Cheatography

HRM Continuation Cheat Sheet

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Recruitment and selection

The aims of resourcing/recruitment are:
To attract a pool of suitable candidates for vacant posts
To use a fair process and be able to demonstrate that this process was fair
To ensure that all recruitment activities contribute to organisational goals and the desired organisational image
To conduct recruitment activities in a cost-effective and efficient manner
As a strategic activity, recruitment (and selection)
is a necessary part of a strategic approach dedicated to gaining competitive advantage that comes from having a superior workforce.

DISC Tech Cont.

	Dominance	Influence	Steadiness	Compliance
High	Direct, Results, Aggressive	Friendly, Persuasive, Influential	Deliberate, Dependable, Good Listener	Systematic, Logical, Perfectionist
Fears	Failure	Rejection	Sudden Change	Conflict
Motivators	Power/Authority	Public Praise	Security	SOPs
Low	Non demanding, Mild, Accommodating	Reserved, Serious, Probing	Mobile, Alert, Restless	Strong willed, Stubborn, Independent

Balanced Scorcard

Financial	revenue growth and – mix, costs, profit, asset utilization
Customer	customer satisfaction, customer retention, acquisition of new clients, profitability per customer, and market share
Internal Business Process	innovation (identifying customer needs, new market segments and new products), operational (product/service delivery) and after-sales service
Learning & growth	skills of employees, management information systems, HR procedures with respect to motivation, empowerment and organization culture

Role of Line Manager

Increased responsibility for many HR areas in relation to managing their staff
Unfortunately, some organizations do not always see the necessity for performance management or consider that it is not a key aspect of their job.
Line managers need to:
Understand the relevance of performance management to the performance of their team and that it can make a difference in meeting their targets and improving their team performance.
Ensure that the people or teams they manage
Know and understand what is expected of them
Have the skills necessary to deliver on expectations
Are supported by the organization to develop the capacity to meet expectations
Are given feedback on performance
Can discuss and contribute to individual and team aims and objectives

Performance Management

A process which
Contributes to the effective management of individuals and teams in order to achieve high levels of organisational performance
Establishes shared understanding about what is to be achieved and an approach to leading and developing people which will ensure it is achieved

Guide and motivate organisation and employees to reach the desired results
How? Through a cycle of interviews about expectations, goals, desired behaviours, development actions and realization of these actions
Within a framwework with structured steps and objective criteria Ideally linked to Compensation/pay
Organisation goals-> department goals-> individual goals

Reward

Programs set up by a company to reward performance and motivate employees on individual and/or group levels
A review and restructuring of the reward system might enable an organisation to attract and retain an effective workforce
Examine pay levels and the attractiveness of their benefits packages and terms and conditions:
What is the competition doing?
Linking both financial and non-monetary rewards to the achievement of corporate goals

Open Hiring strategy

a recruitment approach where you write your name and phone number down on a list as a candidate, and if there is a vacancy, you can start immediately without showing your resume or without an interview.

DISC technique

DISC looks at behavioural styles and preferences at work, and modifications to suit the needs of current job situation.
Dominance: relating to control, power and assertiveness
Influence: relating to social situations and communication
Steadiness: relating to patience, persistence, and thoughtfulness
Compliance: relating to structure and organization

Some companies, like Thomas International offers a professional PPA report- other free tests on internet give basic insight

DISC is based on Dr William Marston's theory on Emotions of Normal People

Evaluation of DISC

There are no "good" or "bad" personality profile styles
Each style possesses strengths and limitations
A company needs to find the best "fit" for the job
DISC is a part of the selection kit- not the deciding factor!
Everyone has a mix of different styles
People can adapt their styles depending on certain situations

Fairness

Input: experience, knowledge, skills, education, hours

Output: status, salary, recognition, chances

Reward: topics

Reward policy

Process theories

Job evaluation

Performance pay

Compensation & benefits

Performance Appraisal

Advantages:	Problems:
Gives employees feedback on performance	Lack of clear purpose
Creates opportunity to plan future objectives or workload	Links with pay
Judge and helper roles	Appraiser attacking appraisee's character
Relationship with personal development reviews - ('one-to-ones')	Being too subjective in judgement

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Performance Appraisal (cont)

Integration of objectives and competencies	Linking to disciplinary process

and the Performance Management process

Goals of Performance Management

Create win-win situation between organisation and employees
Connect strategy of an organisation and its goals with motivation, action, behaviour, development of employees
Instrument to:
Guide
Develop
Communicate
Motivate

Vacancy Analysis

Description of role and responsibilities
Department
Introduce organization
Requirements
Procedure
-> attractive
-> realistic job preview

What is Personality Profiling

Ability tests: right and wrong answers
Personality tests: no right or wrong. Aim: to describe aspects of a person's character that remain stable throughout that person's lifetime, the individual's character pattern of behavior, thoughts, and feelings
Test results will largely remain the same over time
You cannot cheat
Often self- assessments statements: least and most applicable statements, with current work situation in mind

Use of Personality Profiling

What can a company use these tests for?
Recruitment:
Fit with team and job
Preferred way of working
Performance Management:
Help explain poor performance
Avert problems before they happen
Career planning: appropriate direction

Compensation and benefits

Primary: basic package, fixed/flexible

Secondary: Employee benefits. General (holidays, working hours) or specific (travel expenses)

Tertiary: cheaper services for employees

Mortgage, insurance (banks)

Free meals (restaurant)

In house shops (Philips)

Discounts (KLM-> flight tickets)

Flexibility in benefits

Care-> pension, discount insurance

Taxes-> advantage gross-net when buying a bike; 30 % rule for expats, saving

Life-work balance-> extra holidays, maternity leave holidays, flexible hours, remote work, sabbatical leave, care for elderly, childcare, sports subscription

Development-> reimburse literature, coaching fees, training, study programs

Execution of position -> lease car, company phone, scooter, additional travel expenses, laptop, reimburse company clothing

Risks of flexible reward:
Unintended behaviours-> bank crisis, unacceptable risk taking
Selective behaviour
Difficult to measure: “Team player” “Creative”
What if you cannot influence results?

Four Barriers

The Vision Barrier	Strategy is not understood by those who must implement it
The Management Barrier	Management systems are designed for operational control and little time is spent on strategy
The Operational Barrier	Budgeting process is separated from strategic planning
The People Barrier	Personal goals, incentives and competencies are not linked to strategy

to Strategic Implementation That Are Built Into the Way We Manage

Example: Apple Computer

Customer Satisfaction: shift from technology and product focused company to emphasis on customers
Employee commitment and alignment: how well do the employees understand the company’s strategy and if they are asked to deliver results that are consistent with that strategy.
Market share: for sales growth and to attract and retain software developers
Shareholder value: not a driver of performance! Impact of activities for valuation and evaluate new business ventures.

Adv & Dis of LM

Advantages	Disadvantages
Line managers know about subordinates, their jobs and their performance	Personality conflicts
Creates time for discussion	Subjectivity
Gives appraisee the manager’s attention	Seen by managers as low priority

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Selection

Well- prepared interview questions- STAR method
Excel tests, typing tests, IQ tests, business case, assignments
Reference checks
Personality profiling

STAR method

Well- prepared interview questions-> Situation Task Action Result
Depends on the position versus general questions for all positions (check cultural fit)

"Share an example of a time when you faced a difficult problem at work”
“Describe a time when you were under a lot of pressure at work”
“Tell me about a mistake you've made”
“Share an example of a time you had to make a difficult / unpopular decision”

Star Method Cont.

How to check cultural fit
“In what type of work environment are you most productive and happy?”
“How would past co-workers best describe your work style?”
“What management style motivates you to do your best work?”
“When working with a team, what role are you most likely to play?”

What are the values of the company? -> translate them into suitable questions that are applicable for all jobs

Special attention to 21st Century Skills

The ability to solve problems creatively or bring new possibilities to life
Critical thinking
Communication
Collaboration
Intrinsic Motivation (curious, persistent, and willing to take risks)

Training & Development

Learning methods
Core competences of an organization
Competences of employees
Employability

Learning/developing methods

Internal trainings/workshops -> corporate universities
Learning by doing-> informal learning in work situation
Group trainings internal/external
Individual coaching
Mentoring (learn from each other/older person)
Learn through networking
Learn on the job by innovations and projects
Formal learning on the job
E-learning -> Goodhabitz, MOOC
Etc.

-> Management Development

Core competences of an organisation

Unique characteristics, differentiate from competitors, basis for generating value now and in the future.
Advantages for customers who value products / services
Difficult to imitate
Rare, and different outlets to profit from in markets/ products

Performance evaluation: consequences

Dismissal, improvement plans
Salary increases
Training
Promotion

Pitfalls

Recency effect
10 percent-90 precent effect
Halo / Horn-effect
Avoiding extreme judgements
Leniency
Own preferences, prejudices, likes, dislikes

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