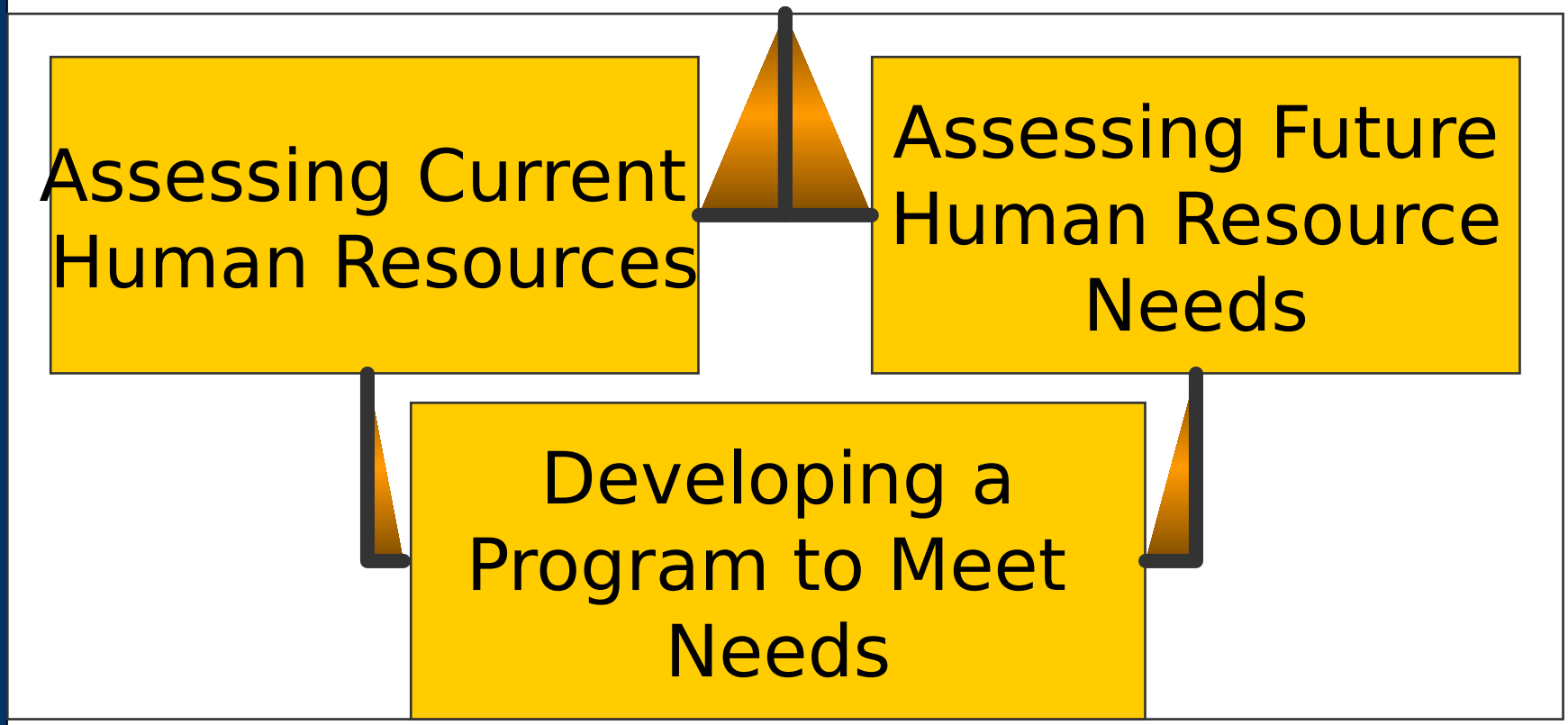
STAFFING

Human Resource Management

The integration of all processes, programs, and systems in an organization that ensure staff are acquired and used in an effective way

Human Resource Planning



Human Resource Planning

The process of systematically reviewing HR requirements to ensure that the required number of employees, with the required skills, are available when they are needed

Definitions

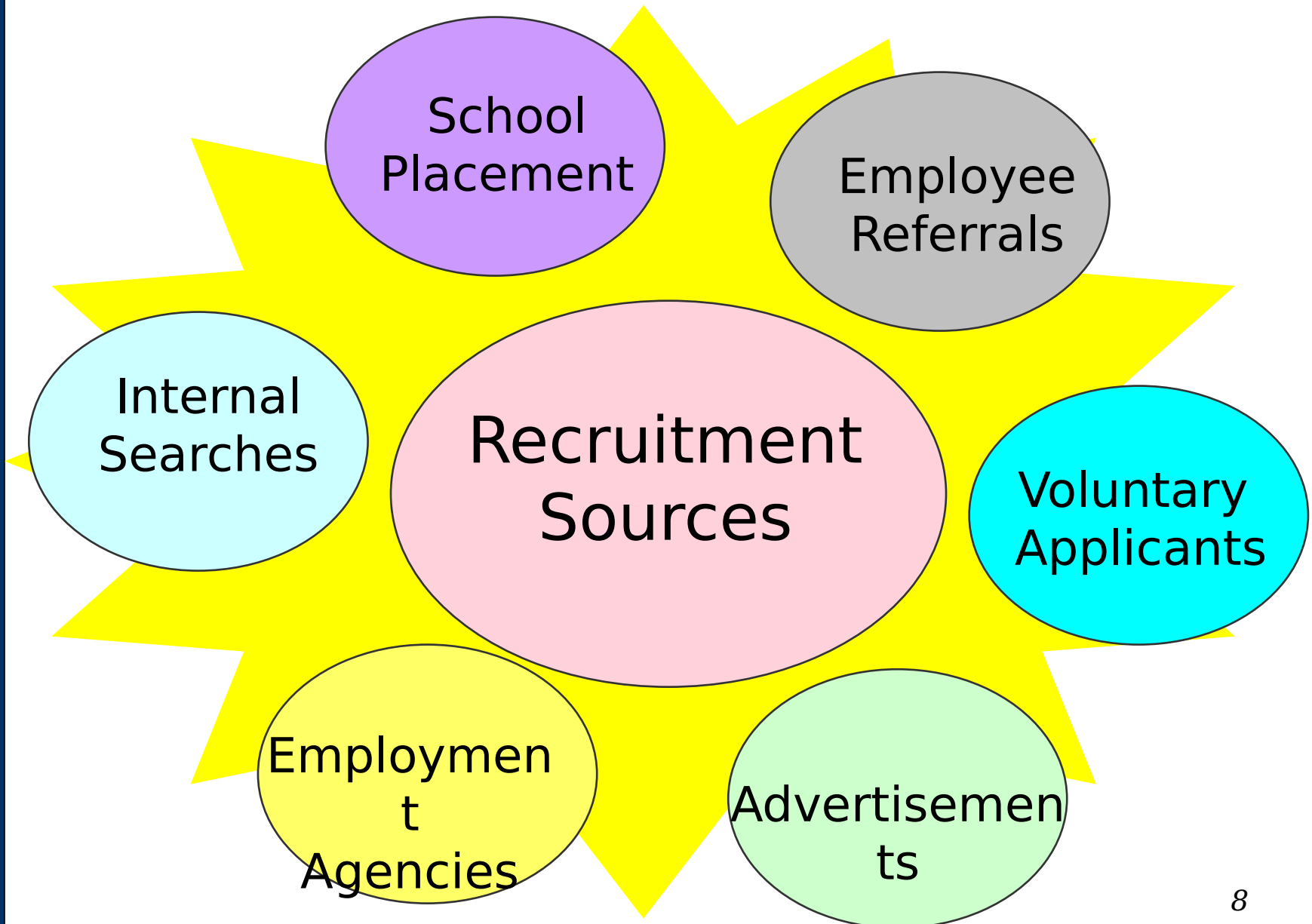
- **Job -** Consists of a group of tasks that must be performed for an organization to achieve its goals
- **Position -** Collection of tasks and responsibilities performed by one person; there is a position for every individual in an organization
- **Job analysis -** Systematic process of determining the skills, duties, and knowledge required for performing jobs in an organization (functional job analysis , position analysis questionnaire)
- **Job description –** document providing information regarding tasks, duties, and responsibilities of job
- **Job specification –** minimum qualifications to perform a particular job

Recruitment



- Process of locating, identifying, and attracting capable candidates
- Can be for current or future needs
- Critical activity for some corporations.
- What sources do we use for recruitment

Sources of Recruitment


School Placement
Employee Referrals
Internal Searches
Recruitment Sources
Voluntary Applicants
Employment Agencies
Advertisements

METHODS OF DECRUITMENT

- **ATTRITION – not filling openings created**
- **EARLY RETIREMENT – retiring older employees before their normal retirement date providing incentives.**
- **FIRING – permanent involuntary termination of employment.**
- **LAYOFF – temporary involuntary termination of employment**
- **REDUCTION – having employees work fewer hours per week or**

SELECTION

A series of steps from initial applicant screening to final hiring of the new employee.

- **Selection process.**
  - Step 1 Completing application materials.
  - Step 2 Conducting an interview.
  - Step 3 Completing any necessary tests.
  - Step 4 Doing a background investigation.
  - Step 5 Deciding to hire or not to hire

Performance Appraisal

Performance Appraisal

The identification, measurement, and management of human performance in organizations.

Why Conduct Performance Appraisals?

- Make decisions about that person's future with the organization
- Identify training requirements
- Employee improvement
- Pay, promotion, and other personnel decisions
- Research
- Validation of selection techniques and criteria

A Model of Performance Appraisal



Techniques for Evaluating Managers

- Evaluation by superiors
- Evaluation by colleagues
  - Peer ratings tend to be more favorable for career development than for promotion decisions
- Self-evaluation
  - Self-ratings suffer from leniency
- Subordinate evaluation
  - Effective in developing leadership
  - Leads to improved performance
- 360 degree feedback (multi-source)

Measurement Tools

Relative and Absolute Judgment

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 supervisors to make judgments about an employee's performance based solely on performance standards.