



LGO 2222 Human Resources Management in Local Government

Chapter : 1 – 15

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Assistant Professor Dr. Marndarath Suksanga

Introduction of human resource management

Chapter 1.

The HRM model

What makes a model of a management system?

- Definitions
- Assumptions
- Elements
- Connections between the elements
- Aims

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Definition of HRM

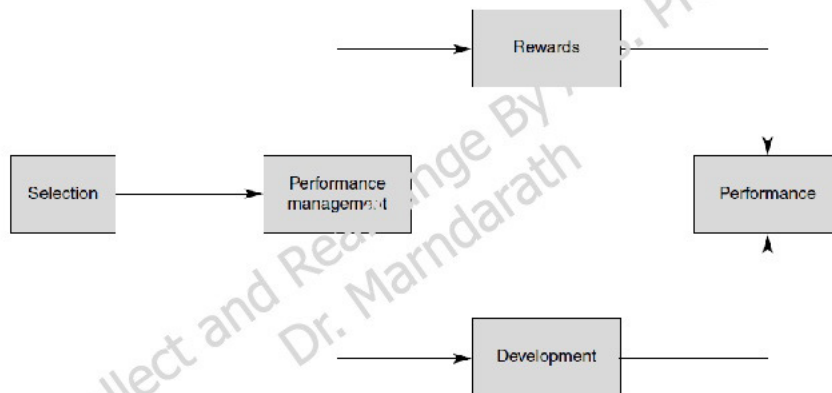
- Strategic and coherent **approach** to the management of an organization's **most valued asset** – the people working there who individually *and* collectively contribute to the achievement of its objectives.

Historical models of HRM

- **The Michigan School Model:**
 - Congruency with organizational strategy (matching model)
- **The Harvard School Model (Harvard framework)**
 - Integrated parts towards a strategic vision and with a central philosophy

The Michigan School Model

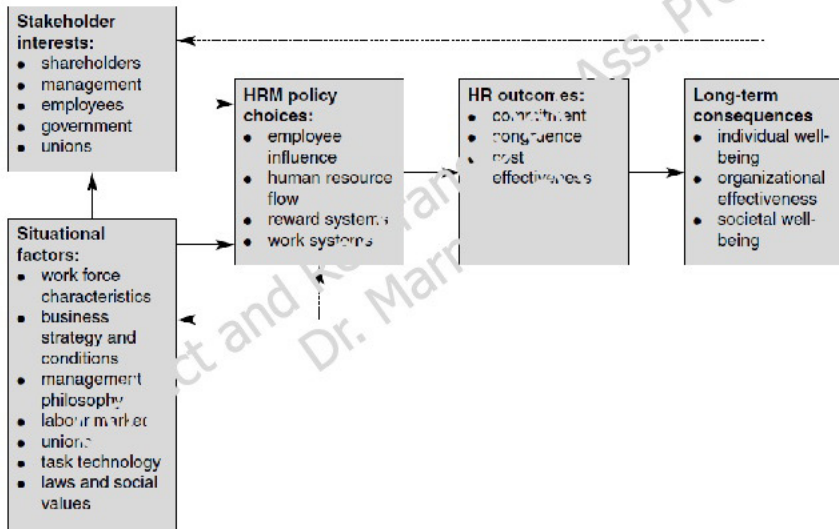
The human resource cycle



Elements of human resource cycle

- 1. Selection:** matching available human resources to jobs
- 2. Appraisal:** performance management
- 3. Rewards:** focus on organizational performance (most under-utilized and mishandled tool)
 - short-term and long-term
- 4. Development** – developing high quality employees

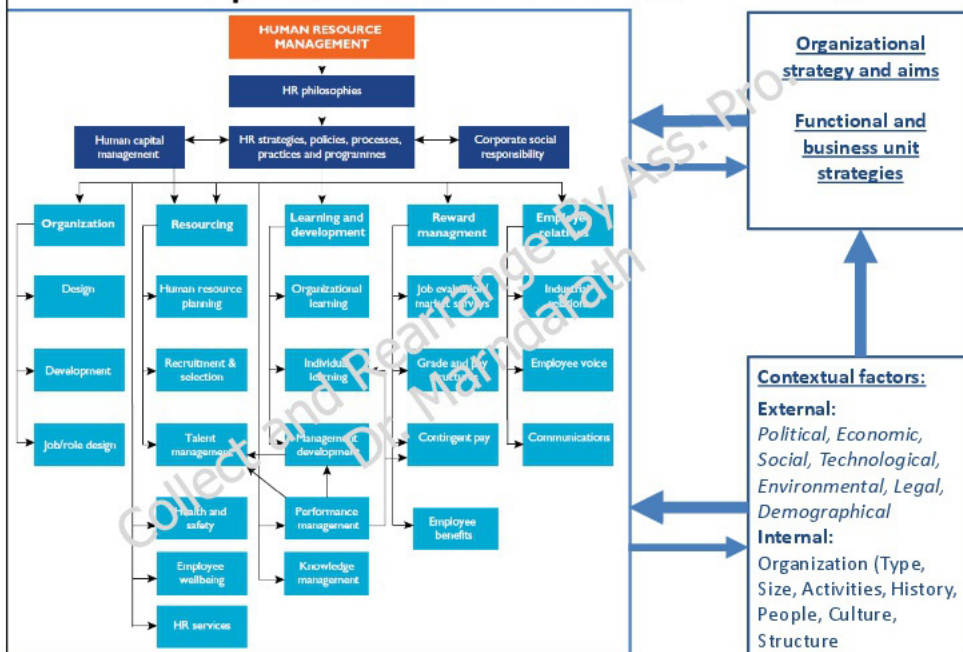
The Harvard Framework



Characteristics of HRM in the Harvard framework

- 1) line managers accept more responsibility for ensuring the alignment of competitive strategy and personnel policy
- 2) personnel has the mission of setting policies that govern how personnel activities are developed and implemented in ways that make them more mutually reinforcing

An up-to-date model (by Armstrong)



Aims of HRM 1.

The objectives of HRM

- To ensure that the organization is able to achieve success through people.
- To increase organizational effectiveness and capability.
- To be concerned with the rights and needs of people in organizations through the exercise of social responsibility.

The policy goals of HRM

- strategic integration;
- high commitment;
- high quality;
- flexibility.

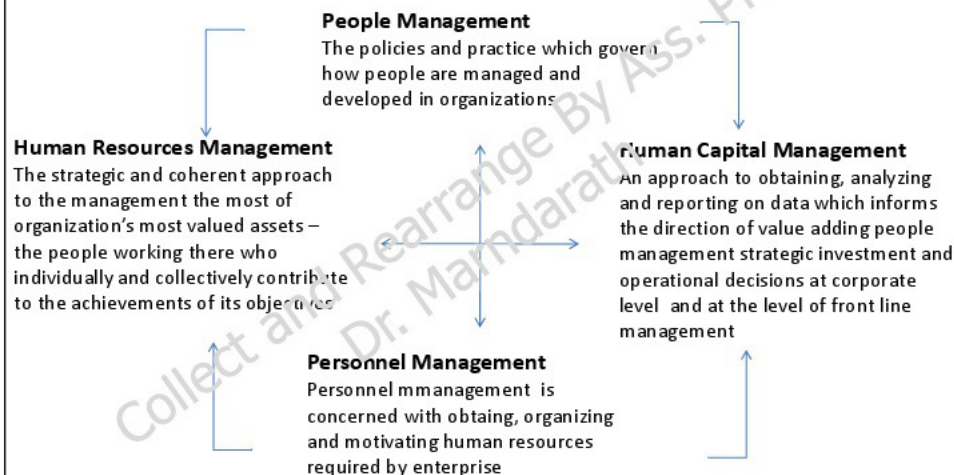
Aims of HRM 2.

1. **Organizational effectiveness** (HRM makes a significant impact on firm performance)
2. **Human capital management** (HC is the prime asset – the aim is to develop the inherent capacities of people)
3. **Knowledge management** (support the development of firm-specific knowledge)
4. **Reward management** (enhance motivation, job engagement)
5. **Employee relations** (harmonious relationship between partners)
6. **Meeting diverse needs** (stakeholders, workforce)
7. **Bridging the gap between rhetoric and reality** (HRM is to bridge the gap – and to ensure that aspirations are translated to effective action)

Human resource management system (the 5P model)

1. HR philosophies (values and guiding principles adopted in managing people)
2. HR programmes & strategies (defining the direction) & (which enable strategies, policies, practices to be implemented)
3. HR policies (how values, principles should be applied)
4. HR processes (formal procedures and methods → put HR plans into effect)
5. HR practices (informal approaches used)

HRM concepts



HRM and Personnel Management differences

HRM:

- places more emphasis on strategic fit and integration,
- is based on a management and business oriented philosophy,
- places more emphasis on mutuality,
- is more holistic,
- specialists are more like business partners than administrators,
- treats people as assets and not only costs.

Hard and Soft HRM

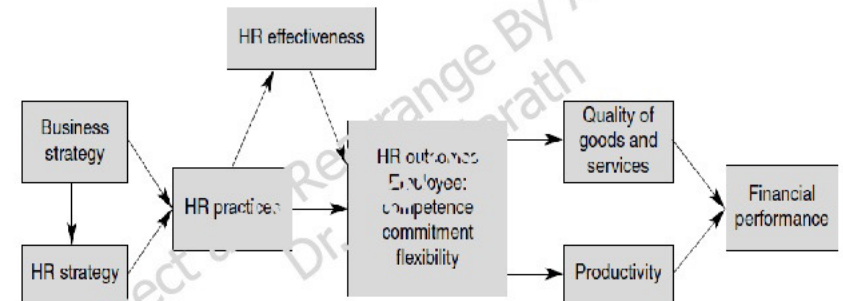
Hard (instrumental) HRM approach:

- employees are viewed as a passive factor of production, an expense
- employees can be easily replaced and seen as disposable.
- Strategic, quantitative aspects of managing HRM as an economic factor

Soft (humanistic) HRM approach:

- stresses active employee participation
- gains employee commitment, adaptability and contribution of their competences to achievement of organizational goals
- employees are valued as assets
- emphasizing communication, motivation and leadership

The link between HRM and firm performance



Questions

- Define HRM
- What elements does a general HRM model have?
- What are the core HRM functions?
- What are the main differences between Personnel management and HRM?
- What are the main differences between hard and soft concepts of HRM?
- Give a brief description of the two historical HRM concepts we

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Strategic HRM

CHAPTER 2.

Strategic Human Resource Management

Involves the development of a consistent, aligned collection of practices, programs, and policies to facilitate the achievement of the organization's strategic objectives.

Requires abandoning the mindset and practices of "personnel management" and focusing on strategic issues than operational issues.

Integration of all HR programs within a larger framework, facilitating the organization's mission and its objectives.

EXHIBIT 4-1: POSSIBLE ROLES ASSUMED BY THE HR FUNCTION



Traditional HR versus Strategic HR

EXHIBIT 4-2: TRADITIONAL HR VERSUS STRATEGIC HR

	Traditional HR	Strategic HR
Responsibility for HR	Staff specialists	Line managers
Focus	Employee relations	Partnerships with internal and external customers
Role of HR	Transactional, change follower and responder	Transformational, change leader, and initiator
Initiatives	Slow, reactive, fragmented	Fast, proactive, integrated
Time horizon	Short-term	Short, medium, long (as necessary)
Control	Bureaucratic—rules, policies, procedures	Organic—flexible, whatever is necessary to succeed
Job design	Tight division of labor, independence, specialization	Broad, flexible, cross-training, teams
Key investments	Capital, products	People, knowledge
Accountability	Cost center	Investment center

Barriers to Strategic HR

EXHIBIT 4-3: BARRIERS TO STRATEGIC HR

- Short-term mentality/focus on current performance
- Inability of HR to think strategically
- Lack of appreciation of what HR can contribute
- Failure to understand general manager's role as an HR manager
- Difficulty in quantifying many HR outcomes
- Perception of human assets as higher risk investments
- Incentives for change that might arise

EXHIBIT 4-4: OUTCOMES OF STRATEGIC HR

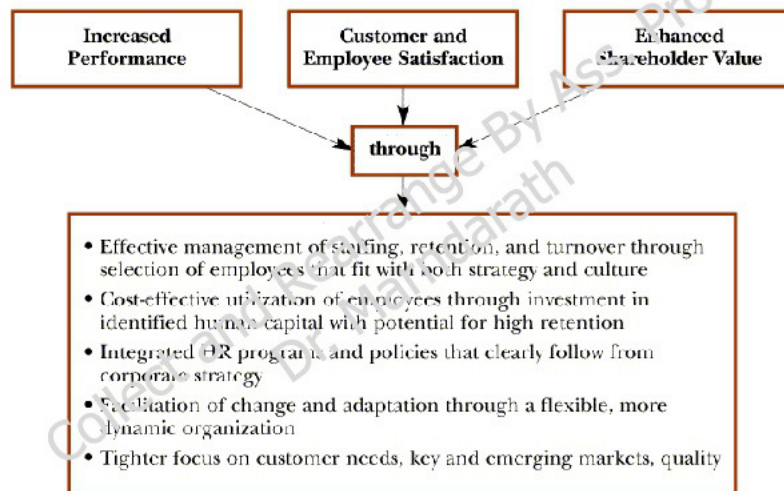
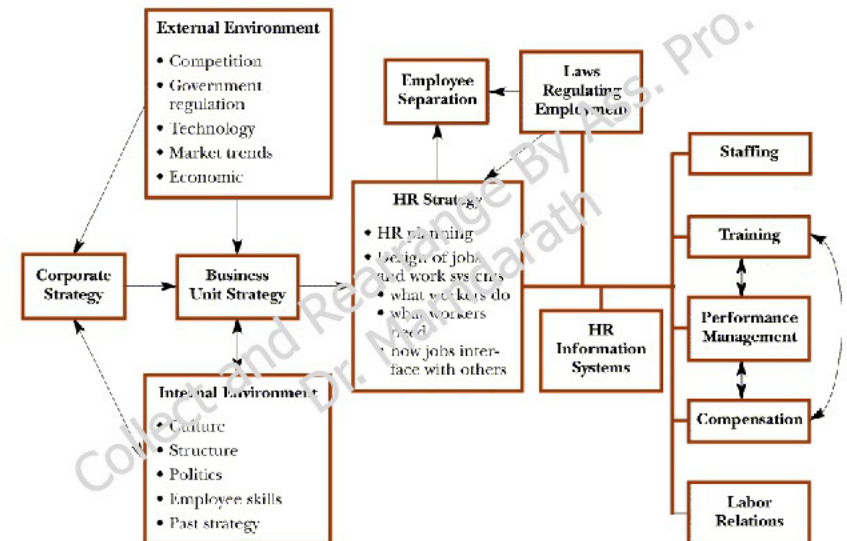


EXHIBIT 4-5: A MODEL OF STRATEGIC HUMAN RESOURCE MANAGEMENT



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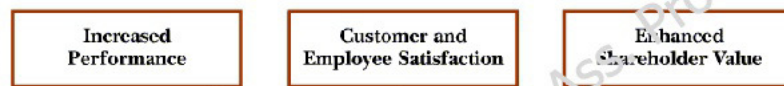
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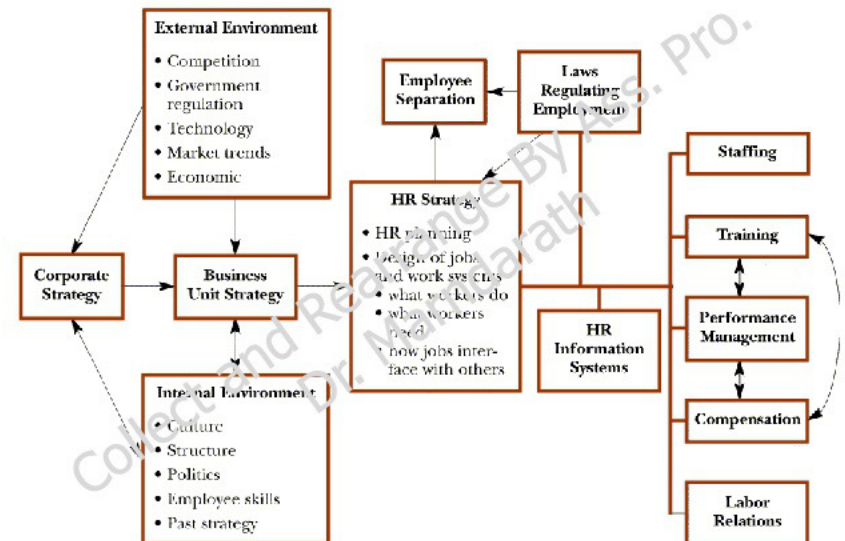
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EXHIBIT 4-4: OUTCOMES OF STRATEGIC HR



- Effective management of staffing, retention, and turnover through selection of employees that fit with both strategy and culture
- Cost-effective utilization of employees through investment in identified human capital with potential for high retention
- Integrated HR programs and policies that clearly follow from corporate strategy
- Facilitation of change and adaptation through a flexible, more dynamic organization
- Tighter focus on customer needs, key and emerging markets, quality

EXHIBIT 4-5: A MODEL OF STRATEGIC HUMAN RESOURCE MANAGEMENT



Reading 4.1: HR and Organizational Excellence

HR can help deliver organizational excellence by:

- Becoming a partner with senior and line managers in strategy execution.
- Becoming expert in the way work is organized, delivering administrative efficiency to ensure that costs are reduced while quality is maintained.
- Becoming a champion for employees, representing their concerns to senior management and working to increase employee contributions.
- Becoming an agent of continuous transformation by shaping processes and organizational culture.

Reading 4.1: Five Critical Business Challenges

Globalization

Profitability through Growth

Technology

Intellectual Capital

Change, Change, and More Change

Reading 4.1: HR as Strategy Execution Partner

HR is responsible for defining an organizational structure as the model for the company's way of doing business.

HR must be accountable for conducting an organizational audit.

HR is to identify methods to renovate part of the organizational architecture.

HR must take stock of its own work and set clear priorities.

Reading 4.1: HR and Organizational Culture

HR can help bring about a cultural change by:

- Defining and clarifying the concept of cultural change.
- Articulating why cultural change is central to business success.
- Defining a process for assessing the current culture and the desired new culture, as well as measuring the gap between the two.
- Identifying alternative approaches to creating culture change.

Reading 4.3: Analyzing Dysfunctional Cultures

Which components of the culture are misaligned?

What priorities should be assigned each of the gaps between what the culture is and what people feel that it should be?

What resources are needed and how should they be used to change the culture?

How should the change effort be managed and who does what?

What role should HR strategy play in signaling, making and reinforcing the necessary changes?

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Delivering HRM systems and roles

Chapter 3.

Information Systems

- **Information** meaningful **data** (facts)
- Societies mainly depend on the information
- Information support to achieve desired objectives
 - Planning, organizing, decision making, ...
- **IS** process (handle) the data to be useful information
 - Through H/W, S/W, telecommunication, DB
- IS computer systems related to process data and provide required information
- ATMs, airline reservation systems, course reservation systems



Any Computer-based IS

Consists of...

- Hardware
- Software
- Databases
- Telecommunication
- Procedures
- People

HRMS

- System, application, software, process
- Merges **HRM** (including its basic HR activities and processes) with the **IT** field
- Allow enterprises to automate and standardizing HR department processes :
 - Reducing the workload
 - Increasing the efficiency of the department
- Through HRMS, IT support HRM
- Facilitating HR management process.

HRM

- HRM : approach to the management of an organization's working people who contribute to the achievement of the objectives of the business.
- HRM employing people, developing their capacities, utilizing and maintaining their services in tune with the job and organizational requirement

IT

- IT: study, design, development, implementation, support or management of information systems".
- describes any technology that helps to produce, manipulate, store, communicate, and/or disseminate information

HRMS again

- an organized collection of people, procedures, software, databases, and devices IS that support to manage HR
- Why HRMS ?
facilitating each human resources function or process

- Challenge: to manage employees through utilizing the technology
- The staff needs to:
 - increase their productivity,
 - reduce cost,
 - produce better products/service,
 - provide customer satisfaction,
 - increase business competitiveness,
- Through utilizing technology.

HRMS in specific

- Application of computers to employee-related record keeping and reporting, and to management decision making
- Basic HRMS consist of:
 - Data on employee
 - Other data (org. , job classification)
 - S/W
 - H/W
 - Staff
 - Manual operation
 - Policies and procedures
 - Users

Developing Role of Human Resources

- Organization refer to the department that handled employee hiring firing and tracking as personnel
- Traditional personal administration become HRM
- Comparison

Growing Significance of the Computer in Human Resources

- Growth of technology and computers in addition to complexity of HR data and requirement

Defining Human Resources Systems

- Application of computers to employee-related record keeping and reporting, and to management decision making
- an organized collection of people, procedures, software, databases, and devices IS that support to manage HR
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Components of an HRMS

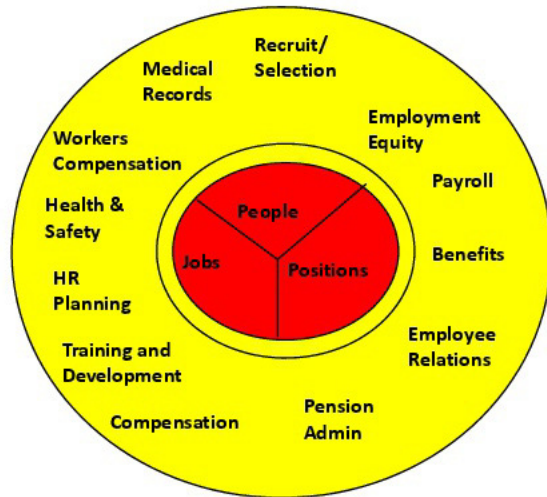
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- Figure 1-1

HRMS Record Keeping and Reporting

- Its most basic job
- The required information by HR professionals includes:
 - Personal employee information
 - Wages and salaries
 - Review dates
 - Benefits education and training
 - Attendance
 - Performance appraisal
- Users can view this info through reports such as:
figure

HRMS tracks people, jobs and positions



Characteristics of Successful HRMS

- Able to accommodate data initiated by employees (marital status, beneficiaries, address) or by employers (job, code, location, salary)
- Responsive to changes in regulations, organization policies, and business conditions
- Time-consuming to develop
- Expensive to implement
- Allow only authorized users access to sensitive data
- Expandable, so human resources can only add new applications later
- More transaction-driven than computational

HR as business partner

- To perform management activities, HRMS must include special tools that handle sophisticated analysis, not just transaction based processing
- HRMS requires s/w and h/w, staff training and attention to make sure each component performs well

HURMS Development Goals

1. To provide complete, timely, and accurate information for personnel administration and analysis.
2. To match its own capabilities with the needs, skills, and interests of human resources staff and other users.
3. To foster comfort and trust among its intended users.

Advantages of Automating Human Resources

- Increase Data Accuracy
- Increase Processing Speed
- Create More Useful, Sophisticated Results
- Increase Productivity

Increase Data Accuracy

- Computer don't make errors
- Validation rules e.g. 32 April , 1880
- Process data faster
- Computer answer exact data
- Users can making meaningful inquires

Increase Processing Speed

- Data entry
- update
- calculation
- arrange
- classify
- reporting

Create More Useful, Sophisticated Results

- Computer perform more complex statistical operations and modeling
- This because processing capabilities
- User obtain more detailed information about HR
- Information can be used to resolve conflicts and solve problems earlier, disputes
- Keep record for every data updating , security

Increase Productivity

- Helping HR department hire, support, develop, and retain the most qualified employees
- A trained HRMS user can perform more efficiently the search updating, analysis, and report creation

How an HRMS Enhances Productivity

- Increases Work Force Quality
 - 1 More appropriate hiring
 - 2 Better training and development
 - 3 Improved retention of desired employees
- Eases Regulatory compliance
 - 1 Equal employment opportunity(EEO)reports
 - 2 Consolidated Omnibus Budget Reconciliation Act (COBRA)
 - 3 Occupational Safety and Health Administration (OSHA) safety reports
- Controls Expense
 - 1 More thorough salary /benefits administration tracking and analysis
 - 2 More appropriate training and development
 - 3 Ad hoc reports to answer queries
 - 4 More user independence

Limits of Computer Systems for Human Resources

- Automation itself does not automatically make HR department successful
- Some HR processes are still handled by human resource staff manually
- Such as: counseling, interviewing, supervision and surveillance
- HRMS cannot substitute for policies that deal with applicants employees.

Why HRS often cannot do the job

- Unclear goals and objectives
- System solves the wrong problems
- Started too big, aimed too high
- Improper vendor /product selection
- Lack of flexibility and adaptability
- Misinterpretation of HRMS specification
- Poor communication between human resources and IS
- Underestimation of conversion effort
- Improper testing of the HRMS

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Steps in Computerizing Human Recourses

- System planning
- System design
- Vendor selection
- System implementation
- System maintenance and evaluation

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Knowledge management Chapter 4.

Knowledge Management
and
Learning Organizations

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“The basic economic resource is no longer capital, nor natural resources, nor labor. It is and will be knowledge.”

Peter Drucker

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Knowledge Management

What is knowledge management?

"Knowledge management is leveraging relevant intellectual assets to enhance organizational performance."

Stankosky, 2002

Knowledge Management

another useful definition

The systematic process of creating, maintaining and nurturing an organization to make the best use of knowledge to create business value and generate competitive advantage.

"Management" of Knowledge

- Knowledge management is an integrated systematic approach to identifying, managing and sharing all of an enterprise's information assets, including databases, documents, policies, and procedures, as well as previously unarticulated expertise and experience held by individual workers. Fundamentally it is about making the collective information and experience of an enterprise available to individual worker.

Knowledge Management

Some Definitions

- Policies, procedures and technologies employed for operating a continuously updated linked pair of networked databases. (Anthes)
- Bringing tacit knowledge to the surface, consolidating it in forms by which it is more widely accessible, and promoting its continuing creation. (Birket)
- Process of capturing, distributing and effectively using knowledge. (Davenport)
- Knowledge management is the process of capturing a company's collective expertise wherever it resides-in databases, on paper, or in people's head-and distributing it to wherever it can help produce the biggest payoff. Knowledge management is getting the right knowledge to the right person at the right time. (Info Week 10/20/97)

Redefining Business Innovation

The creative process through which additional economic value is extracted from the stock of knowledge (OECD, 2001)

Why Knowledge Management?

- Organizing existing corporate knowledge
- New ways to share tacit knowledge
- Support for research and knowledge generation
- New ways to share explicit knowledge
- Smart tools to aid decision making

Why Knowledge Management?

Knowledge is:

- ❖ The cutting edge of organizational success (Nonaka, 1991)
- ❖ The engine transforming global economies (Bell, 1973, 1978)
- ❖ Leading us toward a new type of work with new types of workers (Blackler, Reed and Whitaker, 1993)
- ❖ The element that will lead to the demise of private enterprise capitalism (Heilbroner, 1976)
- ❖ The sum total of value-added in an enterprise (Peters, 1993)
- ❖ The "mobile and heterogeneous [resource that will end the] hegemony of financial capital [and allow employees to] seize power" (Sveiby & Lloyd, 1987)

Knowledge results in:

- ❖ The "learning organization" (Mayo & Lank, 1995)
- ❖ The "brain-based organization" (Harari, 1994)
- ❖ Intellectual capital" (Stewart, 1994)
- ❖ "Learning partnerships" (Lorange, 1995)
- ❖ Obsolete capitalists economies and radically different societies (Drucker, 1993)

Conclusion

Knowledge is fast becoming a primary factor of production (e.g., Handy, 1989, 1994; Peter, 1993; Drucker, 1992)

Source: Theeius International Management Institute, February 2000

Use of Knowledge

- Knowledge Identification: *Where is the knowledge? Who has it? What type of knowledge is it?*
- Knowledge Elicitation: *How can we acquire it? What tools can we use?*
- Knowledge Dissemination: *In order for it to be disseminated, it must be represented so that it can be stored and processed.*
- Knowledge Utilization: *We must be able to evaluate the benefits of its use.*

Forms of Knowledge

- Concepts, methodologies
- Facts, beliefs, truths & laws
- Know what, Know how, Know why
- Judgments & expectations, insights
- Relationships, leverage points
- Intuition & feelings
- Meaning and sense making

Data and Information

- **Data** are facts, numbers or individual entities without context or purpose.
- **Information** is data that has been organized into a meaningful context (to aid decision making).

Explicit and Tacit Knowledge

- Explicit knowledge – what is recorded; easily identified, articulated, shared and employed
- Tacit knowledge – personal; wisdom and experience; context-specific; more difficult to extract and codify

Tacit Knowledge

- Idea associated with Michael Polanyi
 - Hungarian scientist turned philosopher
- Several influential ideas about knowledge
 - See knowledge is social, public, often personal. Bound up with contexts, experience
- Says that important knowledge is often **tacit** rather than **explicit**
 - Bound up with processes, actions, situations
 - Not articulated in conscious, verbal form
 - Can do something, but can't explain how
- Challenge: how to capture this?

Sharing Tacit Knowledge

- One line of thinking:
 - Tacit knowledge is transmitted in hall way chats, experience working on projects, etc.
- So, can be captured by channeling discussions into “collaborate workplace” online
 - Instead of verbal or email
 - Make on-line community groups
 - Threaded discussions
 - Searchable archives
 - Places to post documents and hints
 - Lessons from successes and failures

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The Ethical Dimension of HRM Chapter 5.

Ethics in the workplace is increasingly important.

Employees are looking for workplaces that:

- Address sexual harassment proactively
- Address Diversity, Equity and Inclusion
- Have harmonious work environments

Employees turn to Human Resources to assure an ethical workplace

- Making an ethical decision requires three things:
 - **Commitment:** the desire to do the right thing even if it isn't easy
 - **Consciousness:** the awareness to act consistently and apply moral convictions to daily behavior
 - **Competency:** the ability to collect and evaluate information, develop alternatives, and foresee potential consequences and risks.

Josephson Institute of Ethics, UC San Diego

Ethics for the HR Professional

- Commitment: Policies that require ethical behavior – a code of conduct, sexual harassment policies, EEO policies
- Consciousness: Treating all employees fairly and equitably, following policies, and holding employees to a high ethical standard
- Competency: Hearing complaints, investigating, coming to reasoned decisions and implementing fair consequences
- Community: Employees are all in this together.

Issue #1: Illegal Behavior

- Under Arizona law, an employee (even an at will employee) states a claim for wrongful termination if the employee is terminated for:
- Refusing to violate state law or constitution or
- Disclosing information or a reasonable belief
 - That the employer has violated, is violating or will violate State law or the Constitution of Arizona
 - To a representative of the employer who the employee reasonably believes has the authority to investigate and take action
 - Or to a public body or state agency

ARS 23-1501(A)(3)(c)(i) and (iii)

“Whistleblowing”

- This provision of the Arizona Employment Protection Act addresses what people commonly refer to as whistleblowing. (There is also a federal law.)
- The HR professional is protected by this law, but is also usually a “representative of the employer” who an employee would expect to be able to investigate and address such a report.

Issue #2: Privacy & Confidentiality

- HR professionals deal with a lot of information that is confidential – from social security numbers to medical records.
 - Policies and practices should be clear to avoid ethical and legal problems.
 - Ethical obligations vs. legal rights
- But sometimes obligations are not that clear
 - “Can I tell you something in confidence?”
 - How do you answer?

Issue #2: Privacy & Confidentiality

- What if the employee asks you to keep it confidential after they tell you?
- How do you conduct an investigation without putting the reporting party or victim in danger of retaliation?
 - Can you investigate without revealing your sources?
- Make boundaries clear in policy and practice

Issue #3: Conflicts of Interest and Favoritism

- Conflicts of interest arise when a person has a personal interest in a professional decision.
 - Conflicts can be financial or personal.
- Favoritism is not illegal (unless it's discriminatory) but it creates a negative environment; it's unethical and unprofessional
 - Picking a vendor who is a friend, or who provides gifts, or treating one employee better than another

Issue #3: Conflicts of Interest and Favoritism

- Favoritism can lead to legal issues and a negative environment.
 - Claims of discrimination, lack of trust, lack of motivation, lack of cooperation.
- Policies should address these issues and be followed; Treat everyone fairly, which may not mean treating everyone the same.
 - Confidentiality issues
 - A reputation for fairness

Issue #4: Beyond Discrimination

- Ethics in the workplace goes beyond what is legal and involves what is right.
- Diversity and Inclusion: Ebay's Chief Diversity Officer says that, "If diversity is being invited to the dance party, inclusion is being invited to dance."
- Inclusivity in policies, practices, events, attitudes.

Issue #4: Beyond Discrimination

- HR professionals set the standard for diversity and inclusion in their organization.
 - Develop a list of company values
 - Provide training so employees know their rights, know what not to do, and understand what is fair.
 - Support bystander intervention – it takes everyone to make a respectful workplace

Issue #4: Beyond Discrimination

- Understand implicit bias:
 - Stereotypical associations that are so subtle that the actor is unaware of when they are triggered or how they have affected his or her actions
- Research has shown that:
 - Implicit biases are pervasive
 - People are often unaware of their implicit biases
 - Implicit biases predict behavior
 - People differ in levels of implicit bias

Issue #4: Beyond Discrimination

- Avoid defensiveness. Biases come from everything in our culture and personal histories. We can't help having them but we can learn to recognize them and work to overcome them.
- Implicit biases are more likely to shape decision-making in ambiguous situations where the decision-maker exercises discretion
 - Hiring selection
 - Work advancement
 - Termination
 - "Cultural fit"

Issue #4: Beyond Discrimination

- If everyone has implicit biases, why does this matter?
 - Can lead to discriminatory decisions
 - Acting on biases is not fair or right
 - Decisions not in the best interest of the company
- How can you address it in your workplace?
 - Think about your biases
 - Consider contradictory information
 - Learn about how implicit bias works
 - Assess your organization's culture– help build the culture you want

Brad Federman, *Blinded by Bias*, 24 No. 12 Ariz. Emp. L. Letter 5 (2018).

Issue #5: It's wrong, not illegal

- Several of the issues we have touched on involve conduct that is wrong but not illegal.
- In my practice, this is most often raised as an issue of harassment.
 - Sexual comments that fall short of "severe and pervasive"
 - Conduct that makes others uncomfortable
 - Harassment that is not based on a protected characteristic

Issue #5: It's wrong, not illegal

- Bad behavior leads to practical and legal problems:
 - Fear of reporting
 - A lack of trust
 - Continued behavior that becomes illegal
 - Complaints (internal and external) that have to be addressed

Issue #5: It's wrong, not illegal

- Good policies are your best tool in addressing bad behavior.
- Having the tough conversations avoids problems later.
- Find ways to be heard:
 - Reference policies and training
 - Evoke empathy
 - Make yourself clear

Issue #6: Bullying

- The Workplace Bullying Institute defines workplace bullying as, "the repeated, health-harming mistreatment of one or more persons (the targets) by one or more perpetrators."
- Bullying is abusive and can take place through threats, humiliation, intimidation, and interference with getting work done.

Issue #6: Bullying

- But is bullying illegal?
- Usually not. A boss or co-worker who bullies everyone is an equal opportunity harasser.
- Obviously, that doesn't make it okay.

Issue #6: Bullying

- How can an HR professional address bullying?
 - Can you address what is motivating the bully?
 - Set boundaries for all employees
 - Don't text or call outside work hours, e.g.
 - Document – including the impact of the conduct
 - Mediation
 - Discipline
 - Unethical can turn illegal: discrimination, assault, battery

Issue #6: Bullying

- The tough boss gives constructive criticism; the bullying boss gives destructive criticism.
- It all centers on the motive: Is the goal to intimidate or to inspire?

Issue #7: What if your Boss is the Bad Actor?

- Document – even if the boss does not want you to. This relates to documenting the boss's conduct and the conduct of others.
- Turn to your policies.
- Find allies where appropriate
- Do the right thing:
 - Go to the board
 - Report externally
 - File a charge of discrimination

Issue #8: Values Statements

- An ethics or value statement can set the tone for expectations and make the HR professional's job easier.
 - It provides a common ground for moving forward
 - It provides a standard by which to analyze behavior
 - It can help you hold people accountable

Issue #8: Values Statements

- When drafting a values statement, some questions to consider include:
 - What do we stand for?
 - What behaviors do we value above all else?
 - How will we conduct our activities to achieve our mission and vision?
 - How do we treat members of our own organization and our community?

<https://www.batonglobal.com/post/how-to-write-mission-vision-and-values-statements-with-examples>

Issue #8: Values Statements

- IKEA
 - Humbleness and willpower.
 - Leadership by example.
 - Daring to be different.
 - Togetherness and enthusiasm.
 - Cost-consciousness.
 - Constant desire for renewal.
 - Accept and delegate responsibility.

Issue #8: Values Statements

- Starbucks Coffee
 - Creating a culture of warmth and belonging, where everyone is welcome.
 - Acting with courage, challenging the status quo and finding new ways to grow our company and each other.
 - Being present, connecting with transparency, dignity and respect.
 - Delivering our very best in all we do, holding ourselves accountable for results.

A sample D&I Vision Statement

The New York Times Company is committed to diversity in its most inclusive sense, so it's not simply an issue of race or ethnicity. We seek to attract, develop and retain people from a rich variety of experiences, ethnic backgrounds and cultures. In a rapidly changing world, our diverse workforce will strengthen our competitive position in the global marketplace and help us to achieve our company's core purpose, which is "to enhance society by creating, collecting and distributing high quality news, information and entertainment."

Issue #9: Codes of Conduct

- A code of conduct goes beyond prohibiting conduct that could lead to liability; it establishes expectations for the workplace community.
- An excellent code of conduct will be drafted – and regularly reviewed – by an inclusive group of employees.
- Risk-mitigating legalese vs. a values-driven approach.

Issue #9: Codes of Conduct

- Key Ideas:
 - Your mission and/or values statements should be reflected in the code of conduct
 - Your code of conduct should be consistent with and reinforce policies on anti-discrimination, retaliation, harassment, confidentiality
 - Use plain language and examples where necessary

Issue #9: Codes of Conduct

- Identify options for resolving concerns
- Include a process for reporting complaints:
 - Offer more than one option
 - Consider an anonymous option
- Explain what will occur when a report is made
- Make it clear that retaliation for reporting will not be tolerated

Issue #9: Codes of Conduct

- Enforce the Code of Conduct and take complaints seriously.
- Follow up with concerns that have been addressed – 3 months later or as appropriate.
- Review and revise the Code of Conduct every year.

Concluding Thoughts

You are the voice of ethics in the workplace.

- Protect your company from intolerant, unethical and illegal conduct by providing an alternative perspective.
- Practices and policies that are inclusive and respectful are the best choice for employees and the organization both because they avoid costly legal battles but also because they improve morale, performance, and loyalty.

Concluding Thoughts

- Policies and Training are your two top tools in creating an ethical workplace:
 - Code of Conduct
 - Confidentiality
 - Anti-nepotism/conflict of interest
 - Anti-bullying
 - Anti-retaliation
 - Training on policies, discrimination, bystander intervention, and implicit bias

Concluding Thoughts

Recognize unethical behavior: this is not okay.

Intervene: “Remember when we talked about respectful workplace conduct?”

Show empathy: “I saw what was happening – what can I do to help?”

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Organizational behavior

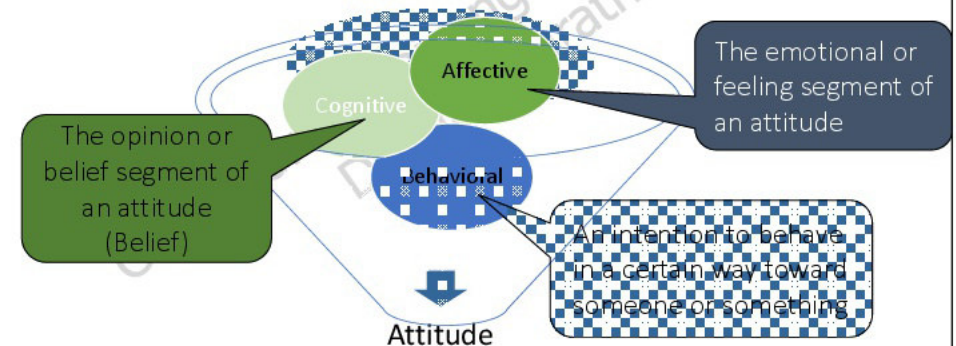
Chapter 6.

Attitude

- Attitudes are evaluative statements—either favorable or unfavorable—about objects, people, or events. They reflect how we feel about something.
- When I say “I like my job,” I am expressing my attitude about work.
- Attitudes are complex.

Three Components of an Attitude

Three components of an attitude:



Summarize the Relationship Between Attitudes and Behavior

- The attitudes people hold determine what they do. Attitude leads to behavior.
- When attitudes and behaviors don't line up, individuals will experience cognitive dissonance. i.e. Product usage
- Cognitive Dissonance is incompatibility an individual might perceive between behavior and attitudes. i.e. smoking
- No individual, of course, can completely avoid dissonance. i.e. cheating in exam

Compare and Contrast the Major Job Attitudes

- Job Satisfaction
 - A positive feeling about the job resulting from an evaluation of its characteristics
- Job Involvement
 - Degree of psychological identification with the job where perceived performance is important to self-worth
- Psychological Empowerment
 - Belief in the degree of influence over the job, competence, job meaningfulness, and autonomy

Compare and Contrast the Major Job Attitudes

- Organizational Commitment
 - Identifying with a particular organization and its goals, while wishing to maintain membership in the organization.

Compare and Contrast the Major Job Attitudes

- Perceived Organizational Support (POS)
 - Degree to which employees believe the organization values their contribution and cares about their well-being.
 - Higher when rewards are fair, employees are involved in decision making, and supervisors are seen as supportive.
 - High POS is related to higher OCBs and performance.

Compare and Contrast the Major Job Attitudes

- Employee Engagement
 - The degree of involvement with, satisfaction with, and enthusiasm for the job.
 - Engaged employees are passionate about their work and company.

Compare and Contrast the Major Job Attitudes

- Are These Job Attitudes Really Distinct?
 - No: these attitudes are highly related
 - Variables may be redundant (*measuring the same thing under a different name*)
 - While there is some distinction, there is also a lot of overlap
 - Overlap may cause confusion

Define Job Satisfaction and Show How It Can Be Measured

- Job satisfaction
 - A positive feeling about a job resulting from an evaluation of its characteristics
- Two approaches for measuring Job Satisfaction are popular:
 - The single global rating
 - The summation of job facets

Summarize the Main Causes of Job Satisfaction

- Pay influences job satisfaction only to a point.
 - After about \$40,000 per year (in the U.S.), there is no relationship between amount of pay and job satisfaction.
 - Money may bring happiness, but not necessarily job satisfaction.

Summary and Implications for Managers

- Satisfied and committed employees have lower rates of turnover, absenteeism, and withdrawal behaviors.
- Managers will also want to measure job attitudes effectively so they can tell how employees are reacting to their work.
- The most important thing managers can do to raise employee satisfaction is focus on the intrinsic parts of the job, such as making the work challenging and interesting.
- Although paying employees poorly will likely not attract high-quality employees to the organization or keep high performers, managers should realize that high pay alone is unlikely to create a satisfying work environment.

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Human Resource Planning in LGO.

Chapter 7.

Definition

1. HRP is the process of determining future employee needs and deciding steps or strategies to achieve those needs for the purpose of accomplishing organization goals and objectives.

H.H.D.N.P. Opatha

Significance of HRP

- To determine future employee needs
- To utilize HR more efficiency and effectively
- To control employee cost
- To develop high talent employees
- To formulate and implement strategic plans

To determine future employee needs

An organization wants to know future employee needs. What type of employees are needed? How many employees are needed for the next month or next year? To get answers for the two questions correctly it is essential to do HRP. Without doing HRP the organization will not be able to determine employee needs for future.

To utilize HR more efficiency and effectively

Careful analysis of all HRM activities shows that their effectiveness and efficiency, which results in increased productivity, depends on HRP

To control employee cost

Through HRP it is possible to know in advance employee surpluses or shortages which may occur in future. Hence it is possible for the organization to get prepared in advance in order to prevent from occurring surpluses or shortage of employees.

To develop high talent employees

Generally there is a scarcity of highly competent/ talented employees in the market. The lead time that is required to procure, train and develop such employees is long. Successful HRP provides an adequate lead time for the procurement, training and development of such employees.

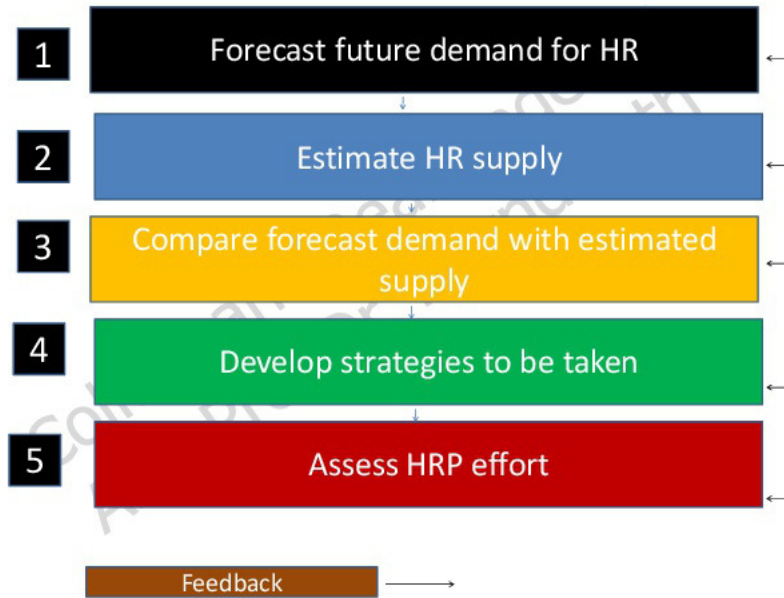
To formulate and implement strategic plans

Modern competitive organizations engage in strategic planning which results in strategy that is the organization's long term plan. In fact strategic plan involves long- term decisions to achieve the organization's vision, mission and strategic objectives. HRP provides information inputs for strategic planning efforts. It will show human resource strength and weaknesses which will be useful for developing the long term plan.

Reasons for some organization not engaged in HRP

- Lack of understanding about the purposes of HRP
- Non – availability of experts in HRM within the organization or inability of procuring such experts to the organization
- Attitude that doing HRP is unnecessary for organizations in a country like Sri Lanka as it has a high rate of unemployment
- Habit of doing staffing field according to human resource needs which arise on day to day basis
- Lack of financial resources

Process of HRP



1. Forecasting Demand for HR

Forecasting employee requirements for the organization comes under this step. Forecasting demand for human resources involves estimating the types and numbers of employees needed for future.

Factors affecting future demand for HR

- Demand for the product
- Goals and strategic plans of the organization
- Production methods
- Retirements
- Resignations
- Deaths
- Leave of absence
- Termination
- External factors

Forecasting Techniques

1. Informal Forecast

This is the easiest way of forecasting future demand for human resources. Under this technique, future demand for human resources is determined without a systematic base and it is done quickly and randomly. Generally this technique may be good only for small organizations but cannot be recommended as a good method for large organizations to apply.

2. Formal Expert survey

Systematically future demand for human resources is estimated by conducting a survey among experts. A better method is for planners to *survey* managers, who are experts about their department's future employments needs; and centralization of this information permits formal plans that identify the organization's future demands. Data collection can be done by using a questionnaire or conducting interviews

3. Delphi method

This is a special kind of expert survey. It is more sophisticated than the formal expert survey. The Delphi technique is to solicit estimates from a group of experts, usually managers and HR managers and HR department planner acts as an intermediary. Its purpose is to obtain the most reliable consensus of opinion of a group of experts; it consists of intensive questioning of each expert, through a series of questionnaires, to obtain data that can be used to make "educated" forecast; and the procedures are designed to avoid direct meetings between the experts in order to maximize independent thinking. Thus, the technique attempts to obtain independent judgments from a panel of experts.

Five steps in the Delphi technique

1. An issue, question, or problem is identified
2. A small group or panel of ten or fewer experts is identified
3. Independent judgments about the issue are obtained from each expert through a questionnaire or structured interview
4. An intermediary or facilitator collects, analyze and feeds back information from the first questionnaire or interview to each expert
5. Steps 3 and 4 are repeated until there is a consensus on the issue or problem

4. Unit Forecasting

Unit forecasting method is a broad approach to human resource forecasting and it uses a "bottom up" approach.

02. Estimate HR supply

➤ Internal Supply

Internal supply consists of current employees who can be promoted and transferred to meet forecast needs or fill job vacancies which are in the staffing table.

➤ External supply

External supply consist of people who are working for other organizations in industries and job seekers who are unemployed. They are the people who are in the employee market.

Steps in HR supply

1. Auditing current HR

This mean assessing education, experience and competencies of all the current employees in the organization. In this context HR audit is a systematic attempt to summarize each employee's education, experience and competencies.

The audit results in preparing two documents

1. Skill inventories

2. Management inventories

Skill inventories- The audits of non managers are called skill inventories

A skill inventory should contain the following information accurately:

- Identification information of the employee(name, address, sex, age, etc.)
- Identification information of the current job(job title, job location etc.)
- Education (academic and professional)
- Experiences including previous jobs held
- Seniority
- Special competencies
- Trainings
- Current and past job performance evaluations
- Promotability
- Weaknesses
- Preferences

Management inventories- audits of managers are called management inventories.

In addition to the above, a management inventory includes the following matters;

- Number of subordinates supervised
- Jobs and duties of the subordinates
- Total budget managed
- Management training received
- Management systems developed and implemented
- Creative works and innovations

02. Identifying and arranging possible replacements (succession planning)

By comparing HR audit information (skills and management inventories) with the job analysis information (job description and job specification), it requires identifying and deciding the most appropriate person from the current employees to fill the job vacancies. These replacements or tentative assignments can be recorded on replacements charts.

Replacements chart/ succession planning

A replacement chart is a visual representation of who will replace, whom in the event of a job opening

03. Compare forecast demand with estimated supply

The third step of the process of HRP is to compare forecast demand with estimated supply. Here calculating net employee requirements for the relevant period of planning should be done. It is possible to calculate net employee requirements by subtracting estimated/ projected supply (replacements) from forecast HR demand. It involves determining net employee requirements and identifying shortages and surpluses of HR

Calculation of Net employee Requirement

Job No.	Job title	Forecast Demand	Estimated Supply	Net Employee Requirement
O03	Assistant Operation Manager	01	00	-01
O07	Production Supervisor	02	02	00
F01	Finance Manger	01	01	00
F05	Management Trainee (Fin)	01	00	-01
M04	Sales Engineer	07	02	-05
H03	HR executive	02	01	-01
A05	Driver	01	03	+02
<hr/>				
	Total	Xxx	Xxx	Xxx

04. Develop strategies to be taken

Strategies in surplus conditions:

- Hiring freeze
- Attrition (Voluntary departures)
- Encouragement of leaves of absence
- Early retirement on voluntary basis
- Reduction of reward expenditure
- Lay off
- Formal outplacement facilities
- Termination

Strategies in shortage conditions

- Have current employees work overtime
- Sub contract work to other firms
- Provide opportunities for learners for a period of time
- Hire part- time employees
- Hire casual employees
- Hire temporary employees
- Hire permanent full-time employees
- Capital substitution

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Work, Organization and Job Design

Chapter 8.

Overview

- What is Job Design?
- Elements of Job Design
- Five Core Job Characteristics
- Approaches to Job Design
- Tools of Job Design
- Current Trends
- Summary

What is Job Design?

- The organization of activities to create the optimum level of performance.

Elements of Job Design

- Task Analysis
- Worker Analysis
- Environmental Analysis

Task Analysis

- Determines
 - What tasks will be done
 - How each task will be done
 - How the tasks fit together to form a job

Worker Analysis

- Determines
 - Capabilities the worker must possess
 - Responsibilities the worker will have

Environmental Analysis

- Used to analyze physical environment including:
 - Location
 - Lighting
 - Temperature
 - Noise
 - Ventilation

Five Core Job Characteristics

- Skill Variety
- Task Identity
- Task Significance
- Autonomy
- Job Feedback

Approaches to Job Design

- Scientific Management
- Behavioral Approach
 - Job Enlargement
 - Job Enrichment
 - Job Rotation
- Social Technical System

Scientific Management

- Advantages of specialization
 - Simplifies training
 - High Productivity
 - Low wage costs
- Disadvantages of specialization
 - Difficult to motivate quality
 - Worker dissatisfaction

Job Enlargement

- Advantages
 - Increase scope
- Disadvantages
 - No challenge

Job Enrichment

- Advantages
 - Lower Staff turnover
 - Less absenteeism

Job Rotation

- Advantages
 - Reduces Boredom
 - Broadens experiences
 - Gives broad understanding

Job Rotation continued

- Disadvantages
 - Increased training costs
 - Reduced productivity
 - Demotivates specialists

Social Technical System

- Job should be reasonably demanding
- Employee should be able to continue learning on the job
- Employees need recognition in work place
- Employees need to relate what they produce to their social life

Tools of Job Design

- Process Flowchart
- Motion Study
- Work measurement
 - Stopwatch time study
 - Standard elemental times
 - Work Sampling
 - Learning Curve

Process Flow Chart Exercise

- Divide into groups of 3 or 4
- Make a flow chart for the following process



Process Flow Chart Exercise

QuickCopy Store does copying jobs for walk-in customers. When a customer comes in with a copy job, a desk operator fills out a work order (name, number of copies, quality of paper, and so on) and places it in a box. An operator subsequently picks up the job, makes the copies, and returns the completed job to the cashier, where the job transaction is completed. (Russell and Taylor, Operations Management)

Current Trends in Job Design

- Flextime
- Compressed Workweek
- Job Sharing
- Telecommuting

Summary

- Job design can help your firm find the most efficient way to operate
- Job design can improve the quality of work life and satisfaction for your employees.
- This leads to a smoother running, more profitable business

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Learning and development

Chapter 9.

Objectives

- Discuss the forces influencing the workplace and learning and explain how training can help companies deal with these forces
- Draw a figure or diagram and explain how training, development, informal learning, and knowledge management contribute to business success
- Discuss various aspects of the training design process

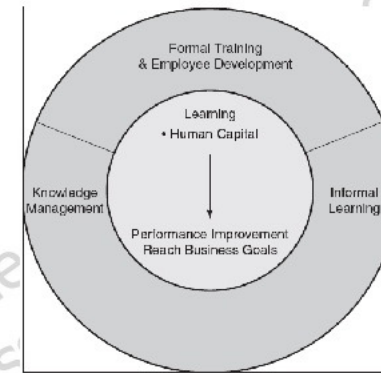
Objectives

- Describe the amount and types of training occurring in U.S. companies
- Discuss the key roles for training professionals
- Identify appropriate resources for learning about training research and practice

Importance of Training

- There are many challenges and opportunities in the workplace today
- Training equips individuals with necessary knowledge, skills, and abilities
- Training serves to attract employees to companies, engages, them, and promotes retention
- Training helps to create a competitive advantage

Key Components of Learning



Key Components of Learning

- Learning
 - Acquiring knowledge, skills, competencies, attitudes, or behaviors
- Human Capital
 - Knowledge
 - Advanced skills
 - System understanding and creativity
 - Motivation to deliver high-quality products and services

Key Components of Learning

- Training
 - Facilitates learning job-related competencies, knowledge, skills or behavior
- Development
 - Future focused—includes formal education, job experiences, relationships, and assessments
- Formal Training and Development
 - Developed and organized by the company

Key Components of Learning

- Informal learning
 - Learner initiated
 - Occurs without a trainer or instructor
 - Motivated by an intent to develop
 - Does not occur in a formal learning setting
 - Breadth, depth, and timing is controlled by the employee

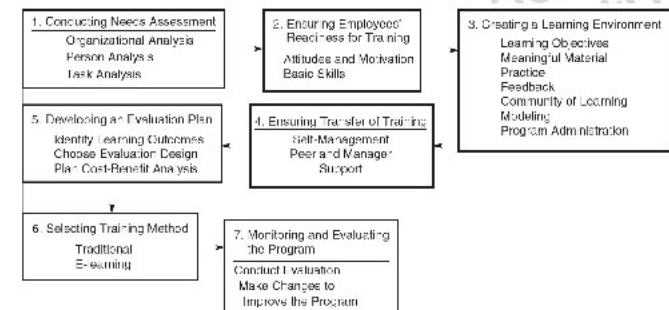
Key Components of Learning

- Explicit Knowledge
 - Well documented, easily articulated, and easily transferred from person-to-person
 - Primary focus of formal training
- Tacit Knowledge
 - Personal knowledge based on individual experiences that is difficult to codify
 - Facilitated by informal learning

Key Components of Learning

- Knowledge Management
 - Tools, processes, systems, structures, and cultures to improve the creation, sharing, and use of knowledge

Systematic Training Design



Forces Impacting Learning

- Economic cycles
- Globalization
- Value of intangible assets and human capital
- Focus on links to business strategy
- Changing demographics and diversity
- Generational differences
- Talent management
- Customer service and quality emphasis
- New technology
- High-performance models of work systems

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Development and Career Planning

Chapter 10.

Career Development

- **The importance of careers**
- **Career anchors**
- **Career planning**
- **Career stages**

The Importance of Careers

- **For organizations: Helps align staffing with strategy**
- **For employees: A source of identification and a factor in quality of life**

Career Anchors

- **Technical anchor**
- **Managerial anchor**
- **Security & stability anchor**
- **Autonomy anchor**
- **Entrepreneurial anchor**

Career Planning

- **Employee responsibility:**
 - **Self-assessment,**
 - **Identify and analyze career options;**
 - **Decide and develop career objectives and needs;**
 - **Communicate career preferences to your manager;**
 - **Map out a plan with your manager.**

Career Planning

- **Management responsibilities:**
 - **Encourage career planning process,**
 - **Assess realism of employee's plans,**
 - **Provide information to employee about career planning resources, and career development opportunities such as job openings, training programs, and rotation assignments.**

Changing Nature of Careers

- **The employment contract:**
 - **Employees as free agents**
 - **Career competencies**
 - **Self-management**
- **New career paths: More webbed than straight**
- **Early & delayed retirement**

Importance of Career Planning to Organizations

- **Effective utilization of human resources**
 - Align staffing requirements to strategy
 - Develop promotable employees
- **Affirmative action and EEO**
 - Assists in meeting goals
 - Assists in diversity management

Career Stages

- **Exploration stage**
- **Establishment stage**
- **Maintenance stage**
- **Late career stage**

Exploration Stage

- **Task Needs:**
 - Experiencing varied job tasks
 - Self assessment
 - Job choice
- **Social-emotional needs**
 - Occupational self-image
 - Settling down

Establishment Stage

- **Task needs**
 - Learn the ropes
 - Get challenging jobs
 - Increase competence
 - Be innovative
- **Emotional needs**
 - Deal with competition, failure, conflicts
 - Develop autonomy

Maintenance Stage

- **Task needs**
 - Technical updating
 - Coaching skills
 - Continue to rotate into new areas
 - Develop broad view of career
- **Social-emotional needs**
 - Express midlife feelings
 - Rethink work, family

Late Career Stage

- **Task needs**
 - Remain productive
 - Plan for retirement
 - Shift role from power to guidance
 - Identify successors
 - Develop outside interests
- **Social emotional needs**
 - Re-envision work
 - Develop outside identity

Backwards & Forwards

- **Summing up**
 - Career anchors
 - Changing nature of careers
 - Strategic importance of career planning
 - Stages or career progression
- **Looking ahead**
 - Strategies for employees to self-manage careers
 - Variations in career planning for men and women
 - Career planning and human resource planning

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Performance management Chapter 11.

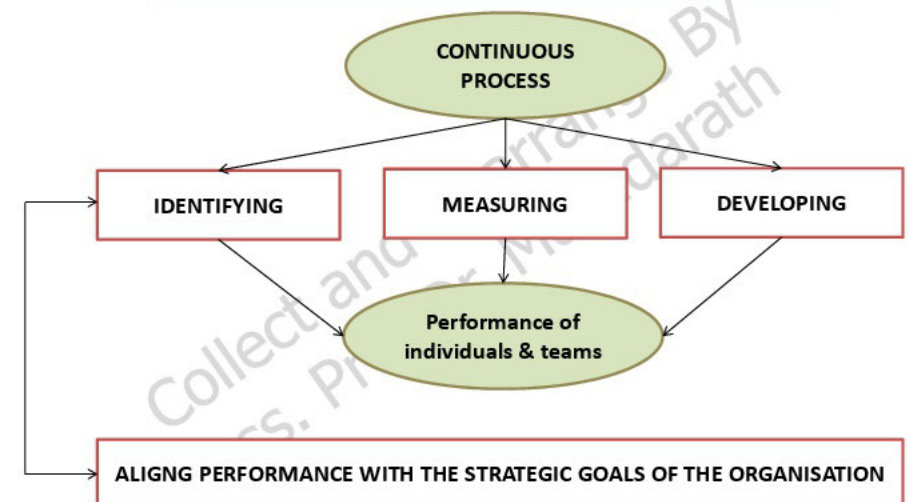
PM DEFINED

Continuous process of improving performance by setting individual and team goals which are aligned to the strategic goals of the organisation

It involves:

- Performance planning to achieve goals
- Reviewing and assessing progress
- Developing knowledge, skills and abilities

DEFINITION OF PERFORMANCE MANAGEMENT



Consider two main components of the definition:

■ Continuous process:

- It is ongoing, future-oriented, and participative system
- Never ending process of setting goals and objectives
- Observing performance constantly/regularly
- Giving and receive ongoing coaching & feedback
- Aimed at improving employee performance

■ Alignment with strategic goals:

- Ensure that employee activities & outputs are congruent with organizational goals/objectives
- To help organizational gain competitive advantage
- Create direct link between employee performance and organisational goals
- and makes employee contribution to organisation explicit.

DEFINITIONS

A means of **getting better results** from the organisation, teams and individuals by understanding and managing performance within an agreed framework of planned goals, standards and attribute/competence requirements.

It is a process for establishing **shared/common understanding** about what is to be achieved

An approach to **managing and developing** people in a way which increases the probability that it will be achieved in the short and longer term.

YOU HAVE TO ASK YOURSELF NOW ...

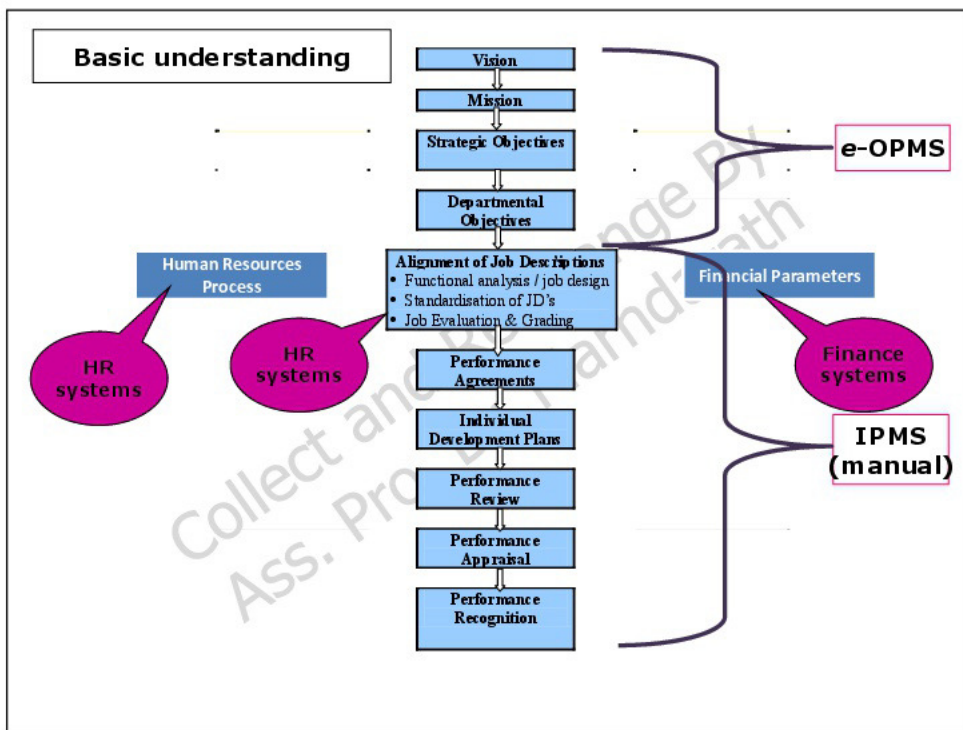
Am I really committed to better service delivery at work?

What is my contribution towards the achievement of strategic objectives?

SIMPLE PROPOSITION

*'When people **know** and **understand** what is expected of them, and have been able to **take part** in forming those expectations, they **can** and **will** perform to meet them'.*

*It seeks to change the **attitudes, values, and approaches** of management and employees according to new strategies, processes and plans to improve productivity and performance.*



OVERALL PRINCIPLES OF PM (Strebler et al 2001)

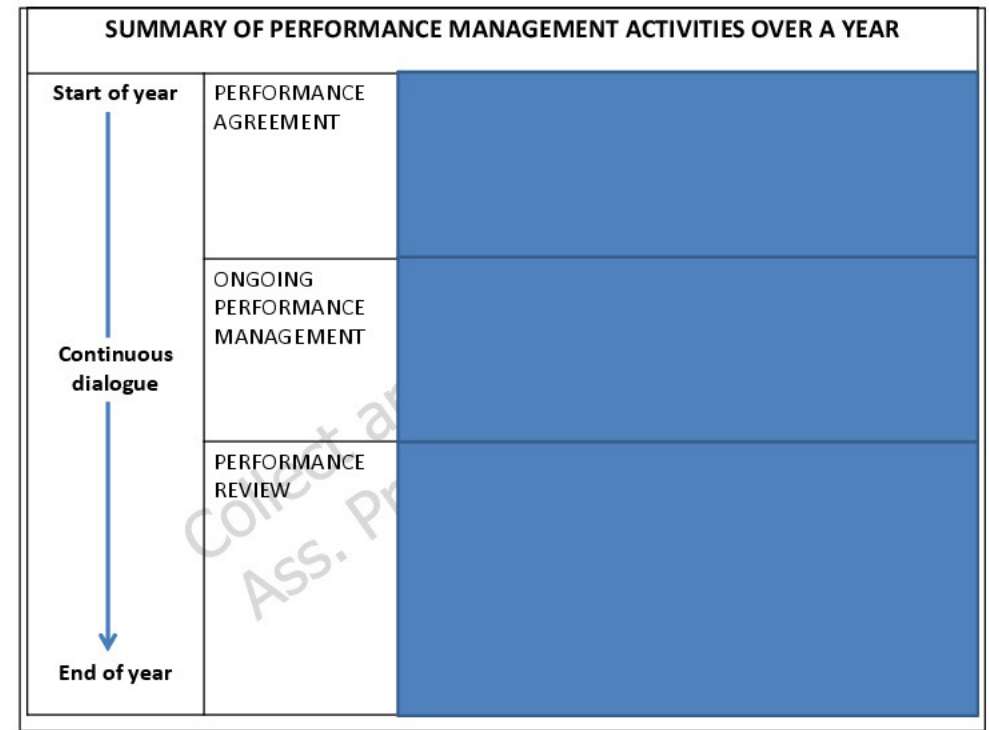
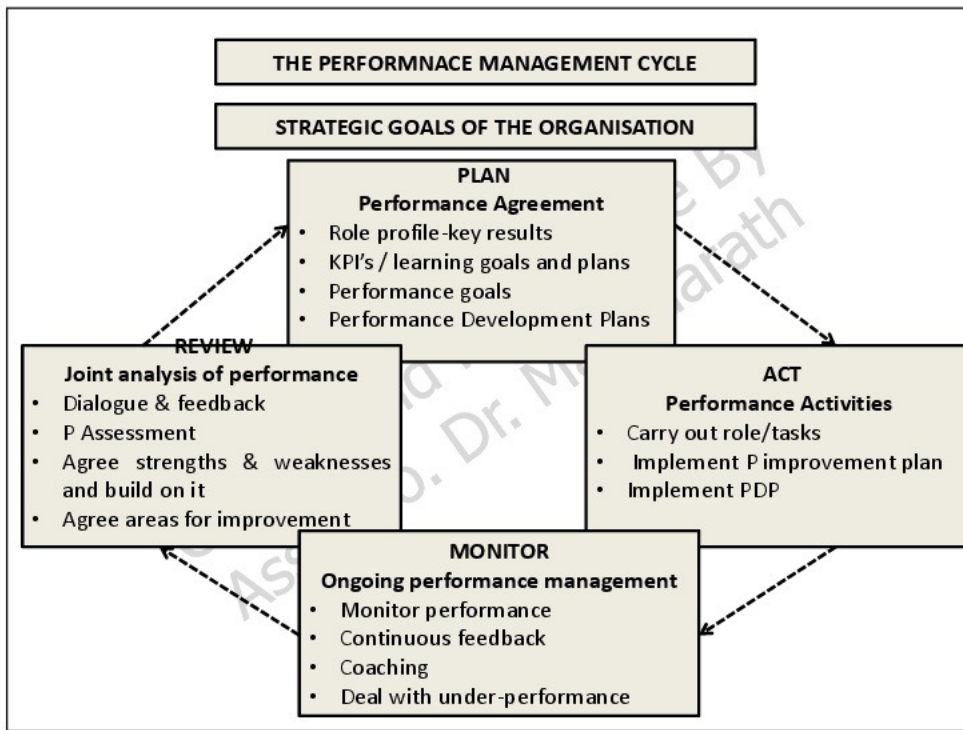
- Have clear aims and measurable success criteria
- Be designed and implemented with employee involvement
- Be simple to understand and operate
- Must be fundamental in achieving all management goals
- Allow employees to have clear understanding of their performance (contributions) and organisational goals
- Focus on role clarity and performance improvement
- Be closely linked to well resourced training and development infrastructure
- Directly linked to reward and build in equity and transparency safeguards
- Be regularly reviewed against its success criteria

VIEWS OF PRACTITIONERS ON PRINCIPLES OF PM (Armstrong & Baron (2004))

- PM is what managers do: a natural process to manage
- A Management tool which helps managers to manage
- Its about how we manage people
- Driven by corporate purpose and values
- To obtain solutions that work
- Only interested in things you can do something about and get a visible improvement
- Focus on changing behaviour rather than paperwork
- Based on acceptable principles but operates flexibly
- Focus on development not pay
- Success depends on what the organisation is and needs to be in its performance culture

ETHICAL PRINCIPLES (Winstanley & Stuart-Smith, 1996).

- Respect for the individual – treat people as “ends in themselves” and not merely as “means to other ends”
- Mutual respect – parties involved respect each other
- Procedural fairness – procedures operated fairly in accordance with principles
- Transparency - people affected given opportunity to scrutinize the basis upon which decisions were made



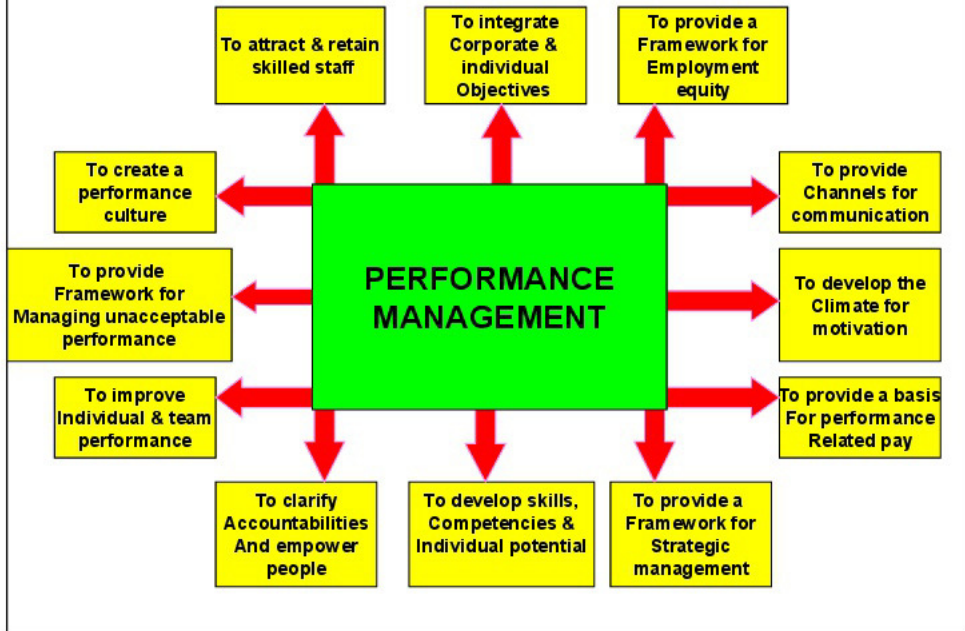
PERFORMANCE AGREEMENTS

- Outcome of decisions made jointly by the manager and individual during the planning part of performance management sequence
- Provides foundation for managing performance and guide improvement and development activities
- Used as a reference point when planning and reviewing performance and is a key of PMS
- Contains agreements on expectations in the form of results, competencies and actions required

ROLE PROFILES

- Role profile is the basis of agreement, and it defines the following:
- Overall purpose: what the role exist to achieve
- Key result areas – elements of role for which clear outputs and standards exist (KPA's)
- Knowledge and skills requirements: what role holder should know and be able to do
- Behavioural competencies requirements: types of behaviour required for successful performance

AIMS OF PERFORMANCE MANAGEMENT



THE OVERALL AIM OF PERFORMANCE MANAGEMENT:

- Is to establish a culture in which individuals and groups take responsibility for the continuous improvement of business processes and of their own skill and contributions

Thus:

- PMS will aim to instil a customer-service, performance-oriented, transparency and accountability culture within an organisation and align service processes, rules, regulations, and practices with the new culture.

KEY BENEFITS OF PMS

- PM focuses on results, rather than behaviours and activities
- Aligns organizational activities and processes to the goals of the organization
- Cultivates a system-wide, long-term view of the organization.
- Produce meaningful measurements

WHAT CAN THE PMS DO FOR THE ORGANISATION?

- Create **high performance culture** – high performance organisation
- Improve organisational **efficiency and effectiveness**
- Ensure **quality services** for greater customer satisfaction
- Create **customer service oriented culture**
- PMS **aligned with vision and mission** will provide a clear direction for organisation
- **Link individual activities** to organisational objectives
- Organisation will become a **learning organisation**
- Organisation will achieve its strategic objectives

WHAT CAN THE PMS DO FOR EMPLOYEES?

- Increase **motivation and commitment** of employees
- Enable individuals to **develop** their abilities
- Ensure sustained **growth** and individual development
- Positively **influence behaviour** to achieve organisational objectives
- Improve **individual and team** performance
- Deliver increasingly **efficient and effective** services
- Responsive to the **customers' needs** and ensure customer satisfaction
- Motivate employees to achieve their **full potential** in line with organisational strategic objectives
- It supports **knowledge, skills and competency** levels
- Employees will **understand their contribution** to the vision and mission of org
- Employees will **commit themselves** in their jobs
- Employees will **adapt to new challenges** within the organisation
- Provide basis for **rewarding** people
- Assists in **empowering people and to retain** high quality people
- Can lead to **performance related** salaries

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Assistant Professor Dr. Marndarath Suksanga

Evaluating and Rewarding Employees

Chapter 12.

Determining Pay Rates

- *Employee compensation*
 - All forms of pay or rewards going to employees and arising from their employment.
- *Direct financial payments*
 - Pay in the form of wages, salaries, incentives, commissions, and bonuses.
- *Indirect financial payments*
 - Pay in the form of financial benefits such as insurance.

Overview of Compensation Laws

- *Davis-Bacon Act (1931)*
 - A law that sets wage rates for laborers employed by contractors working for the federal government.
- *Walsh-Healey Public Contract Act (1936)*
 - A law that requires minimum wage and working conditions for employees working on any government contract amounting to more than \$10,000.

Overview of Compensation Laws (cont'd)

- *Title VII of the 1964 Civil Rights Act*
 - This act makes it unlawful for employers to discriminate against any individual with respect to hiring, compensation, terms, conditions, or privileges of employment because of race, color, religion, sex, or national origin.

Overview of Compensation Laws (cont'd)

- *Fair Labor Standards Act (1938)*
 - This act provides for minimum wages, maximum hours, overtime pay for nonexempt employees after 40 hours worked per week, and child labor protection. The law has been amended many times and covers most employees.
- *Equal Pay Act (1963)*
 - An amendment to the Fair Labor Standards Act designed to require equal pay for women doing the same work as men.

Who Is Exempt? Who Is Not Exempt?

Exempt Professionals

Attorneys
Physicians
Dentists
Pharmacists
Optometrists
Architects
Engineers
Teachers
Certified public accountants
Scientists
Computer systems analysts

Exempt Executives

Corporate officers
Department heads
Superintendents
General managers
Individual who is in sole charge of an "independent establishment" or branch

Exempt Administrators

Executive assistant to the president
Personnel directors
Credit managers
Purchasing agents

Nonexempt

Paralegals
Nonlicensed accountants
Accounting clerks
Newspaper writers
Working foreman/forewoman
Working supervisor
Lead worker
Management trainees
Secretaries
Clerical employees
Inspectors
Statisticians

Overview of Compensation Laws (cont'd)

- *Employee Retirement Income Security Act (ERISA)*
 - The law that provides government protection of pensions for all employees with company pension plans. It also regulates vesting rights (employees who leave before retirement may claim compensation from the pension plan).
- *The Age Discrimination in Employment Act*
 - Prohibits age discrimination against employees who are 40 years of age and older in all aspects of employment, including compensation.

Overview of Compensation Laws (cont'd)

- *The Americans with Disabilities Act*
 - Prohibits discrimination against qualified persons with disabilities in all aspects of employment, including compensation.
- *The Family and Medical Leave Act*
 - Entitles eligible employees, both men and women, to take up to 12 weeks of unpaid, job-protected leave for the birth of a child or for the care of a child, spouse, or parent.

Corporate Policies, Competitive Strategy, and Compensation

- *Aligned reward strategy*
 - The employer's basic task is to create a bundle of rewards—a total reward package—specifically aimed at eliciting the employee behaviors the firm needs to support and achieve its competitive strategy.
 - The HR or compensation manager will write the policies in conjunction with top management, in a manner such that the policies are consistent with the firm's strategic aims.

Developing an Aligned Reward Strategy

Questions to Ask:

1. What are our company's key success factors?
What must our company do to be successful in fulfilling its mission or achieving its desired competitive position?
2. What are the employee behaviors or actions necessary to successfully implement this competitive strategy?
3. What compensation programs should we use to reinforce those behaviors?
What should be the purpose of each program in reinforcing each desired behavior?
4. What measurable requirements should each compensation program meet to be deemed successful in fulfilling its purpose?
5. How well do our current compensation programs match these requirements?

Compensation Policy Issues

- *Pay for performance*
- *Pay for seniority*
- *The pay cycle*
- *Salary increases and promotions*
- *Overtime and shift pay*
- *Probationary pay*
- *Paid and unpaid leaves*
- *Paid holidays*
- *Salary compression*
- *Geographic costs of living differences*

Compensation Policy Issues (cont'd)

- *Salary compression*
 - A salary inequity problem, generally caused by inflation, resulting in longer-term employees in a position earning less than workers entering the firm today.

Equity and Its Impact on Pay Rates

- *The equity theory of motivation*
 - States that if a person perceives an inequity, the person will be motivated to reduce or eliminate the tension and perceived inequity.

Forms of Equity

- *External equity*
 - How a job's pay rate in one company compares to the job's pay rate in other companies.
- *Internal equity*
 - How fair the job's pay rate is, when compared to other jobs within the same company
- *Individual equity*
 - How fair an individual's pay is compared with what his or her co-workers are earning for the same or very similar jobs within the company.
- *Procedural equity*
 - The perceived fairness of the process and procedures to make decisions regarding the allocation of pay.

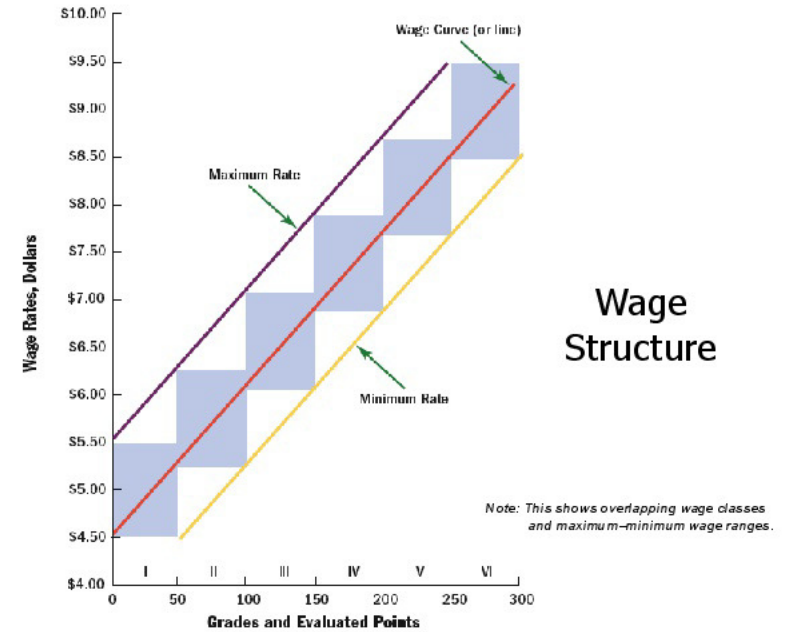
Methods to Address Equity Issues

- *Salary surveys*
 - To monitor and maintain external equity.
- *Job analysis and job evaluation*
 - To maintain internal equity,
- *Performance appraisal and incentive pay*
 - To maintain individual equity.
- *Communications, grievance mechanisms, and employees' participation*
 - To help ensure that employees view the pay process as transparent and fair.

Example of A Grade Level Definition

GRADE	NATURE OF ASSIGNMENT	LEVEL OF RESPONSIBILITY
GS-7	Performs specialized duties in a defined functional or program area involving a wide variety of problems or situations; develops information, identifies interrelationships, and takes actions consistent with objectives of the function or program served.	Work is assigned in terms of objectives, priorities, and deadlines; the employee works independently in resolving most conflicts; completed work is evaluated for conformance to policy; guidelines, such as regulations, precedent cases, and policy statements require considerable interpretation and adaptation.

This is a summary chart of the key grade level criteria for the GS-7 level of clerical and assistance work. Do not use this chart alone for classification purposes; additional grade level criteria are in the Web-based chart.



Compensation Administration Checklist

• Is your plan for salary administration in writing?	Yes No	<input type="checkbox"/> <input type="checkbox"/>
• Do you have stated goals for your plan, such as:		
—Control costs within applicable laws?	<input type="checkbox"/> <input type="checkbox"/>	
—Consistently rewarding performance?	<input type="checkbox"/> <input type="checkbox"/>	
—Attracting quality employees?	<input type="checkbox"/> <input type="checkbox"/>	
—Reducing turnover?	<input type="checkbox"/> <input type="checkbox"/>	
• Does your plan include the following topics?		
—Annual wage and cost control?	<input type="checkbox"/> <input type="checkbox"/>	
—Expectations for salary schedules?	<input type="checkbox"/> <input type="checkbox"/>	
—Exemptions of job classifications?	<input type="checkbox"/> <input type="checkbox"/>	
—Retirement, bonus, vacation pay?	<input type="checkbox"/> <input type="checkbox"/>	
—Additional benefits beyond health?	<input type="checkbox"/> <input type="checkbox"/>	
—Temporary positions, part-time positions?	<input type="checkbox"/> <input type="checkbox"/>	
• Is there a written analysis for each job in your company?	<input type="checkbox"/> <input type="checkbox"/>	
• Does each analysis include a listing of the following job requirements?	<input type="checkbox"/> <input type="checkbox"/>	
— Knowledge/skills/experience/personal characteristics?	<input type="checkbox"/> <input type="checkbox"/>	
• Do you periodically review and update each job description?	<input type="checkbox"/> <input type="checkbox"/>	
• Have you set salary ranges for each job category?	<input type="checkbox"/> <input type="checkbox"/>	
• Do you provide regular written performance evaluations for employees?	<input type="checkbox"/> <input type="checkbox"/>	
• Are the evaluations used to decide promotions and pay increases?	<input type="checkbox"/> <input type="checkbox"/>	
• Do you communicate your job evaluation plans to your employees through:	<input type="checkbox"/> <input type="checkbox"/>	
—Oral presentations?	<input type="checkbox"/> <input type="checkbox"/>	
—Written manuals/handbooks?	<input type="checkbox"/> <input type="checkbox"/>	
• Have you developed a written system of merit increases?	<input type="checkbox"/> <input type="checkbox"/>	
• Do you have stated goals for the system, such as:	<input type="checkbox"/> <input type="checkbox"/>	
—Increase productivity/quality?	<input type="checkbox"/> <input type="checkbox"/>	
—Reduce errors/costs?	<input type="checkbox"/> <input type="checkbox"/>	
• Do you respond to suggestions from employees about your compensation plans?	<input type="checkbox"/> <input type="checkbox"/>	

A good compensation administration program is comprehensive and flexible and ensures optimum performance from employees at all levels. The following checklist may be used to evaluate a company's program. The more questions answered "yes," the more thorough has been the planning for compensation administration.

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Motivation

Chapter 13.

Definition of Motivation

Motivation - the process of arousing and sustaining goal-directed behavior

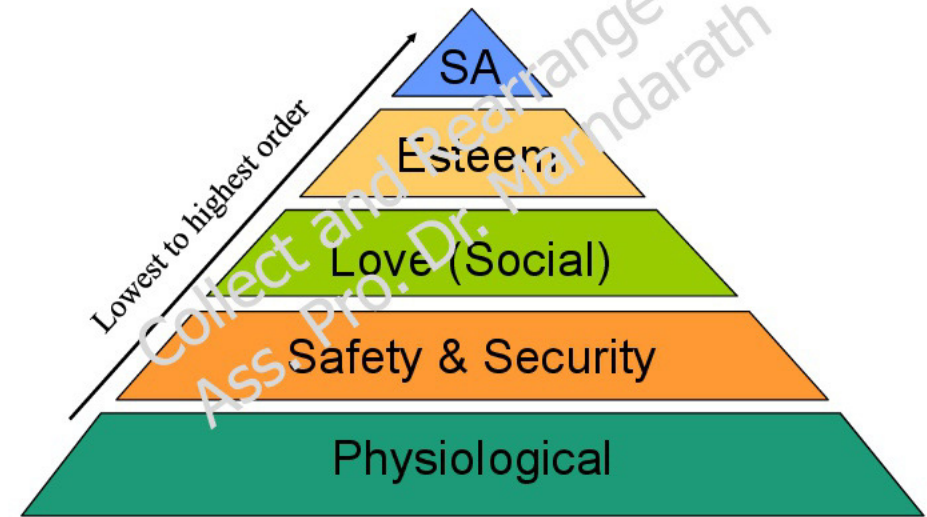
3 Groups of Motivational Theories

- Internal
 - Suggest that variables within the individual give rise to motivation and behavior
 - Example: Maslow's hierarchy of needs theory
- Process
 - Emphasize the nature of the interaction between the individual and the environment
 - Example: Expectancy theory
- External
 - Focus on environmental elements to explain behavior
 - Example: Two-factor theory

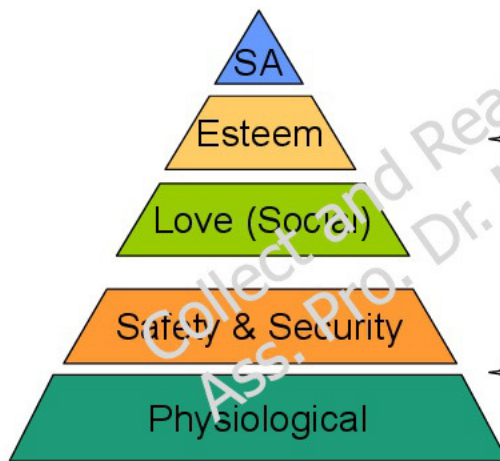
Early Philosophers of Motivational Theories

- Max Weber—work contributes to salvation; Protestant work ethic
- Sigmund Freud—delve into the unconscious mind to better understand a person's motives and needs
- Adam Smith—"enlightened" self-interest; that which is in the best interest and benefit to the individual and to other people
- Frederick Taylor—founder of scientific management; emphasized cooperation between management and labor to enlarge company profits

Maslow's Hierarchy of Needs



Motivational Theories X & Y



Theory Y - a set of assumptions of how to manage individuals motivated by higher order needs

Theory X - a set of assumptions of how to manage individuals motivated by lower order needs

McGregor's Assumptions About People Based on Theory X

- Naturally indolent
- Lack ambition, dislike responsibility, and prefer to be led
- Inherently self-centered and indifferent to organizational needs
- Naturally resistant to change
- Gullible, not bright, ready dupes

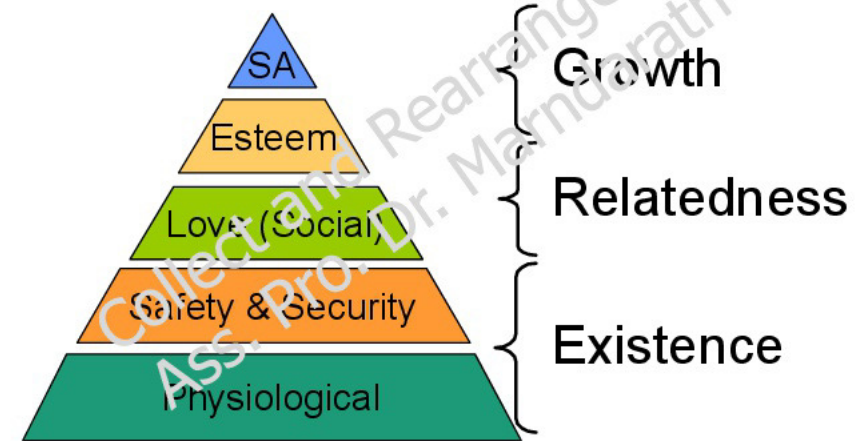


McGregor's Assumptions About People Based on Theory Y

- Experiences in organizations result in passive and resistant behaviors; they are not inherent
- Motivation, development potential, capacity for assuming responsibility, readiness to direct behavior toward organizational goals are present in people
- Management's task—arrange conditions and operational methods so people can achieve their own goals by directing efforts to organizational goals

Adapted from Table 5.1 which is from "The Human Side of Enterprise" by Douglas M. McGregor, reprinted from *Management Review*, November 1957. Copyright 1957 American Management Association International. Reprinted by permission of American Management Association International, New York, NY. All rights reserved. <http://www.ama-assn.org>.

Alderfer's ERG Theory



McClelland's Need Theory: Need for Achievement

Need for Achievement - a manifest (easily perceived) need that concerns individuals' issues of excellence, competition, challenging goals, persistence, and overcoming difficulties



McClelland's Need Theory: Need for Power

Need for Power - a manifest (easily perceived) need that concerns an individual's need to make an impact on others, influence others, change people or events, and make a difference in life

McClelland's Need Theory: Need for Affiliation

Need for Affiliation - a manifest (easily perceived) need that concerns an individual's need to establish and maintain warm, close, intimate relationships with other people

3 Motivational Need Theories

	Maslow	Alderfer	McClelland
Higher Order Needs	Self-actualization	Growth	Need for Achievement
	Esteem self interpersonal		
	Belongingness (social & love)	Relatedness	Need for Power
Lower Order Needs	Safety & Security interpersonal physical	Existence	Need for Affiliation
	Physiological		

Herzberg's Two-Factor Theory

Hygiene Factor - work condition related to dissatisfaction caused by discomfort or pain

- maintenance factor
- contributes to employee's feeling not dissatisfied
- contributes to absence of complaints

Motivation Factor - work condition related to the satisfaction of the need for psychological growth

- job enrichment
- leads to superior performance & effort

Motivation-Hygiene Theory of Motivation

- Company policy & administration
- Supervision
- Interpersonal relations
- Working conditions
- Salary
- Status
- Security

Hygiene factors avoid job dissatisfaction

Motivation factors increase job satisfaction

- Achievement
- Achievement recognition
- Work itself
- Responsibility
- Advancement
- Growth
- Salary?

Motivation-Hygiene Combinations

	High M	Low M
High H	high motivation few complaints	low motivation few complaints
Low H	high motivation many complaints	low motivation many complaints

(Motivation = M, Hygiene = H)

Individual—Organizational Exchange Relationship

	Organization	Individual
Demands	<ul style="list-style-type: none"> Organizational goals Departmental objectives Job tasks 	<ul style="list-style-type: none"> Physiological needs Security needs Physical needs
Contributions	<ul style="list-style-type: none"> Company status Benefits Income 	<ul style="list-style-type: none"> Developmental potential Employee knowledge Employee skills and abilities

SOURCE: Reproduced with permission from McGraw-Hill Inc.

Adams's Theory of Inequity

Inequity - the situation in which a person perceives he or she is receiving less than he or she is giving, or is giving less than he or she is receiving

Motivational Theory of Social Exchange

	Person	Comparison other
Equity	$\frac{\text{Outcomes}}{\text{Inputs}}$	$= \frac{\text{Outcomes}}{\text{Inputs}}$
Negative Inequity	$\frac{\text{Outcomes}}{\text{Inputs}}$	$< \frac{\text{Outcomes}}{\text{Inputs}}$
Positive Inequity	$\frac{\text{Outcomes}}{\text{Inputs}}$	$> \frac{\text{Outcomes}}{\text{Inputs}}$

Strategies for Resolution of Inequity

- Alter the person's outcomes
- Alter the person's inputs
- Alter the comparison other's outputs
- Alter the comparison other's inputs
- Change who is used as a comparison other
- Rationalize the inequity
- Leave the organizational situation

New Perspectives on Equity Theory

Equity Sensitive

I prefer an equity ratio equal to that of my comparison other



New Perspectives on Equity Theory

Benevolent

I am comfortable with an equity ratio less than that of my comparison other



New Perspectives on Equity Theory

Entitled

I am comfortable with an equity ratio greater than that of my comparison other



Expectancy Theory of Motivation: Key Constructs

Valence - value or importance placed on a particular reward

Expectancy - belief that effort leads to performance

Instrumentality - belief that performance is related to rewards

Expectancy Model of Motivation



3 Causes of Motivational Problems

- Belief that effort will not result in performance
- Belief that performance will not result in rewards
- The value a person places on, or the preference a person has for, certain rewards



Moral Maturity

Moral Maturity - the measure of a person's cognitive moral development



Morally mature people behave and act based on universal ethical principles.



Morally immature people behave and act based on egocentric motivations.

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Commitment and Employee Engagement

Chapter 14.

Engagement vs. satisfaction

•A satisfied employee might say:

"I'm extremely satisfied with my job. I don't have to do anything, and I make a lot of money."

Three categories of engagement

• Engaged:

- These employees work with passion and feel a profound connection to DHSS. They drive innovation and move the organization forward.

• Not Engaged:

- These employees are "checked-out" – sleepwalking through their workdays. They are investing time, but not much energy or passion in their work.

• Actively Disengaged:

- These employees aren't just unhappy at work, they're busy acting out their unhappiness. Each day, these employees undermine everything their engaged colleagues work to accomplish.

Engaged employees are...

- Committed to the success and the public image of DHSS and have a vested interest in the company's success and are both willing and motivated to perform to levels that exceed the stated job requirements.
- Psychologically loyal - likely to stay with their organization.
- Proud of their workplace and have greater ownership of their contributions.
- Passionate about their contribution to the mission of public health.
- More likely to invest discretionary effort (time, energy and money) in their work, eliciting employees' highest productivity.
- Your best source of new ideas.
- More likely to conduct themselves in a safe, respectable manner and less likely to have accidents on the job, less likely to steal, etc.
- More likely to enjoy coming to work each day.
- Open to change.
- Supportive of their colleagues.
- Focused on the big picture.

5

Times of change = opportunities for "human" resurgence

- Now is a good time for the Department to focus on engagement, because the people who work here are already more aware and more attuned to their changing work environment.
- Some employees are trying to figure out how things will work from here forward.
- Some employees are trying to figure out how to stop the change from happening to themselves or their work group.
- Some employees are trying to effectuate and embrace as much change as possible.
- The "walking dead" may be momentarily outnumbered.

6

How to Improve Engagement

- Provide tools, resources and equipment in abundance.
- Enhance the work environment in any way possible.
- Reward and recognize the efforts of others in a way that's meaningful to the individual.
- Establish fair performance goals.
- Communicate clear expectations.
- Regularly clarify priorities and offer individualized feedback.
- Delegate work to engaged employees according to their interests and talents.
- Support skill development and learn to manage talent.
- Actively help employees build meaningful long-term careers.
- Listen to employees, share your insights and experience.
- Work to increase transparency wherever possible.
- Promote core organizational values and reinforce them through management behaviors.

7

Key Drivers

- Care
- Autonomy
- Connection and interpersonal relationships
- Mastery and growth
- Shared goals and expectations
- Purpose and significance
- Play
- Inspired excellence

8

Common engagement mistakes

Obsessing about objective measurements.

- Surveys can be helpful in identifying pockets of low or high engagement, but they can have the unintended effect of making employee engagement an end, rather than a means.
- Engagement, alone, is like motivation without ability.
- Don't confuse a tool with a strategy.

9

Common engagement mistakes

Focusing on employee engagement as a stand-alone topic.

- Although engagement may be best understood, theoretically, in isolation, it has to be embedded in the context of our daily work, our mission and our strategic planning in order to *do* anything.
- HR professionals work with Department leadership teams now in order to help ensure that adequate human resources are in place at the right time, with the right skills to deliver our desired results. If HR staff are mindful of workforce trends and macro-issues, as well as the concept of employee engagement, they can be very effective at helping to steer conversations and keep engagement in its proper place.

10

Common engagement mistakes

Thinking in terms of "buy-in."

- By not forcing "buy-in," there is less likelihood of unintentionally engaging what we don't want: opt-out from those employees who are disengaged, or push-back from those who are actively acting out their disengagement.
- The most effective approaches at facilitating engagement are those that create the conditions where it can exist and those that somehow attempt to harness its energy.

11

Factors that inhibit improvement

- Old data. Immediate feedback is far superior.
- Compare your results to the best results, not to the average.
- Confusing or conflicting messages about what's most important distracts people and disturbs their focus.
- Anything that threatens or jeopardizes the anonymity of an individual respondent.
- Disinterest among the highest levels of supervision.
- Adopting a "rules" approach to building engagement (don't attempt to foster it through incentives).

12

Actions steps for improvement

- Set goals.
- Develop an action plan.
- Share the plan.
- Monitor, support and celebrate progress.
- Set high standards of comparison.
- Re-survey, refine and repeat the process.
- Share results (increase transparency).

13

Employee engagement in a Government Setting

- It bears mention that the political climate of the last several years (with its 51% vs. 49% elections) has not made it easy to be a public servant.
- Heated rhetoric about the role of government has generated criticism not only of the government, but of the “faceless bureaucrats” that deliver government services.
- This climate has put our Department leaders and managers in a difficult situation, seeking ways to motivate their teams while enduring criticism and suffering the continual loss of resources.
- A proven way to respond to this type of situation is by improving the overall level of employee engagement – those heightened employee connections to the work, the organization, the mission, and the co-workers who help to accomplish it all.

14

Employee engagement in a government setting

Attacks on the state government, and on government employees, negatively affect engagement.

- In response, Department leaders need to aggressively and publicly defend public service whenever possible.
- This includes publicizing agency successes and the resulting benefits to the public.
- Putting a face on the government helps to counteract the “faceless bureaucrat” stereotype, and championing the mission(s) of the Department boosts employee engagement.

15

Employee engagement in a government setting

Political leadership changes frequently, and that can negatively affect employee engagement in the Department.

- Elected / appointed leaders with brief tenures, short-term perspectives and politically-driven policy agendas can block fundamental drivers of engagement, such as:
 - Employee pride in their agencies
 - Satisfaction with leadership
 - Opportunity to offer input on decisions
 - Tools to perform well at work
- Career managers and supervisors have to provide strong, stable leadership – managing not just down, but also up.

16

Employee engagement in a government setting

The goals and the impacts of government work don't always lend themselves to identification and measurement.

- Department managers need to respond by clearly articulating the long-term mission, values, goals and impacts of their agencies, then help employees see the connections between their day-to-day work and those goals.
- That can't be done effectively in the absence of a clearly-articulated mission and organizational values.

17

Employee engagement in a government setting

Complicated, inefficient, rule-bound, irrational decision-making kills employee engagement.

- The political agendas that help to shape government agencies also drive decision-making, creating a complicated and seemingly subjective decision-making process, which constantly works against employee engagement efforts.
- To compensate, managers *must* involve employees in decisions about how to implement policies and improve work processes, and help those employees to understand, to the degree possible, the *why* of politically-based decision-making.

18

Employee engagement in a government setting

The government enjoys a more mature, better-educated, slightly-more "white collar" workforce.

- Compared to the private sector, public entities employ a larger percentage of employees over the age of 45, and a lower percentage of employees under the age of 30.
- In 2010, 52% of government employees in the U.S. had earned at least an undergraduate degree, compared to only 34% of those employed in the private sector.
- Better-educated employees tend to have higher expectations regarding their autonomy at work and their ability (and need) to make a difference. Managers have to work hard to meet their need to be engaged.
- Managers need to understand that different generations of employees have different needs and perspectives. The ability to create an environment conducive to the engagement of all employees is a critical skill now.

19

Employee engagement in a government setting

Government personnel systems are famously inflexible.

- To overcome these barriers to employee engagement, managers need to:
 - Emphasize agency mission and impact, and also provide non-financial recognition.
 - Embrace workplace flexibility, including allowing employees to work remotely and adopt alternative work schedules.
 - Use probationary periods to identify and weed out people who do not fit well with the organization.
 - Be clear about performance expectations and deal with employees who do not perform.

20

Considerations for the department specifically

- Today, in many organizations, training at the manager level is about workforce development: providing managers with essential tools, resources and content to help them engage staff. (And it's also largely about increased productivity, which is one outcome of engagement.)
- Our managers need somewhere to look in order to find help in establishing a culture where employees are encouraged to use their hearts and their minds at work every day.
- More and more jobs are being defined by focusing on their contributions (in our case, that could be to the Sections, Divisions and Department and to the public). It's a subtle shift away from defining the "how" of the job (which focuses on tasks, activities and processes) toward the "why" of it (by focusing on its unique contributions) and the "what" (meaning key areas of accountability). We're in a period of retirement and recruitment.

21

Considerations for the department specifically

- People want to do worthwhile work – particularly those in public service. They want to be a part of something bigger than themselves. And this is true for all generations, but it's at the very top of the list for Millennials.
- The purpose, values, and mission of the Department could help to provide this meaning. A strategic plan should enable people to envision ways to get there.
- To help facilitate higher levels of engagement and a greater awareness of employee engagement throughout the Department, it may be useful to develop some type of communication strategy.

22

Key take-away points

- Compensation is important, but it isn't everything.
- In order to increase levels of engagement, managers need to understand engagement, its drivers and their individual employees.
- There are specific things you can do to help improve the engagement of your employees.
- Supervisors play an active role in engaging the workforce through various non-financial means. Their actions often lead to better performance and happier employees who will advocate for the government and the public both.

23

Things to remember about employee engagement

- It's a personal choice, not something that can be imposed.
- It comes from an emotionally-driven decision to be loyal to an organization.
- The work of leaders, managers and supervisors is to create the conditions in which engagement can occur, then provide people with the opportunity to make the engagement choice – it's about facilitating a *culture* of engagement.
- We begin by engaging leaders – senior managers from the top-down, and peer leaders from the bottom-up. People become "activated" and pass it on.

24

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Employee relations

Chapter 15.

Learning Objectives

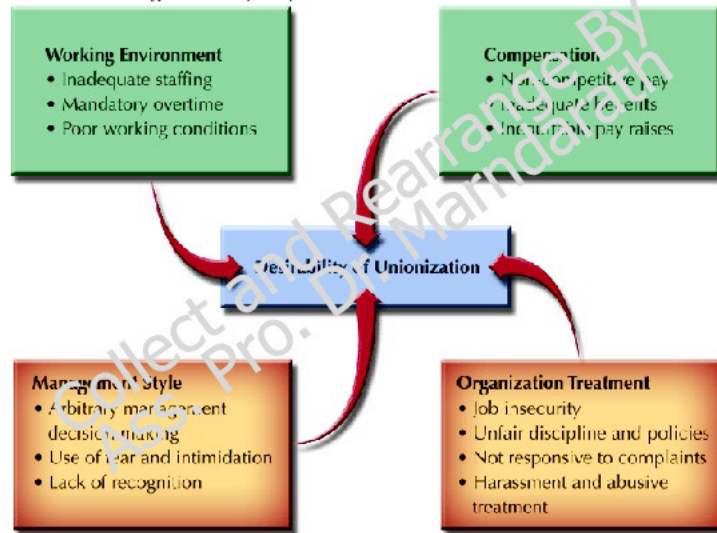
After you have read this chapter, you should be able to:

- Describe what a union is and explain why employees join unions.
- Identify several reasons for the decline in union membership.
- Explain the acts that compose the “National Labor Code.”
- Identify and discuss the stages of the unionization process.
- Describe the typical collective bargaining process.
- Describe *grievance* and explain why a grievance procedure is important for employers.

Nature of Unions

- Union
 - A formal association of workers that promotes the interests of its members through collective action.
- State of U.S. Unions
 - Focused on economic issues—wages, benefits, job security, and working conditions.
 - Organized by kind of job and employer.
 - Seek multi-year collective agreements on economic issues as “contracts.”
 - Maintain competitive relations with management.

Factors Leading to Employee Unionization



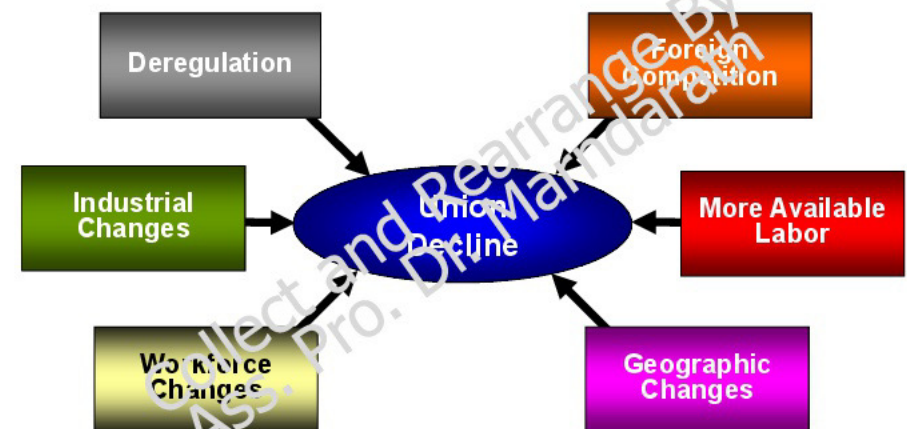
Typical Division of HR Responsibilities: Labor Relations

HR Unit	Managers
<ul style="list-style-type: none"> • Deals with union organizing attempts at the company level • Monitors "climate" for unionization and union relationships • Helps negotiate labor agreements • Provides detailed knowledge of labor legislation as needed 	<ul style="list-style-type: none"> • Promote conditions conducive to positive relationships with employees • Avoid unfair labor practices during organizing efforts • Administer the labor agreement on a daily basis • Resolve grievances and problems between management and employees

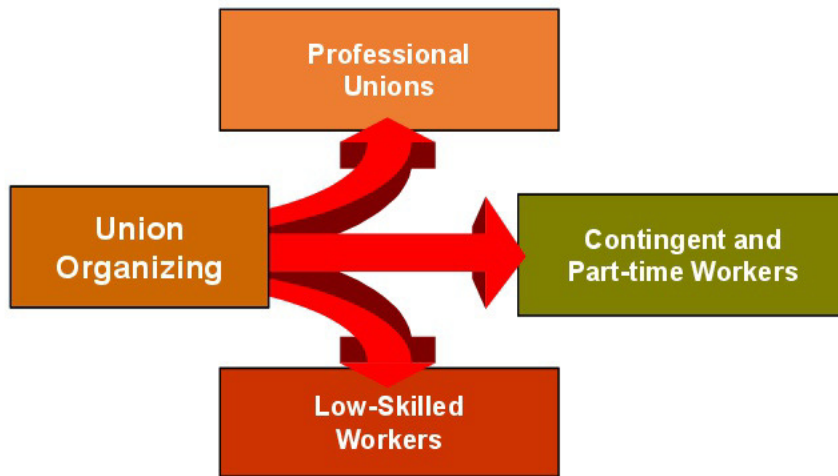
Union Structure

Key Terms	
Craft Union	A union whose members do one type of work, often using specialized skills and training.
Industrial Union	A union that includes many persons working in the same industry or company regardless of jobs held.
Federation	A group of autonomous national and international unions
Local Union	A union centered around either a particular employer or a particular geographic location.
Business Agent	A full-time union official who operates the union office and assists union members.
Union Stewart	An employee elected to serve as the first-line representative of unionized employees.

Reasons for Union Decline in the U.S.



Union Targets for Membership Growth



The History of American Unions

- 1794 Shoemakers' strike
- 1806 Shoemakers' strike ("criminal conspiracy")
- 1886 American Federation of Labor (AFL)
- 1938 Congress of Industrial Organizations CIO
- 1926 Railway Labor Act
- 1935 National Labor Relations Act (Wagner Act)
- 1932 Norris-LaGuardia Act
- 1947 Taft-Hartley Act
- 1957 AFL-CIO merger
- 1959 Landrum-Griffin Act
- 1978 Civil Service Reform Act

The National Labor Code



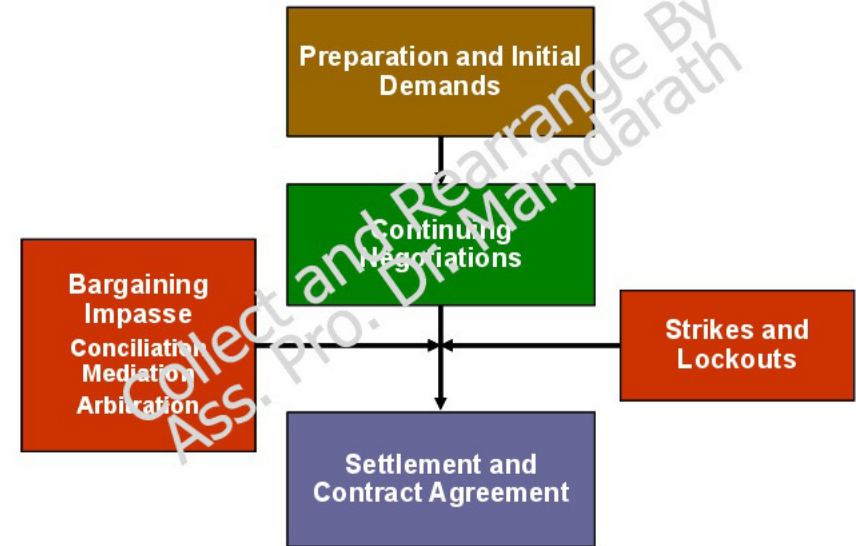
Unfair Labor Practices: Employer

- Interfering with the organizing and collective bargaining rights of employees.
- Dominating or interfering with any labor organization.
- Encouraging or discouraging membership in a particular union.
- Discharging persons for organizing activities or union membership.
- Refusing to bargain collectively.

Labor Relations: Key Terms

Key Terms	
Right-to-Work Laws	State laws that prohibit contracts requiring employees to join unions as a condition of obtaining or continuing employment.
Closed Shop (outlawed)	A firm that requires individuals to join a union before they can be hired.
Union Shop	A clause in a collective bargaining agreement that requires new employees to join the union, usually 30 to 60 days after being hired, or be fired.
Agency Shop	Requires employees who do not join the union to pay fees for the union's representation services.
Maintenance-of-membership	Require workers to remain members of the union for the period of the labor contract.

The Bargaining Process



Steps in a Grievance Procedure

