Human Resource management

Session objectives

At the end of this session you will be able to:

- Define HRM
- Describe job analysis
- Describe functions of HRM

Brainstorming

- What is human resource management?
- Why HRM is important?

Human Resource Management

- “Human resource management is the integrated use of system, policies and management practices to support the organization to meet its desired goal through recruitment, maintaining and development of employees.”

  Management Sciences for Health

- Involves having the right number of the right people in the right place at the right time

Cont …

- Human Resource Management is planning, organizing, directing and controlling, development, compensation, integration, maintenance and separation of human resources to the end that individual, organizational, and social objectives are accomplished.

- It is a function of management, concerned with hiring, motivating and maintaining people in an organization

- HRM is concerned with the people dimension in management.

Cont …

- A major HRM challenge for managers is ensuring that their company has a **high-quality** workforce

- Getting and keeping competent and talented employees is critical to the **success** of every organization

- If an organization doesn’t take its HRM responsibilities seriously, **performance** may suffer

Cont …

- Human capital is essential to any organization’s long-term performance success
- Organizations perform better when they treat their employees better
- Human resource management (HRM) views people as organizational assets and internal customers

Cont ...

- Ethiopia has major HRH management challenges including shortage, urban/rural and regional disparities, poor motivation, retention and performance.

- HRM is sub optimal as modern concepts and practices are lacking and HR functions are generally limited to traditional personnel administration tasks

Cont …

- Due to limited efforts to modernize HR functions, there is limited investment into HRM capacity development as evidenced by
  - Limited technical skills and experience of existing HR staff in HRM and leadership,
  - Inadequate HR structure and staffing at all levels,
  - Limited capacity and practices in strategic and operational HR planning and budgeting

Cont …

- The health workforce density in Ethiopia has increased from **0.84 to 1.3 per 1000 population between 2008 and 2013**, indicative of an improvement in supply and availability of health workers.

- However, the doctor, public health officer, nurse and midwife to population ratio is **0.7 per 1000 population**, far behind the minimum threshold of **2.3 doctor, nurse and midwife to 1000 population** ratio required to ensure high coverage with essential health interventions

Cont …

- **Human resources department** is the organizational component responsible for staffing and labor relation activities, programs and policies

- All managers have some degree of responsibility for staffing activities like:

  - Selection
  - Performance appraisal

Cont …

- Promotion
- Training and development
- Discipline and corrective counseling
- Compensation of their employees

Functions of HRM

1. HR planning

- It is the process by which managers ensure that they have the right number and kinds of capable people in the right places and at the right times

- Through HR planning, organizations avoid sudden people shortages and surpluses

Cont …

- HR planning entails **assessing current human resources and meeting future HR needs**
- An important part of a current assessment is job analysis
- **Job analysis** is an assessment that defines a job and the behaviors necessary to perform it

Cont …

- It has two components:
  - **Job description** is a written statement describing a job content, environment, and conditions of employment
  - **Job specification** states the minimum qualifications that a person must possess to successfully perform a given job

Job Analysis

Process of Obtaining all information pertinent Job Facts

Job Description

A proper definition & design of work. A statement containing:

Job Title
Location
Job Summary
Duties & Responsibilities
Materials, Tools & Equipment used
Forms & reports handled
Supervision given / received
Working conditions
Hazards & Safety precautions

Job Specification

A statement of human qualifications necessary to do the job containing:

Education & Qualifications
Experience & Training
Knowledge & Skills
Communication skills
Physical requirements - Height, Weight, Age

Personality requirements - Appearance, Judgement, Initiative, Emotional stability

Cont …

- The content and format of job descriptions & specifications vary among organizations
- The general practice is to include:
- **Job title** – standard title of the person. E.g. Head Nurse, Senior Nurse, Midwife Nurse, etc…
- **Job code** e.g. PS/ADM1 (professional science /administration 1)

Cont …

- **Job summary** – a statement of the core duties and responsibilities of the employee
- **General duties** and responsibilities (5-9)
- **Supervision** given or received
- **Special working** conditions (including equipment or systems used)

Cont …

- **Qualifications-** a statement of qualifications should include the minimum education, training, experience, and demonstrated skills required.

- **Review and appraisa**l

Cont …

- Job descriptions for each job should be updated whenever job content, performance requirements, or qualifications change

- This basic document is used for other **HRM functions** (recruitment, selection, training, performance appraisal, career counseling, and compensation) and a fundamental document in legal disputes

Cont …

2. Recruitment & decruitment

- Recruitment is, locating, identifying, and attracting capable applicants
- It involves searching for and attracting prospective employees, either from outside or within
- If recruitment is effective, the organization will have applicants for the vacancies

Cont …

- **Recruitment** sources include newspaper, internet, employee referrals, training institutions
- **Decruitment** is when an organization reduces its workforce if HR planning shows a surplus of employees
- **Decruitment** options include firing, layoffs, transfers, attrition, early retirements etc…

Cont …

3. Selection

- It is a process of screening job applicants to determine who is **best qualified** for the job

- The essence of selection procedure is to determine, whether a given applicant is suitable for the job in terms of training, experience and aptitude.

Cont …

- It should be done carefully since hiring errors can have significant implications

- Selection involves predicting which applicants will be successful if hired
- **Rejection/acceptance errors** may occur

- **Selection tools include**: application formats, interviews, written tests, performance-simulation tests, background investigations, physical examinations

Cont …

4. Induction & orientation

- Induction activities are typically carried out by the human resources department and include:
  - Enrolling new employees in benefit plans,
  - Issuing identification card/badge and
  - Creating a database for the individual
- **Orientation:** A set of activities designed to familiarize new employees with their jobs, coworkers, and key aspects of the organization.

Cont …

- ***Work unit orientation*** familiarizes the employee with the goals of the work unit, clarifies how his or her job contributes to the unit’s goals, and includes an introduction to his/her coworkers

- ***Organization orientation*** informs the new employee about the organization’s goals, history, philosophy, procedures and rules

Cont …

- The orientation program includes:
  - Informing employees about the **mission, vision and values** of the organization
  - Information about the **physical facility** and organizational structure
  - Introducing with colleagues



Cont …

- Universal precautions, fire **& safety programs**
- Employee **health service** and other HRD services
- Explanation of **organizational policies** and benefits
- Orientation on **department specific** work methods

Cont …

Importance of orientation

- Builds employees’ sense of identification
- Helps them gain acceptance by fellow workers
- Gives them a clear understanding of what they need to know
- Familiarize new employees with the entire organization as well as their own work area and department

Cont …

5. Training

- Intentional efforts to **improve current and future performance** by helping employees acquire the skills, knowledge, and attitudes required of a competitive workforce.



Cont …

- Its objective is to improve employee performance in a specific job

- In many org’s employee **interpersonal (soft skill) trainings** such as communication, conflict resolution, team building, customer service etc. are necessary

Cont …

- **Traditional training methods** include: on-the-job, job rotation, mentoring/coaching, manuals, lectures etc

- **Technology-based training methods**: DVD, audiotapes, Videoconferencing, teleconferencing, satellite TV

Cont …

6. Performance Appraisal

- A performance appraisal is a formal system of review and evaluation of individual or team performance.

- The performance appraisal is a periodic event to reflect and evaluate past performance with the intent to identify strengths and weaknesses of an employee's performance and to identify developmental goals.

Cont …

Importance of PA

- To determine if individual work results are consistent with expectations
- To identify high, marginal and unsatisfactory performers

- On the basis of their performance, interventions like training, in-service education, jobs redesign etc or counseling, discipline or separation may be provided.

Cont …

- To provide information on compensation determination
- To provide information for employee assistance and counseling. E.g. substance use
- To provide feedback to both employee and supervisor

Cont …

7. Compensation and Benefits

- It is about rewarding the **top performers** with a bonus or promoting them to another position
- Most of effective workers **expect** to receive appropriate compensation from their employer
- Developing an **effective and appropriate compensation system** is an important part of the HRM process

Cont …

- Managers **must develop a compensation system** that reflects the changing nature of work and the workplace in order to keep people motivated

- **Compensations** can be wage and salary add-ons, incentive payments, promotions, surfing lessons, tickets

Summary

- Definitions
- Job analysis
- Functions of HRM

Reading assignment

- Human resource retention

Thanks!!