



# The Strategic Role of Human Resource



# The Manager's Human Resource Management Jobs

- Management process
  - The five basic functions of planning, organizing, staffing, leading, and controlling.
- Human resource management (HRM)
  - The policies and practices involved in carrying out the “people” or human resource aspects of a management position, including recruiting, screening, training, rewarding, and appraising.



# Personnel Aspects of a Manager's Job

- Conducting job analyses (determining the nature of each employee's job)
- Planning labour needs and recruiting job candidates
- Selecting job candidates
- Orienting and training new employees
- Managing wages and salaries (compensating employees)
- Providing incentives and benefits
- Appraising performance
- Communicating (interviewing, counselling, disciplining)
- Training and developing managers
- Building employee commitment



# Personnel Mistakes

- Hire the wrong person for the job
- Experience high turnover
- Have your people not doing their best
- Waste time with useless interviews
- Have your company in court because of discriminatory actions
- Have your company cited by OSHA for unsafe practices
- Have some employees think their salaries are unfair and inequitable relative to others in the organization
- Allow a lack of training to undermine your department's effectiveness
- Commit any unfair labour practices



# Line and Staff Aspects of HRM

## ■ Line manager

- A manager who is authorized to direct the work of subordinates and is responsible for accomplishing the organization's tasks.

## ■ Staff manager

- A manager who assists and advises line managers.



# Line Managers' HRM Responsibilities

- Placing the right person on the right job
- Starting new employees in the organization (orientation)
- Training employees for jobs new to them
- Improving the job performance of each person
- Gaining creative cooperation and developing smooth working relationships
- Interpreting the firm's policies and procedures
- Controlling labour costs
- Developing the abilities of each person
- Creating and maintaining department morale
- Protecting employees' health and physical condition



# Functions of the HR Manager

- A line function
  - The HR manager directs the activities of the people in his or her own department and in related service areas (like the plant cafeteria).
- A coordinative function
  - HR managers also coordinate personnel activities, a duty often referred to as **functional control**.
- Staff (assist and advise) functions
  - Assisting and advising line managers is the heart of the HR manager's job.



# HR and Authority

## ■ Authority

- The right to make decisions, direct others' work, and give orders.

## ■ Implied authority

- The authority exerted by an HR manager by virtue of others' knowledge that he or she has access to top management.

## ■ Line authority

- The authority exerted by an HR manager by directing the activities of the people in his or her own department and in service areas.



# Employee Advocacy

- HR must take responsibility for:
  - Clearly defining how management should be treating employees.
  - Making sure employees have the mechanisms required to contest unfair practices.
  - Represent the interests of employees within the framework of its primary obligation to senior management.



# Examples of HR Job Duties

- Recruiters
  - Search for qualified job applicants.
- Equal employment opportunity (EEO) coordinators
  - Investigate and resolve EEO grievances, examine organizational practices for potential violations, and compile and submit EEO reports.
- Job analysts
  - Collect and examine information about jobs to prepare job descriptions.



# Examples of HR Job Duties (cont'd)

- Compensation managers
  - Develop compensation plans and handle the employee benefits programme.
- Training specialists
  - Plan, organize, and direct training activities.
- Labor relations specialists
  - Advise management on all aspects of union–management relations.



# A Changing HR Environment

- Globalization
- Technological Advances
- Exporting Jobs
- The Nature of Work
- Workforce Demographics



# Measuring HR's Contribution

## ■ Strategy

- The company's long-term plan for how it will balance its internal strengths and weaknesses with its external opportunities and threats to maintain a competitive advantage.
  - HR managers today are more involved in partnering with their top managers in both designing and implementing their companies' strategies.
- Top management wants to see, precisely, how the HR manager's plans will make the company more valuable.



# Benefits of a High Performance Work System (HPWS)

- Generate more job applicants
- Screen candidates more effectively
- Provide more and better training
- Link pay more explicitly to performance
- Provide a safer work environment
- Produce more qualified applicants per position
- More employees are hired based on validated selection tests
- Provide more hours of training for new employees
- Higher percentages of employees receiving regular performance appraisals.

# The New HR Manager

## ■ New Proficiencies

- HR proficiencies
- Business proficiencies
- Leadership proficiencies
- Learning proficiencies





## The New HR Manager (cont'd)

- The Need to “Know Your Employment Law”
  - Equal employment laws
  - Occupational safety and health laws
  - Labour laws



# HR and Technology

- Benefits of technological applications for HR
  - Intranet-based employee portals through which employees can self-service HR transactions.
  - The availability of centralized call centres staffed with HR specialists.
  - Increased efficiency of HR operations.
  - The development of data warehouses of HR-related information.
  - The ability to outsource HR activities to specialist service providers.