

Human Resources Management

HRM 611

Workshop 4- Lecture 3

Prepared by Dr. Sahar Ahmed



Ch.
03

Talent Management

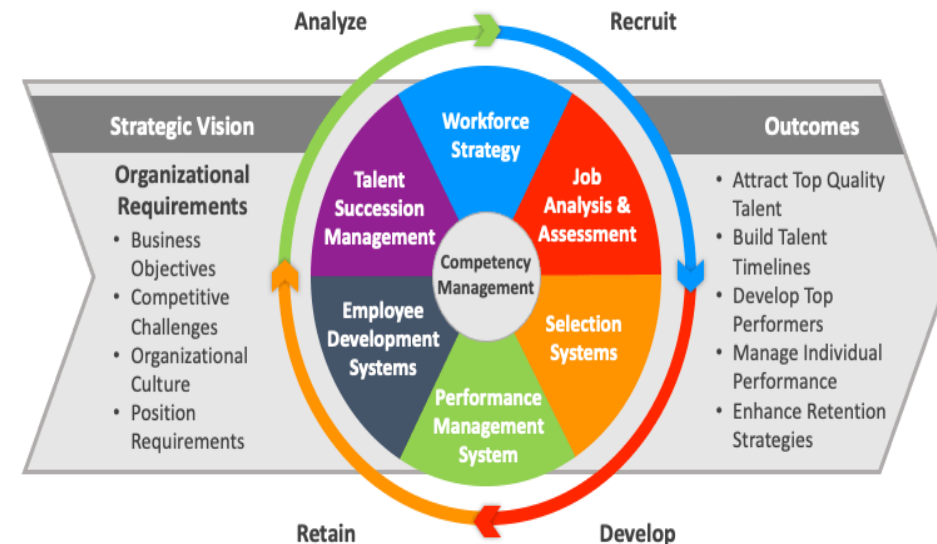
This process aims to attract, develop, and retain skilled employees.

Effective talent management involves:

- Integrating all HR activities like staffing, training, and compensation.
- Making decisions based on clear goals.
- Using consistent criteria throughout the employee lifecycle (hiring to promotion).
- Segmenting employees

INTEGRATED TALENT MANAGEMENT

ITM Model



Ch.
03

Job Analysis

Job analysis helps determine the tasks and skills required for each position. It involves creating two documents:

Job description: Lists the duties and responsibilities of the position.

Job specification: Identifies the skills and qualifications needed for the job.

Job analysis information is used for various HR functions, including recruitment, training, and performance management.

Ch.
03

Basic Steps in Job Analysis

- **Identifying the purpose of the analysis.**
- **Reviewing background information.**
- **Select Representative Positions**
- **Collecting data through methods like interviews, observation, and questionnaires.**
- **Verifying the collected information.**
- **Developing job descriptions and specifications**

Ch.
03

Importance of job analysis

- **Competitive pay** is important, but job analysis is key to attracting and keeping top talent.
- **Clear Expectations:** Job analysis defines what good performance looks like, ensuring everyone is on the same page.
- It helps **hire qualified individuals** with the right skills who can excel from the start.
- **Effective Training:** It informs training programs to target the most relevant skills.
- **Improved Processes:** It identifies areas where work processes can be streamlined.

Ch.

03

Talent Management

Explain to the head of a company how he or she could use the talent management approach to improve his or her company's performance.

Ch.
03**Benefits of a single integrated Talent Management process****1- Cohesive Approach:**

- It ensures all HR activities work together to achieve a common goal: attracting, developing, and retaining skilled employees.
- Hiring the right people (staffing) sets the foundation.
- Training equips them with the skills to excel.
- Performance appraisals identify areas for growth and development.
- Competitive compensation motivates and rewards them for their contributions.

Ch.
03

Benefits of a single integrated Talent Management process

2. Strategic Alignment: Decisions made in one area (e.g., training) directly impact others (e.g., performance appraisal).

Training programs should target skills identified during the job analysis used for staffing.

Performance appraisals should evaluate skills learned through training.

Compensation can be tied to performance goals set during appraisals.

3- Lifecycle Management: Talent management takes a holistic view of the employee experience, from initial recruitment to development and ongoing retention.

Benefits of a single integrated Talent Management process

4. Optimizes Results: By integrating all aspects, companies maximize the return on their investment in people.

- Hiring qualified individuals reduces training costs and improves performance.
- Effective training empowers employees to contribute more, leading to higher productivity and potentially justifying raises or bonuses.
- Fair and competitive compensation keeps employees motivated and engaged, reducing turnover and associated recruitment costs.

Benefits of a single integrated Talent Management process

4. Competitive Advantage: In today's job market, attracting and retaining top talent is crucial. A well-designed talent management process:

- Demonstrates a company's commitment to its workforce
- Fostering a positive work environment and boosting employer branding.

In essence, talent management is not just about filling open positions; it's **about strategically managing your human capital to create a high-performing and engaged workforce that drives business success.**

Ch.
03**Optima Air Filter Company: Job Analysis****Introduction:**

The Optima Air Filter Company in Vicksburg, Mississippi faced a challenge after the Mississippi River floods of May 2011. Many employees' homes were damaged, forcing the company to hire almost entirely new crews for each shift.

Challenges:

Lack of Job Descriptions: The experienced employees ("old-timers") never had formal job descriptions created, leading to confusion about duties for the new hires.

Conflicting Information: When the "old-timers" filled out job questionnaires, disagreements arose. Management felt they were exaggerating their responsibilities, while the employees insisted on the accuracy of their descriptions.

Customer Demands: Production delays due to the confusion impacted customer satisfaction. Clients needed filters, not explanations.

Ch.
03**Optima Air Filter Company: Job Analysis****Questions:**

1. Should management ignore the "old-timers" and write job descriptions based on their own understanding? How can they resolve these conflicting viewpoints?
2. How should a proper job analysis have been conducted? What steps should the company take now?

Ch.
03

Question 1: Balancing Expertise and Cooperation

Questions:

No, Phil and Linda shouldn't simply ignore the "old-timers'" protests. Here's why:

Valuable Experience: The "old-timers" possess years of practical knowledge about the actual demands of the jobs. Ignoring their input could lead to inaccurate and impractical job descriptions.

Employee Morale: After the flood, maintaining high employee morale is crucial. Disregarding their concerns could breed resentment and feelings of disrespect.

Ch.
03

Question 1: Balancing Expertise and Cooperation

Resolving Differences:

Collaborative Discussion: Phil and Linda can gather the "old-timers" for an open discussion about their duties. By listening to all perspectives, they can reach an agreement on what to include in the job descriptions.

Mutual Verification: The new employees can review the proposed job descriptions for accuracy. The "old-timers" can then provide feedback and help refine the descriptions for better clarity.

Ch.
03**Question 2: Conducting a Proper Job Analysis**

Observation: Watch the "old-timers" perform their tasks, noting the skills and knowledge they use.

Interviews: Conduct interviews with the "old-timers" to explore their daily tasks and challenges.

Questionnaires: Utilize questionnaires to gather information on employee responsibilities and the perceived difficulty of each task.

Moving Forward:

Complete Job Analysis: Instead of ignoring the "old-timers," Phil and Linda should complete a proper job analysis using the methods mentioned above.

Combining Expertise: They should integrate the "old-timers'" experience with Phil and Maybelline's perspectives to create accurate job descriptions that reflect reality.

Training and Guidance: Phil needs to provide training and guidance for the new employees to equip them with the necessary skills to perform their duties effectively.

Ch.
03

Carter Cleaning Company: The Job Description

Introduction:

Jennifer, a new manager at Carter Cleaning Company, recognizes the importance of clear job descriptions for store managers. She believes they will help ensure proper adherence to company policies and procedures.

Challenges:

Lack of Clarity: Existing practices lack clear definitions, leading to confusion among store managers about their roles and responsibilities. This confusion results in unknowingly violating company policies and procedures.

Multifaceted Role: The store manager's job encompasses a wide range of tasks, including quality control, customer service, finance, inventory management, and staff supervision.

Ch.
03**Carter Cleaning Company: The Job Description****Questions:**

1. **Job Description Format:** What is the best format and final form for the store manager's job description?
2. **Standards and Procedures:** Should detailed instructions (standards and procedures) be included within the job description or kept separate?
3. **Information Gathering:** How can Jennifer effectively collect the information needed for establishing standards, procedures, and the job description itself?
4. **Desired Content:** What specific details should be included in the ideal job description for a store manager?

Ch.
03

Question 1: Job Description Format

Jennifer should aim for a clear and concise format for the store manager's job description. Here are some considerations:

Sections: The description should be divided into sections like "Job Title," "Summary," "Responsibilities and Duties," "Qualifications," and "Performance Standards."

Language: Use clear, concise, and action-oriented language. Avoid jargon and technical terms.

Length: Aim for a document that can be easily reviewed and understood.

Ch.
03

Question 2: Standards and Procedures

There are benefits to both approaches:

Including Standards and Procedures: This provides a one-stop-shop for all job-related information, making it easier for store managers to reference expectations. However, this can make the job description lengthy.

Keeping Separate: A separate document for standards and procedures allows for easier updates without modifying the job description itself.

Recommendation: Jennifer could create a concise job description outlining key responsibilities and performance standards. She can then reference a separate, more detailed document for specific standards and procedures. This allows for clarity in the job description while maintaining flexibility for updates.

Ch.
03**Question 3: Information Gathering**

Jennifer can gather information for the standards, procedures, and job description through various methods:

Review Existing Documents: Start by examining existing company policies, training manuals, and any previous attempts at job descriptions.

Interviews: Conduct interviews with experienced store managers to understand their daily tasks, challenges, and best practices.

Job Shadowing: Jennifer could shadow some store managers to observe their work firsthand and gain a deeper understanding of their responsibilities.

Industry Research: Research industry standards and best practices for managing cleaning stores.

Ch.
03

Question 4: Ideal Job Description Content

Job Title: Clearly state the position as "Store Manager."

Summary: Briefly describe the overall role and its importance within the company.

Responsibilities and Duties: Outline the key areas of responsibility, such as customer service, quality control, inventory management, and staff supervision. Be specific but avoid overloading with details.

Qualifications: List the required skills and experience for the position (e.g., customer service experience, leadership skills, basic accounting knowledge).

Performance Standards: Define the specific expectations for each key responsibility area. These can be more detailed and should reference the separate standards and procedures document.

Ch.
03**Fast-food restaurant work unit's outputs**

Assume you are the manager of a fast-food restaurant. What are the outputs of your work unit? What are the activities required to produce those outputs? What are the inputs?

Fast-food restaurant work unit's outputs

1- Prepared Food and Beverages:

This is the core output of the restaurant. Activities to achieve this include:

Preparation: Following recipes and procedures to cook food items like burgers, fries, and chicken. Assembling sandwiches and salads. Preparing beverages like soft drinks, coffee, and milkshakes.

Quality Control: Ensuring food is cooked properly and meets safety standards. Verifying ingredients are fresh and portions are accurate.

Presentation: Packaging food items neatly and attractively for customer takeout or dine-in.

Fast-food restaurant work unit's outputs

2. Excellent Customer Service:

This is crucial for customer satisfaction and repeat business. Activities include:

Order Taking: Greeting customers, taking orders accurately, and upselling menu items if appropriate.

Cashiering: Handling customer payments efficiently and accurately.

Food Service: Delivering orders to customers in a timely and friendly manner. Addressing any customer inquiries or complaints promptly and professionally.

Fast-food restaurant work unit's outputs

3. Clean and Safe Restaurant Environment:

Maintaining cleanliness is essential for health and customer perception. Activities include:

Cleaning and Sanitation: Regularly cleaning cooking surfaces, food prep areas, dining areas, and restrooms. Ensuring proper disposal of waste. Following food safety protocols to prevent contamination.

Stocking and Inventory Control: Restock supplies like napkins, condiments, and utensils. Monitor inventory levels to ensure sufficient stock for customer needs.

Fast-food restaurant work unit's Input

Inputs:

To achieve these outputs, my work unit relies on several key inputs:

Human Resources: A well-trained and motivated team of employees to handle food preparation, cashiering, customer service, and cleaning.

Raw Materials: Fresh ingredients like meat, vegetables, and dairy products. Beverages, condiments, and packaging supplies.

Equipment: Functional kitchen equipment for cooking, refrigeration, and storage. Point-of-sale (POS) systems for taking orders and processing payments. Cleaning supplies and equipment.

Ch.
03**Fast-food restaurant work unit's Input**

Based on Question 1, consider the cashier's job in the restaurant. What are the outputs, activities, and inputs for that job?

Ch.
03**Fast-food restaurant Cashier's job****Outputs:**

Accurate and Efficient Transactions: Completing customer purchases accurately and quickly, ensuring correct change is provided.

Positive Customer Interactions: Greeting customers politely, processing orders efficiently, and contributing to a positive overall customer experience.

Ch.
03**Fast-food restaurant Cashier's job****Activities:**

Order Processing: Taking customer orders through the POS system, entering menu items and modifications accurately.

Payment Processing: Receiving customer payments in cash or electronically. Calculating change due and providing it accurately and efficiently.

Cash Handling: Managing cash drawer responsibly, ensuring proper handling of cash and maintaining a clean and organized workspace.

Basic Customer Service: Greeting customers, answering basic questions about menu items, and providing receipts

Ch.
03**Fast-food restaurant Cashier's job****Inputs:**

Customer Orders: Understanding customer requests and accurately entering them into the POS system.

Cash and Electronic Payments: Ability to handle various forms of payment (cash, credit cards, debit cards) and provide accurate change.

POS System Knowledge: Basic understanding of the Point-of-Sale system for taking orders, processing payments, and accessing menus.

Cash Drawer Procedures: Following established procedures for handling cash in the drawer, including cash control, security, and end-of-shift procedures.

Basic Math Skills: Performing basic calculations for order totals, change due, and cash drawer reconciliation.

Ch.

03

Fast-food restaurant Cashier's job

Modern electronics have eliminated the need for a store's cashiers to calculate change due on a purchase. How does this development modify the job description for a cashier? If you were a store manager, how would it affect the skills and qualities of job candidates you would want to hire?

Fast-food restaurant Cashier's job

Job description can be modified as follows:

Reduced Focus on Math Skills: With cash registers automatically calculating change, cashiers no longer need advanced mental math skills. However, basic numeracy is still important for verifying totals and identifying potential discrepancies.

Increased Focus on Customer Service: Cashiers can now dedicate more attention to customer interaction. The job description might emphasize:

Greeting customers warmly and creating a positive atmosphere.

Actively listening to customer needs and offering product recommendations.

Upselling or promoting additional items.

Efficiently processing transactions through the POS system.

Handling returns and exchanges professionally.

Ch.
03**Fast-food restaurant Cashier's job**

As a store manager, here's how I would adjust my hiring preferences:

Maintain Basic Math Skills: While complex calculations are no longer needed, basic numeracy to verify totals and identify errors remains important.

Prioritize Customer Service Skills: A focus on friendliness, clear communication, and the ability to build rapport with customers becomes even more crucial.

Look for Positive and Outgoing Personalities: Cashiers who can create a pleasant atmosphere and engage with customers are highly desirable.

Consider Adaptability and Willingness to Learn: The role might evolve to include new tasks, so a willingness to learn and adapt is valuable.

Teamwork and Collaboration: Cashiers might work alongside baggers or other staff, so teamwork and collaboration skills become more important.

References

Main Reference

- Dessler, G. (2011). Human resource management. Thirteenth edition. Pearson International Edition.

Additional Resources for extra reading.

- Armstrong, M. (2023). Armstrong's Handbook of Human Resource Management Practice (16th Ed.). Kogan Page.
- Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2023). Human Resource Management in Canada (10th Ed.). McGraw-Hill Ryerson.

Thank You