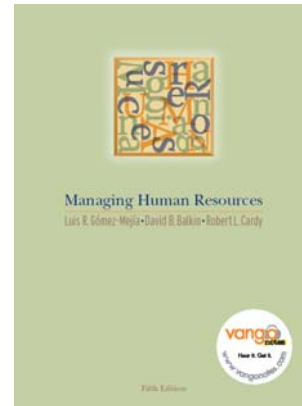


Chapter 1

Meeting Present and Emerging Strategic Human Resource Challenges



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Chapter 1 Overview

- Challenges Facing HR Management
- Planning and Implementing Strategic HR Policies
- Selecting HR Strategies to Increase Firm Performance
- The HR Department and Managers: An Important Partnership

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Key HR Challenges for Today's Managers

Environmental

- Rapid Change
- The Internet Revolution
- Workforce Diversity
- Globalization
- Legislation
- Work/Life Balance
- Skill Shortages and the Rise of the Service Sector

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Key HR Challenges for Today's Managers

Organizational

- Competitive Position
- Decentralization
- Downsizing
- Organizational Restructuring
- Self-Managed Work Teams
- The Growth of Small Businesses
- Organizational Culture
- Technology
- Internal Security
- Outsourcing

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Key HR Challenges for Today's Managers

Individual

- Matching People and Organizations
- Ethics and Social Responsibility
- Productivity
- Empowerment
- Brain Drain
- Job Insecurity



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Planning and Implementing Strategic HR Policies

The Benefits of Strategic HR Planning

1. Encouragement of Proactive Rather Than Reactive Behavior
2. Explicit Communication of Company Goals
3. Stimulation of Critical Thinking and Ongoing Examination of Assumptions
4. Identification of Gaps Between Current Situation and Future Vision
5. Encouragement of Line Managers' Participation
6. Identification of HR Constraints and Opportunities
7. Creation of Common Bonds

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Planning and Implementing Strategic HR Policies

The Challenges of Strategic HR Planning

1. Maintaining a Competitive Advantage
2. Reinforce Overall Business Support
3. Avoiding Excessive Concentration on Day-to-Day Problems
4. Developing HR Strategies Suited to Unique Organizational Features
5. Coping with the Environment
6. Securing Management Commitment
7. Translating the Strategic Plan into Action
8. Combining Intended and Emergent Strategies
9. Accommodating Change

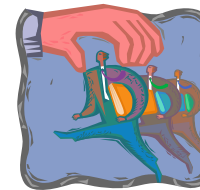
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Planning and Implementing Strategic HR Policies

Strategic HR Choices



1. Work Flows
2. Staffing
3. Employee Separations
4. Performance Appraisal
5. Training & Career Development
6. Compensation
7. Employee Rights
8. Employee & Labor Relations
9. International Management

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Selecting HR Strategies to Increase Firm Performance

Fit with Organizational Strategies



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Selecting HR Strategies to Increase Firm Performance

Fit with Organizational Strategies

1. Corporate Strategies
2. Porter's Business Unit Strategies
3. Miles and Snow's Business Strategies

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Selecting HR Strategies to Increase Firm Performance

Fit with the Environment

- Degree of Uncertainty
- Volatility
- Magnitude of Change
- Complexity



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Selecting HR Strategies to Increase Firm Performance

Fit with Organizational Characteristics

1. The Production Process for Converting Inputs into Output
2. The Firm's Market Posture
3. The Firm's Overall Managerial Philosophy
4. The Firm's Organizational Structure
5. The Firm's Organizational Culture

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Selecting HR Strategies to Increase Firm Performance



Fit with Organizational Capabilities

- Distinctive Competencies

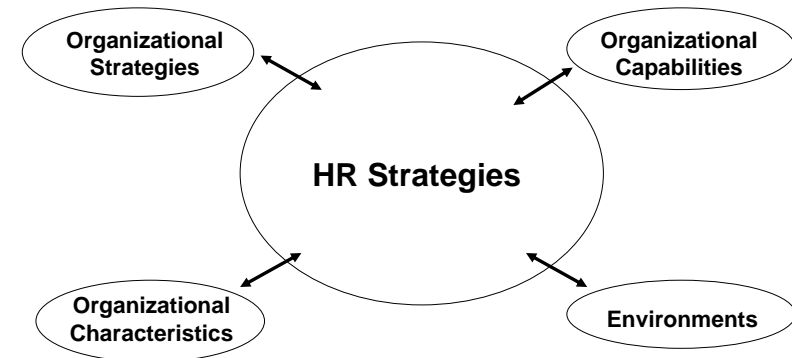
Choosing Consistent and Appropriate HR Tactics to Implement HR Strategies

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HR Strategy Leads to Improved Organizational Performance



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The HR Department and Managers: An Important Partnership

Key Competencies Required of HR Department to Become a Full Strategic Partner



- *Leadership*
- *Knowledge of Business*
- *HR Strategic Thinking*
- *Process Skills*
- *HR Technologies*

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LEADERSHIP

- Understand styles of leadership
- Display appropriate leadership
- Demonstrate leadership at all levels of performance – team, individual, unit, or organization



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KNOWLEDGE OF BUSINESS

HR must understand...

- internal / external customers
- key business disciplines
- business structure, vision, values, goals, strategies, finances
- competitors, products, technology, and sources of competitive advantage

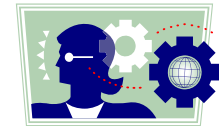
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STRATEGIC THINKING

- Understand strategic business planning
- Apply a systematic HR planning process
- Integrate HR systems to build capability and competitive advantage for the firm
- Develop and integrate department strategies within corporate framework



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PROCESS SKILLS

- Know management processes
- Know process skills: consulting, problem solving, evaluation, and communication
- Understand organizational development
- Facilitate and manage change
- Manage under uncertainty and instability

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TECHNOLOGY

- Maintain HR documentation using knowledge management and technology
- Build firm's capability using info systems
- Provide training in use of technology



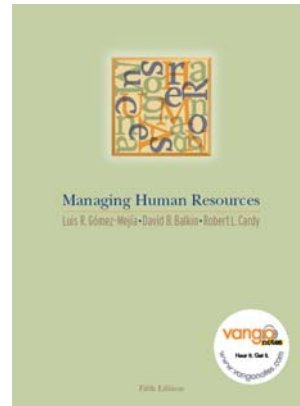
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Chapter 2

Managing Work Flow and Conducting Job Analysis



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Chapter 2 Overview

- Describe the different organizational structures and when each is appropriate
- List factors influencing worker motivation that are under managers' control
- Conduct job analysis and prepare job descriptions/specifications
- Apply flexible work designs which aid in reducing work-family conflicts
- Develop policies to maintain employee privacy rights

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Work: The Organizational Perspective

Strategy and Organizational Structure

- General Electric (GE) signed a 10-year maintenance deal with British Airways to do engine maintenance and overhaul work. The maintenance agreement will help British Airways save costs by outsourcing this work to GE, which builds, designs, and maintains commercial aircraft engines as a core business.
- Abbey Life Insurance outsourced the claims-adjustment process for its 1.75 million policyholders to Unisys Corp. under a 10-year agreement. Abbey Life saves \$80 million over the life of the agreement. Error rates on claims have fallen from 5 to 2 percent, and 95 percent of claims are handled within 6 days, down from 10 days.

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Work: The Organizational Perspective

Designing the Organization

Bureaucratic Organization

Flat Organization

Boundaryless Organization

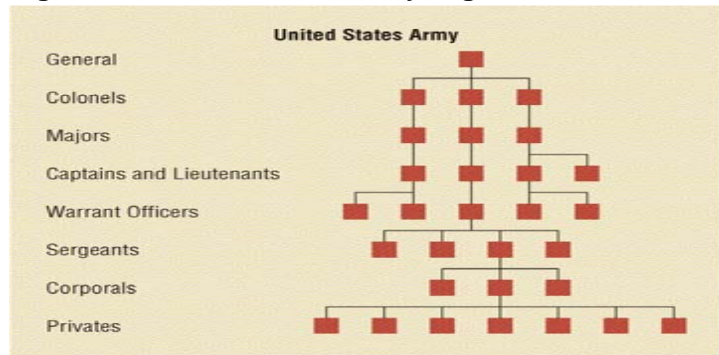
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Bureaucratic Organization

Figure 2.1 – United States Army Org Chart

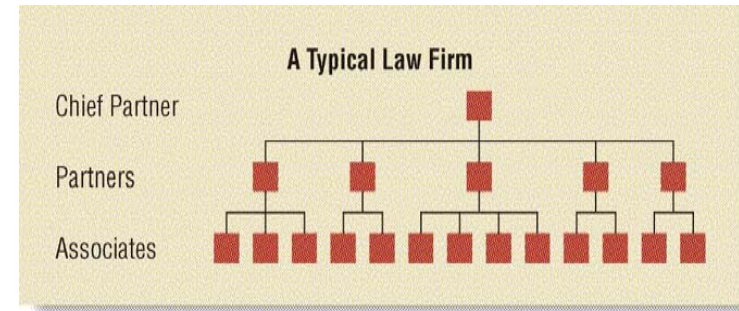


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Flat Organization

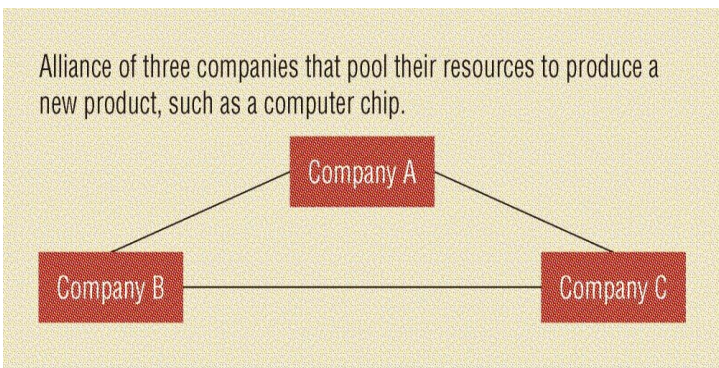


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Boundaryless Organization



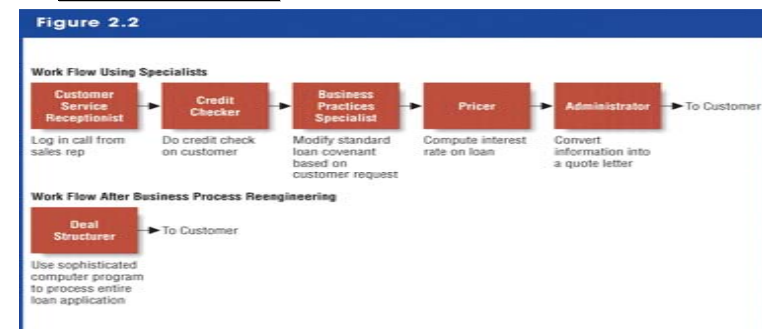
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Work: The Organizational Perspective

Work-Flow Analysis – Business Process Reengineering



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Work: The Group Perspective

Teams

- Self-Managed Teams
- Problem-Solving Teams
- Special-Purpose Teams
- Virtual Teams



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Work: The Individual Perspective

Motivating Employees

- Two-Factor Theory
- Work Adjustment Theory
- Goal-Setting Theory
- Job Characteristics Theory



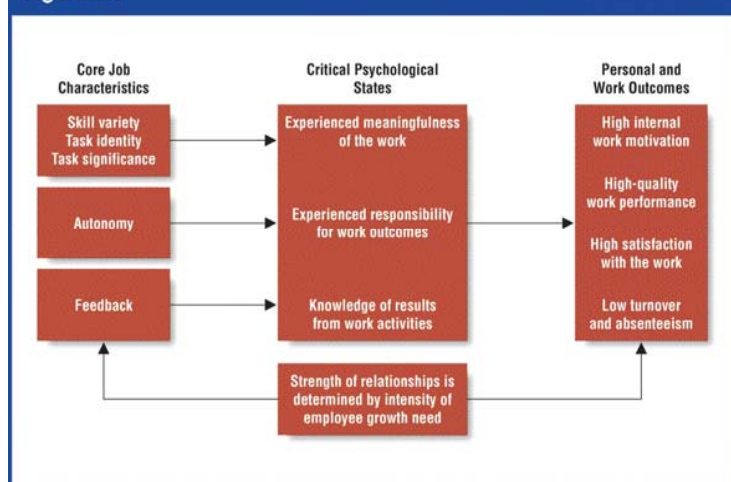
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Figure 2.3



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Designing Jobs and Conducting Job Analysis

Job Design

- Work Simplification
- Job Enlargement and Job Rotation
- Job Enrichment
- Team-Based Job Design



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Designing Jobs and Conducting Job Analysis

Job Analysis

- Who Performs Job Analysis?
- Methods of Gathering Job Information
- The Uses of Job Analysis
- The Techniques of Job Analysis
- Job Analysis and the Legal Environment
- Job Analysis and Organizational Flexibility

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Designing Jobs and Conducting Job Analysis

Job Descriptions

Elements of a Job Description

1. **Identification Information**
2. **Job Summary**
3. **Job Duties and Responsibilities**
4. **Job Specifications and Minimum Qualifications**

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The Flexible Workforce

Core Workers or Contingent Workers

Contingent Workers

1. Temporary Employees
2. Part-Time Employees
3. Outsourcing/Subcontracting
4. Contract Workers
5. College Interns

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Emerging Trends

Advantages and Disadvantages of Outsourcing

Advantages

1. Provide better-quality people with most current skills
2. Cost savings with economies of scale
3. Preserve company culture

Disadvantages

1. Could lose control of important activities
2. May result in losing an opportunity to gain knowledge and information helpful to company processes

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The Flexible Workforce

Flexible Work Schedules

- Flexible Work Hours
- Compressed Workweeks
- Telecommuting



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Human Resource Information Systems (HRIS)



- HRIS Applications
- HRIS Security and Privacy

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HRIS Applications

Figure 2.9

Applicant tracking	Health and safety	Pension and retirement
Basic employee information	Health insurance utilization	Performance management
Benefits administration	Hiring procedures	Short- and long-term disabilities
Bonus and incentive management	HR planning and forecasting	Skills inventory
Career development/ planning	Job descriptions/analysis	Succession planning
Compensation budgeting	Job evaluation	Time and attendance
EEO/AA compliance	Job posting	Travel costs
Employment history	Labor relations planning	Turnover analysis
Goal-setting system	Payroll	

Source: Dzamba, A. (2001, January). What are your peers doing to boost HRIS performance? *HR Focus*, 5-6; Kavanagh, M., Gueutal, H., and Tannenbaum, S. (1990). *Human resource information systems: Development and application*, 50. Boston: PWS-Kent. Reproduced with the permission of South-Western College Publishing. Copyright 1990 by PWS-Kent. All rights reserved.

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Summary and Conclusions

- Work: The Organizational Perspective
 - Work: The Group Perspective
- Work: The Individual Perspective
 - Designing Jobs and Conducting Job Analysis
 - The Flexible Workforce
- Human Resource Information Systems

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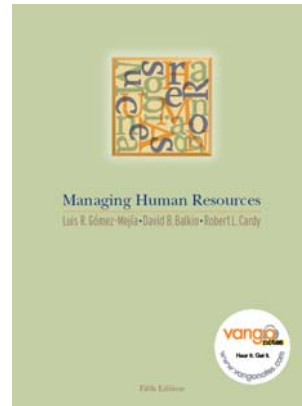
Summary and Conclusions



1. Challenges in HRM
2. Plan and Implement Strategic HR Policies
3. Select HR Strategies That Increase Firms Performance
4. HR Department and Managers: The Importance of This Partnership

Chapter 3

Understanding Equal Opportunity and the Legal Environment



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Chapter 3 Overview

- Explain why compliance with HR law is an important part of doing business
- Follow changes in HR law, regulation, and court decisions
- Manage within equal employment opportunity laws and understand affirmative action
- Make managerial decisions that will avoid legal liability
- Know when to seek the advice of legal counsel on HRM matters

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Why Understanding the Legal Environment Is Important

Know the law to...

- Do the right thing
- Realize the limitations of the HR and Legal departments
- Create a fair and humane environment
- Limit potential liability

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Challenges to Legal Compliance

- *A Dynamic Legal Landscape*
- *The Complexity of Laws*



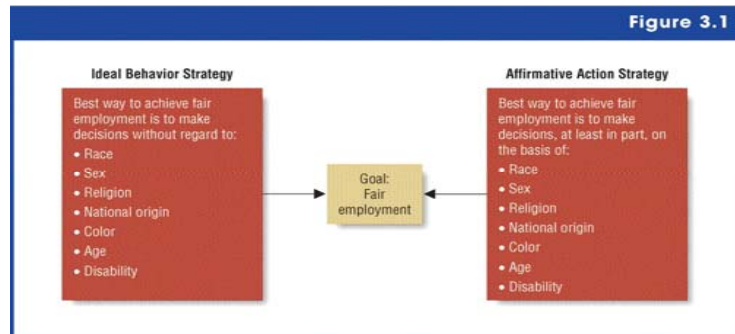
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Conflicting Strategies for Fair Employment

Fair Employment, Affirmative Action, and Unintended Consequences



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Equal Employment Opportunity Laws

- *The Equal Pay Act of 1963*
- *Title VII of the Civil Rights Act of 1964*
- *The Age Discrimination in Employment Act of 1967*
- *The Americans with Disabilities Act of 1990*
- *The Vietnam Era Veterans Readjustment Act of 1974*

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Title VII of the Civil Rights Act of 1964

- General Provisions
- Discrimination Defined
- Defense of Discrimination Charges
 - *Four-fifths rule*
 - *Job relatedness*
 - *BFOQ*
 - *Seniority*
 - *Business necessity*

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Title VII - continued

- *Title VII and Pregnancy*
 - *Sexual Harassment*
- Do you have a hostile work environment?

Figure 3.5

The Supreme Court listed these questions to help judges and juries decide whether verbal and other nonphysical behavior of a sexual nature create a hostile work environment.

- How frequent is the discriminatory conduct?
- How severe is the discriminatory conduct?
- Is the conduct physically threatening or humiliating?
- Does the conduct interfere with the employee's work performance?

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Customer-Driven HR

- Reducing Potential Liability for Sexual Harassment

To reduce the potential liability of a sexual harassment suit, managers should:

1. *Establish a written policy prohibiting harassment*
2. *Communicate the policy and train employees in what constitutes harassment*
3. *Establish an effective complaint procedure*
4. *Quickly investigate all claims*
5. *Take remedial action to correct past harassment*
6. *Make sure that the complainant does not end up in a less desirable position if he or she needs to be transferred*
7. *Follow up to prevent continuation of harassment*

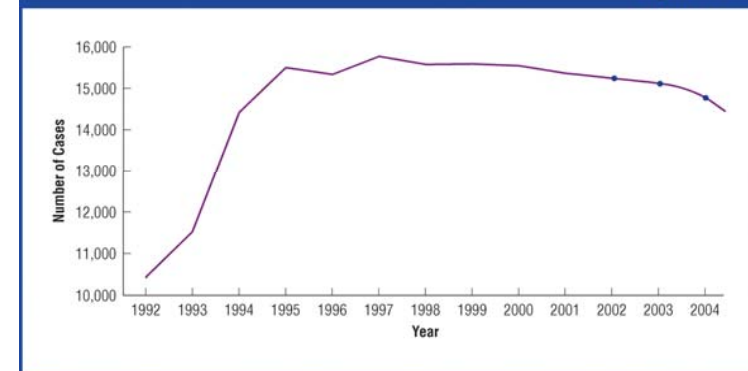
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Customer Driven HR

Figure 3.6



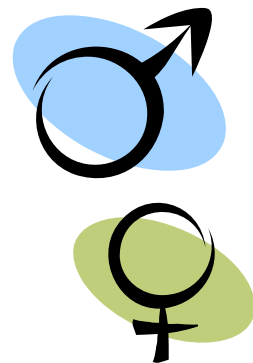
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How to Handle a Sexual Harassment Investigation

- *Timeliness*
- *Documentation*
- *Employee agreement*
- *Resolution*
- *Findings of fact*
- *Remedy*



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Equal Employment Opportunity Laws - continued

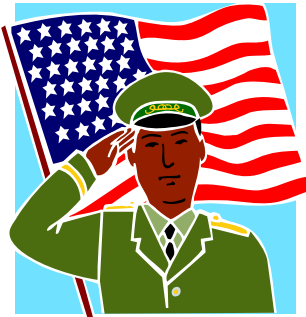
- *The Civil Rights Act of 1991*
- *Executive Order 11246*
- *The Age Discrimination in Employment Act of 1967*
- *The Americans with Disabilities Act*
 - Individuals with Disabilities
 - Essential Functions
 - Reasonable Accommodation

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Equal Employment Opportunity Laws - continued



- The Vocational Rehabilitation Act of 1973
- The Vietnam Era Veterans Readjustment Act of 1974

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EEO Enforcement and Compliance

- Regulatory Agencies
 - *Equal Employment Opportunity Commission – (EEOC)*
 - *Investigation*
 - *Conciliation*
 - *Litigation*
 - *Office of Federal Contract Compliance Programs – (OFCCP)*

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EEO Enforcement and Compliance

- Affirmative Action Plans
 - *Utilization Analysis*
 - *Goals and Timetables*
 - *Action Plans*
 - Reverse Discrimination



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Other Important Laws

- *Immigration Reform and Control Act of 1986*
- *Immigration Act of 1990*
- *Drug-Free Workplace Act of 1988*
- *Uniformed Services Employment and Reemployment Rights Act of 1994*

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Avoiding Pitfalls in EEO



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- Provide Training
- Document Decisions
- Be Honest
- Establish a Complaint Resolution Process
- Ask Only for Info You Need to Know

Summary and Conclusions

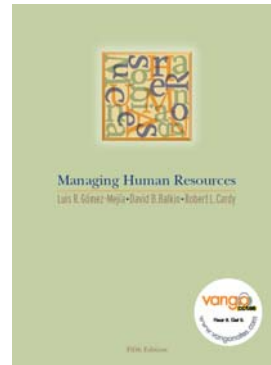
- Why Understanding the Legal Environment Is Important
- Challenges to Legal Compliance
- Equal Employment Opportunity Laws
- EEO Enforcement and Compliance
 - Other Important Laws
 - Avoiding Pitfalls in EEO

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Chapter 4

Managing Diversity



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Chapter 4 Overview

- Link affirmative action programs to employee diversity programs for support
- Identify forces that contribute to successful management of diversity
- Reduce conflict among employees with regard to culture and misunderstandings
- Develop policies targeting diverse employee groups
- Implement HR systems that assist the firm in successfully managing diversity

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What Is Diversity?

- **Diversity – Human characteristics that make people different from one another.**
- **Why manage employee diversity?**



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What Is Diversity?

Affirmative Action vs. Managing Employee Diversity

- Demographic Trends
- Diversity as an Asset
- Marketing Concerns

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The Global Workplace



Avon's global workforce and leadership consist mainly of women. It has more female managers than any other Fortune 500 company, including the president of its U.S. Product Marketing Group, Andrea Jung.

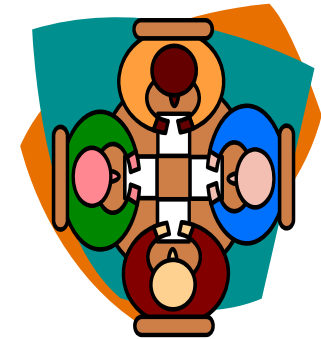
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Challenges in Managing Employee Diversity

- *Valuing Employee Diversity*
- *Individual vs. Group Fairness*
 - **Universal and Cultural Relativity**



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Challenges in Managing Employee Diversity - continued

- *Resistance to change*
- *Group cohesiveness and interpersonal conflict*
- *Segmented communication networks*
- *Resentment*
- *Backlash*
- *Retention*
- *Competition for opportunities*

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Diversity in Organizations

- **African Americans**
- **Asian Americans**
- **People with disabilities**
- **The foreign born**
- **Homosexuals**
- **Latinos (Hispanic Americans)**
- **Older workers**
- **Women**

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Diversity in Organizations - continued

- **Women**
 - Biological constraints & social roles
 - A male-dominated corporate culture
 - Exclusionary networks
 - Sexual harassment

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Manager's Notebook 4.3 – Emerging Trends

- *Women Are Moving into Fields Previously the Province of Men –*

Bachelor's Degrees	Female Recipients as a Percentage 30 Years Ago	Female Recipients as a Percentage 2005
Engineering	0.8	18.9
Physics	6.7	22.6
Geology	11.0	44.7
Computer science	13.6	27.6
Chemistry	18.4	48.4
Biological sciences	29.1	60.8
Mathematics	37.8	46.7
Health sciences	77.1	85.5

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Manager's Notebook 4.3 – Emerging Trends

Master's Degrees	Female Recipients as a Percentage 30 Years Ago	Female Recipients as a Percentage 2005
Engineering	1.1	21.4
Physics	6.9	20.9
Geology	9.7	39.7
Computer science	10.3	33.2
Chemistry	21.4	45.6
Biological sciences	33.6	57.8
Mathematics	27.1	42.4
Health sciences	55.4	77.5

Doctorates	Female Recipients as a Percentage 30 Years Ago	Female Recipients as a Percentage 2005
Engineering	0.6	17.3
Physics	2.9	15.5
Geology	3.4	28.5
Computer science	2.3	22.8
Chemistry	8.0	33.9
Biological sciences	16.3	44.3
Mathematics	7.6	29.0
Health sciences	16.5	63.3

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Improving the Management of Diversity

- *Top management commitment to valuing diversity -*



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Diversity Training Programs

- Support groups
- Employee resource groups at Microsoft
- Accommodation of family needs
 - Day care
 - Alternate work patterns

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Diversity Training Programs - continued

- **Senior mentoring programs**
- **Apprenticeships**
- **Technology and diversity**
- **Communication standards**
- **Organized activities**
- **Diversity audits**
- **Management responsibility and accountability**

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A Question of Ethics

- *To what extent should employers be responsible for the appropriate care of their employees' children?*



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Some Warnings...

- *Avoiding the appearance of “white male bashing”*
- *Avoiding the promotion of stereotypes*
 - Cultural determinism – *The idea that one can successfully infer an individual's motivations, interests, values, and behavioral traits based on that individual's group membership.*

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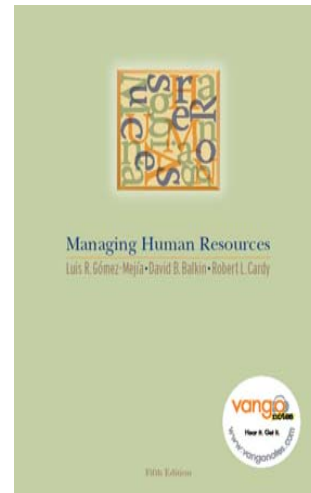
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Summary and Conclusions

- What is diversity?
- Challenges in managing employee diversity
 - Diversity in organizations
- Improving the management of diversity
 - Some warnings

Chapter 5

Recruiting and Selecting Employees



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Chapter 5 Overview

- Understand approaches to matching labor supply and demand
- Weigh the advantages and disadvantages of internal and external recruiting
- Distinguish among the major selection methods and use the most legally defensible of them
- Make staffing decisions that maximize the hiring and promotion of the best people
- Understand the legal constraints on the hiring process

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Human Resource Supply and Demand

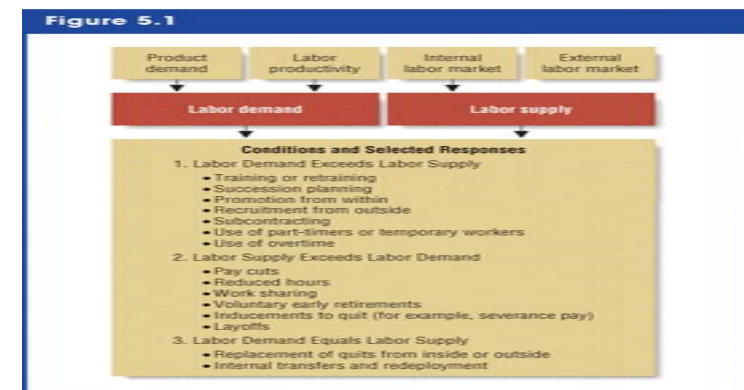
- A simplified explanation of forecasting labor demand and supply
- **Labor Supply** – The availability of workers with the required skills to meet the firm's labor demand.
- **Labor Demand** – How many workers the organization will need in the future.
- **Human resource planning** – The process an organization uses to ensure that it has the right amount and the right kind of people to deliver a particular level of output or services in the future.

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Human Resource Supply and Demand



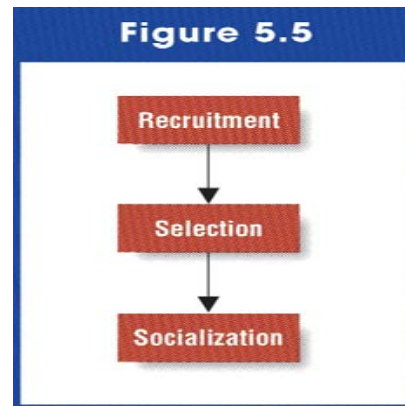
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The Hiring Process

- **Recruitment**
- **Selection**
- **Socialization**



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Challenges in the Hiring Process

- *Determining the characteristics most important to performance*
- *Measuring the characteristics that determine performance*
- *The motivation factor : performance = ability x motivation*
- *Who should make the decision?*

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Meeting the Challenges of Effective Staffing

- **Recruitment**
 - *Sources of recruiting*
 - *Current employees*
 - *Referrals from current employees*
 - *Former employees*
 - *Print and radio advertisements*
 - *Internet advertising and career sites*

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Meeting the Challenges of Effective Staffing

- **Recruitment - continued**
 - *Sources of recruiting*
 - *Employment agencies*
 - *Temporary workers*
 - *College recruiting*
 - *Customers*



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Meeting the Challenges of Effective Staffing

- **Nontraditional Recruiting**

Greyston Bakery, a successful gourmet bakery, provides employment for people who would be considered unemployable.



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Meeting the Challenges of Effective Staffing

- ***External vs. internal candidates***
- ***Recruiting protected classes***
- ***Planning the recruitment effort***
 - ***Planning your job search***

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Selection

- ***Reliability and validity***
- ***Selection tools as predictors of job performance***
- ***Combining predictors***
- ***Selection and the person/organization fit***
- ***Reactions to selection devices***

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Selection

- ***Reliability*** – Consistency of measurement, usually across time but also across judges.
- ***Validity*** – The extent to which the technique measures the intended knowledge, skill, or ability. In the selection context, it is the extent to which scores on a test or interview correspond to actual job performance.

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Selection

- *Selection tools as predictors of job performance –*
 - *Letters of recommendation*
 - *Application forms*
 - *Ability tests*
 - *Personality tests*
 - *Psychology tests*
 - *Honesty tests*

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Selection

- *Selection tools as predictors of job performance – continued*
 - *Interviews – structured*
 - *Assessment centers*
 - *Drug tests*
 - *Reference checks*
 - *Background checks*
 - *Handwriting analysis*

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Selection



Personality Tests

- **Extroversion**
- **Agreeableness**
- **Conscientiousness**
- **Emotional stability**
- **Openness to experience**

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Structured Job Interview

- **Situational Interview**
- **Job Knowledge**
- **Worker Requirements Questions**



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Unstructured Does not Mean Unprepared: Making the Most of the Hiring Interview

Six Simple Tasks

- *Be prepared*
- *Put applicants at ease in the first few minutes*
 - *Don't be ruled by snap judgments or stereotypes*
 - *Ask results-oriented questions*
- *Don't underestimate the power of silence*
 - *Close the interview with care*

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Selection

Reactions to Selection Devices

1. Applicant reactions to selection devices
2. Manager reaction to selection systems

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Legal Issues in Staffing

- *Discrimination Laws*
- *Affirmative Action*
- *Negligent Hiring*
- Develop clear policies on hiring as well as on disciplining and dismissing employees
- Check state laws regarding hiring applicants with criminal records
- Learn as much as possible about applicants' past work-related behavior

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Summary and Conclusions

- Human resource supply and demand
 - The hiring process
 - Challenges in the hiring process
- Meeting the challenges of effective staffing
 - The recruitment process
 - The selection process
 - Legal issues in staffing

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20

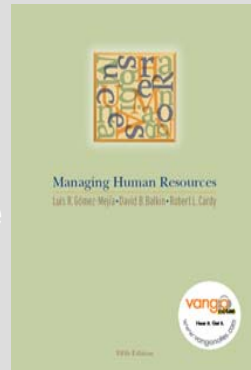
Summary and Conclusions



1. Challenges in HRM
2. Plan and Implement Strategic HR Policies
3. Select HR Strategies That Increase Firms Performance
4. HR Department and Managers: The Importance of This Partnership

Chapter 7

Appraising and Managing Performance



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1

Chapter 7 Overview

- Explain why performance appraisal is important and describe its components
- Discuss the advantages and disadvantages of different performance rating systems
- Manage the impact of rating errors and bias on performance appraisals
- Discuss the potential role of emotion in performance appraisal and how to manage its impact
- Identify the major legal requirements for appraisal
- Use performance appraisals to manage and develop employee performance

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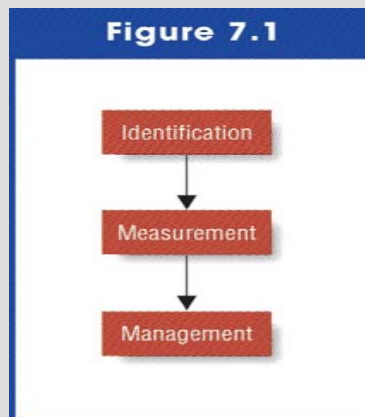
7-2

2

What Is Performance Appraisal?

- Performance Appraisal –
- *The identification, measurement, and management of human performance in organizations.*

Figure 7.1



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3

What Is Performance Appraisal?



The uses of performance appraisal

1. Administrative purposes
2. Developmental purposes

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4

Identifying Performance Dimensions

- Dimension – An aspect of performance that determines effective job performance.
- **Measuring performance**
 - Administering numbers or labels towards performance is difficult to quantify

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Identifying Performance Dimensions

Measurement Tools

- Relative judgment – An appraisal format that asks supervisors to compare an employee's performance to the performance of other employees doing the same job.
- Absolute judgment – An appraisal format that asks supervision to make judgments about an employee's performance based solely on performance standards.

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Identifying Performance Dimensions

Trait, Behavioral, and Outcome Data

- Trait appraisal instruments
- Behavioral appraisal instruments
- Outcome appraisal instruments – MBO



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Identifying Performance Dimensions

Measurement Tools – continued

Figure 7.8

CRITERIA				
Appraisal Format	Administrative Use	Developmental Use	Legal Defensibility	
Absolute	0	+	0	
Relative	++	–	–	
Trait	+	–	– –	
Behavior	0	+	++	
Outcome	0	0	+	
– – Very poor	– Poor	0 Unclear or mixed	+ Good	++ Very good

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Identifying Performance Dimensions

Challenges to effective performance measurement

- **Rater errors and bias**
 - Rater error – An error in performance appraisals that reflects consistent biases on the part of the rater.
- **Comparability**
- **Frame-of-reference (FOR) training**

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Identifying Performance Dimensions

Challenges to effective performance measurement

- ***The Influence of Liking***
- ***Precautions***
- ***Organizational Politics***
- ***Individual or Group Focus***

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Yahoo!



Employees use peer ratings to appraise coworkers. Review by employees familiar with each other's work can result in an accurate assessment of performance.

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Emerging Trends: Measuring the Performance of Teams

- Review existing measures to make sure the team is aware of the measures and has commitment and responsibilities to achieve them.
- Identify interim checkpoints at which team progress or achievements can be assessed.
- Identify what the team and team members must do to achieve the desired team-level results.
- Prioritize team goals according to relative importance.

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Emerging Trends: Measuring the Performance of Teams

- Develop any needed measures of interim and final team and individual performance.
- Develop team and individual performance standards so that everyone has a clear understanding of performance expectations.
- Determine how the performance management system will work. Who will be the raters? How will feedback be provided?

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Identifying Performance Dimensions

Challenges to effective performance measurement

- *Legal Issues – factors influencing judges' decisions in cases involving performance appraisals*
 - Use of job analysis
 - Providing written instructions
 - Allowing employees to review appraisal results
 - Agreement among multiple raters
 - The presence of rater training

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Managing Performance

- *The Appraisal Interview*

Helpful or Dreadful??



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Managing Performance

Performance Improvement

- *Exploring the causes of performance problems*
 - Situational factors or system factors
 - Self, peer, and subordinate reviews
 - 360-degree feedback

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Situational (System) Factors to Consider in Determining the Causes of Performance Problems

Figure 7.10

Face-to-face communication during the performance appraisal interview can be more effective if managers use "microskills"—communication factors that must be present for effective interpersonal communication. Several examples follow:

Skills	Benefit	Description	Example
Nonverbal Attending	Suggests interest and active listening.	Interviewer sits with a slight forward, comfortable lean of the upper body, maintains eye contact, and speaks in a steady and soothing voice.	While the ratee is speaking, the interviewer looks at the person and gently nods head to signal interest.
Open and Closed Questions	Appropriate use of open and closed questions can ensure an effective flow of communication during an interview.	Open questions encourage information sharing and are most appropriate early in an interview or in complex, ambiguous situations. Closed questions evoke short responses and are useful for focusing and clarifying.	Open questions start with words like "Could," "Would," "How," "What," or "Why." Closed questions start with words like "Did," "Is," or "Are."
Paraphrasing	Paraphrasing can clarify and convey to the ratee that you are listening actively.	A paraphrase is a concise statement in your own words of what someone has just said. It should be factual and straightforward.	You might begin by saying "If I have this right . . ." or "What you're saying is . . ." and end with "Is that correct?" or "That's what you are saying?"
Reflection of Feeling	Shows that you are trying to understand the emotional aspect of the workplace. The empathy and sensitivity of such reflection can open up communication and allow the interviewee to move more meaningfully to task-related issues.	Similar to paraphrase, a reflection of feeling is a factual statement of the emotions you sense the other person is feeling. Be cautious about using this technique insincerely or with those who need professional help.	Start by saying something like "It sounds like you're feeling . . ." End as you would a paraphrase ("Is that right?").
Cultural Sensitivity	Communication is more effective when you are sensitive to the possible influence of cultural differences.	Pay attention to cultural differences that may influence how another person communicates and how you might communicate with others.	When dealing with employees from a culture that is highly formal, avoid addressing them in the workplace by their first names. Doing so may signal disrespect.

Source: Adapted from Kiechel, J. F. (1996). Effective communication in the performance appraisal interview. *Face-to-face communication for public managers in the culturally diverse workplace*. *Public Personnel Management*, 27, 491-513; and Kiechel, A. B., Neuf, M. B., and Simsek-Dawson, L. (1997). *Counseling and psychotherapy: Integrating skills, theory, and practice* (2nd ed.). Upper Saddle River, NJ: Prentice Hall.

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Managing Performance

Performance Improvement

- *Directing attention to the causes of problems and developing an action plan and empowering workers to reach a solution –*
- *Directing communication at performance –*

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18

How to Determine and Remedy Performance Shortfalls

Figure 7.12

Cause	Questions to Ask	Possible Remedies
Ability	Has the worker ever been able to perform adequately? Can others perform the job adequately, but not this worker?	Train Transfer Redesign job Terminate
Effort	Is the worker's performance level declining? Is performance lower on all tasks?	Clarify linkage between performance and rewards Recognize good performance
Situation	Is performance erratic? Are performance problems showing up in all workers, even those who have adequate supplies and equipment?	Streamline work process Clarify needs to suppliers Change suppliers Eliminate conflicting signals or demands Provide adequate tools

Source: Adapted from Schermerhorn, J. R., Gardner, W. L., and Martin, T. N. (1990). Management dialogues: Turning on the marginal performer. *Organizational Dynamics*, 18, 47-59; and Rummel, G. A. (1972). Human performance problems and their solutions. *Human Resource Management*, 19, 2-10.

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Customer-Driven HR

- Give-and-Take! Tips for Better Performance Reviews
- Start with the raw data
- Make sure you are evaluating performance on appropriate dimensions
- Beware of rating biases
- Support ratings with written comments
- Evaluate several or all of your people at one time, if possible
- Stick with performance and stay away from inferences about cause
- Be consistent across workers

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Summary and Conclusions

- What is performance appraisal?
- Identify performance dimensions
- Measuring Performance
- Managing Performance



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