Analysis Information.

- ▶ Interviews
- ▶ Questionnaires
- Observation
- ▶ Things to keep in mind
 - ▶ A joint effort
 - ▶ Clear questions and process
 - ▶ Several methods

Online Job Analysis Methods

- ▶ Standardized job analysis questionnaires
- ▶ Geographically disbursed employees
- ▶ May utilize online job experts

The Interview

1. Typical Questions
2. Structure Interviews
3. Pros and Cons
4. Interviewing Guidelines

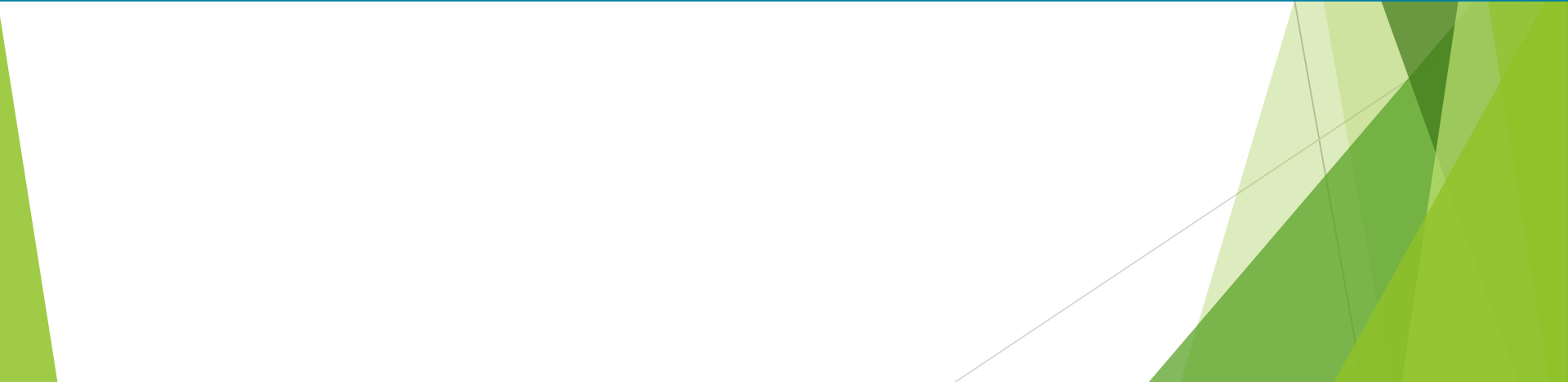
Questionnaires

1. Structured checklists
2. “Describe the major duties”
3. Pros and cons

Observations

1. Useful with observable physical activities
2. Not appropriate when the job entails a lot of mental activity
3. Reactivity

Learning Objective 4.4: Explain How You Would Write a Job Description, and What Sources You Would Use.



Job Description Sections

- ▶ Job identification
- ▶ Job summary
- ▶ Responsibilities and duties
- ▶ Authority of incumbent
- ▶ Standards of performance
- ▶ Working conditions
- ▶ Job specification

Job Title: Telesales Representative	Job Code: 100001
Recommended Salary Grade:	Exempt/NonExempt Status: Nonexempt
Job Family: Sales	E E O C: Sales Workers
Division: Higher Education	Reports To: District Sales Manager
Department: In-House Sales	Location: Boston
Blank	Date: April 2013

Source: Reprinted and electronically reproduced by permission of Pearson Education, Inc., Upper Saddle River, New Jersey.

Job Summary

Summary (Write a brief summary of job.)

The person in this position is responsible for selling college textbooks, software, and multimedia products to professors, via incoming and outgoing telephone calls, and to carry out selling strategies to meet sales goals in assigned territories of smaller colleges and universities. In addition, the individual in this position will be responsible for generating a designated amount of editorial leads and communicating to the publishing groups product feedback and market trends observed in the assigned territory.

Relationships

- ▶ Inside and outside the organization
 - ▶ Reports to
 - ▶ Supervises
 - ▶ Works with
 - ▶ Outside the company

Responsibilities and Duties (1 of 6)

Primary Responsibilities (List in order of importance and list amount of time spent on task.)

Driving Sales (60%)

- ▶ Achieve quantitative sales goal for assigned territory of smaller colleges and universities.
- ▶ Determine sales priorities and strategies for territory and develop a plan for implementing those strategies.
- ▶ Conduct 15-20 professor interviews per day during the academic sales year that accomplishes those priorities.

Responsibilities and Duties (2 of 6)

- ▶ Conduct product presentations (including texts, software, and Web site); effectively articulate author's central vision of key titles; conduct sales interviews using the PSS model; conduct walk-through of books and technology.
- ▶ Employ telephone selling techniques and strategies.
- ▶ Sample products to appropriate faculty, making strategic use of assigned sampling budgets.
- ▶ Close class test adoptions for first edition products.
- ▶ Negotiate custom publishing and special packaging agreements within company guidelines.

Responsibilities and Duties (3 of 6)

- ▶ Initiate and conduct in-person faculty presentations and selling trips as appropriate to maximize sales with the strategic use of travel budget. Also use internal resources to support the territory sales goals.
- ▶ Plan and execute in-territory special selling events and book-fairs.
- ▶ Develop and implement in-territory promotional campaigns and targeted email campaigns.

Responsibilities and Duties (4 of 6)

Publishing (editorial/marketing) 25%

- ▶ Report, track, and sign editorial projects.
- ▶ Gather and communicate significant market feedback and information to publishing groups.

Responsibilities and Duties (5 of 6)

Territory Management 15%

- ▶ Track and report all pending and closed business in assigned database.
- ▶ Maintain records of customer sales interviews and adoption situations in assigned database.
- ▶ Manage operating budget strategically.
- ▶ Submit territory itineraries, sales plans, and sales forecasts as assigned.
- ▶ Provide superior customer service and maintain professional bookstore relations in assigned territory.

Responsibilities and Duties (6 of 6)

Decision-Making Responsibilities for This Position:

Determine the strategic use of assigned sampling budget to most effectively generate sales revenue to exceed sales goals.

Determine the priority of customer and account contacts to achieve maximum sales potential.

Determine where in-person presentations and special selling events would be most effective to generate the most sales.

4.1.3 Recruitment and selection

- **Recruitment** is the process of generating a pool of qualified candidates for a particular job.
- The firm must announce the job's availability to the market (inside and outside the organization) and attract qualified candidates to apply.



The Hiring Process



Challenges in the Hiring Process

- ▶ The hiring process is fraught with challenges
 - ▶ Determining which personal characteristics are most important to performance
 - ▶ Measuring those characteristics
 - ▶ Evaluating applicants' motivation levels
 - ▶ Deciding who should make the selection decision

Determining Characteristics Important to Performance

- ▶ Characteristics a person needs to perform a job effectively are not obvious:
 - ▶ Job itself is not static
 - ▶ Knowledge, skills, and abilities differ
 - ▶ Organization's culture may need to be taken into account
 - ▶ Different people often want different characteristics in a new hire

Measuring Characteristics That Determine Performance

- ▶ Skills needed for job performance are not always obvious in a candidate
- ▶ Often tests are best predictor of job performance

The Motivation Factor

- ▶ Motivation is critical to performance
- ▶ High ability level can yield poor job performance if combined with low motivation
- ▶ Motivation is very difficult to measure and predict

Meeting the Challenge of Effective Staffing: Recruitment

- ▶ Go where the customers are
- ▶ What do they want and what do you have to offer?
- ▶ Treat applicants like customers

Sources of Recruiting

- ▶ Current employees
- ▶ Referrals from current employees
- ▶ Former employees
- ▶ Former military
- ▶ Employment agencies
- ▶ Temporary workers
- ▶ College recruiting
- ▶ Customers
- ▶ Print and radio advertisements
- ▶ Internet advertising, career sites, and social media
- ▶ Career sites and social media

Recruitment

- ▶ Evaluating sources of recruiting
 - ▶ Nontraditional recruiting
 - ▶ External versus internal candidates
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- ▶ Recruiting protected classes
 - ▶ Planning the recruitment effort
 - ▶ Planning your job search

Meeting the Challenge of Effective Staffing: Selection

- ▶ Reliability
 - ▶ Deficiency error
 - ▶ Contamination error
- ▶ Validity
 - ▶ Content validity
 - ▶ Empirical validity
 - ▶ Concurrent validity
 - ▶ Predictive validity

Selection Tools as Predictors of Success

- ▶ Letters of recommendation
- ▶ Application forms
- ▶ Ability tests
 - ▶ Cognitive ability test
 - ▶ Physical ability test
- ▶ Personality tests
 - ▶ Extroversion
 - ▶ Agreeableness
 - ▶ Conscientiousness
 - ▶ Emotional stability
 - ▶ Openness to experience
- ▶ Honesty tests
- ▶ Interviews
- ▶ Assessment centers
- ▶ Drug tests
- ▶ Reference checks
- ▶ Background checks
- ▶ Social media screening
- ▶ Combining predictors
- ▶ Selection and person/organization fit

Examples of Structured Interview Questions

Type	Example
Situational	You are packing things into your car and getting ready for your family vacation when you realize that you promised to meet a client this morning. You did not pencil the meeting into your calendar and it slipped your mind until just now. What do you do?
Job knowledge	What is the correct procedure for determining the appropriate oven temperature when running a new batch of steel?
Worker requirements	Some periods are extremely busy in our business. What are your feelings about working overtime?

Interviews

- ▶ Don't ask applicants if they have children
- ▶ Don't ask applicant's age
- ▶ Don't ask applicants whether they have a physical or mental disability
- ▶ Don't ask for height or weight on an application
- ▶ Don't ask a female candidate for her maiden name
- ▶ Don't ask about citizenship
- ▶ Don't ask applicants about their arrest records
- ▶ Don't ask applicants if they smoke
- ▶ Don't ask applicants if they are HIV-positive or have AIDS

Unusual Job Interview Behaviors (1 of 3)

The impression you make through your behavior at a job interview is critical to your being favorably considered for the job. No matter how stellar your résumé, inappropriate behavior during the interview can ruin your chances for a job offer. The following are some real situations that indicate how unusual (even bizarre) the behavior of some job seekers can be.

- ▶ The applicant wore headphones and said she could listen to me and the music at the same time.
- ▶ A balding candidate abruptly excused himself and returned to the office a few minutes later wearing a hairpiece.
- ▶ The applicant asked to see the interviewer's résumé to determine if the interviewer was qualified to judge his capabilities for the job.
- ▶ The interviewee announced she hadn't had lunch and proceeded to eat a hamburger and french fries in the interviewer's office—wiping the ketchup on her sleeve.

Unusual Job Interview Behaviors (2 of 3)

- ▶ When I asked the candidate about his hobbies, he stood up and started tap dancing around my office.
- ▶ After arriving for a morning interview, the candidate asked to use the employer's phone. She called her current employer, faked a coughing fit, and called in sick to her boss.
- ▶ In response to the interviewer's offer to answer questions, a job seeker replied, "What happens if I wake up in the morning and don't feel like going to work?"
- ▶ The applicant brought his mother to the interview.
- ▶ The applicant swore throughout the interview.

Unusual Job Interview Behaviors (3 of 3)

- ▶ A candidate interrupted a discussion of work hours and the office environment to say that he would take the job only if he could move his desk to the courtyard outside.
- ▶ Asked what he would like to do in his next position, a candidate replied, “I’ll tell you what I don’t want to be doing—sitting in boring meetings, doing grunt work, and having to be nice to people all day long.”
- ▶ Question: “Why do you want this job?” Answer: “I’ve got a big house, a big car, and a big credit card balance. Pay me and I’ll be happy.”