

# Managing Human Resources

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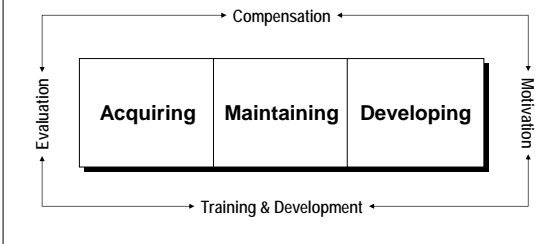
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## Human Resource Management (HRM)



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## Functions of the Human Resources Department



- ✓ Planning for Staffing Needs
- ✓ Recruiting and Hiring
- ✓ Training and Development
- ✓ Appraising and Retaining

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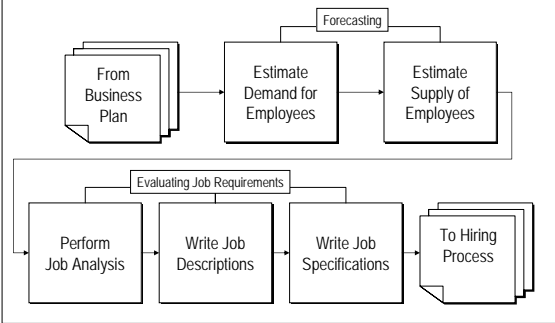
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## Planning for Staffing Needs



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## Forecasting Demand

- Predicted sales
- Expected turnover rate
- Workforce's skill level
- Impending strategic decisions
- Changes in technology
- Company's financial status
- Status of key employees



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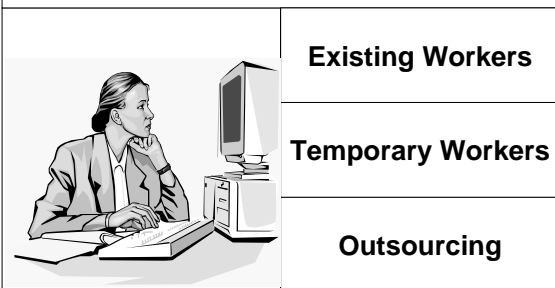
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## Forecasting Supply



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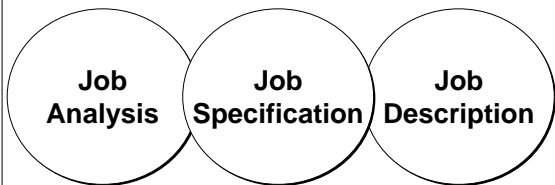
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## Evaluating Job Requirements



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## Recruiting Employees

Internal Searches	Newspaper Ads	Internet Ads
Employment Agencies	Union Halls	Colleges
Trade Shows	Headhunters	Referrals

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## How Employers and Job- Seekers Approach the Recruiting Process

Employers

Look Inside the Company	Networking and Personal References	Employment Agency or Search Firm	Unsolicited Résumés	Newspaper or Internet Want Ads
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Job Seekers

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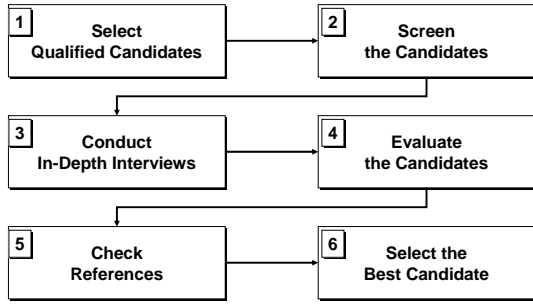
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## The Hiring Process



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## Background Checks

	<b>Educational Credentials</b>	<b>Employment Verification</b>
	<b>Time Gaps Between Jobs</b>	<b>Reference Checks</b>
	<b>Arrest Records</b>	<b>Credit Histories</b>

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## Preemployment Testing

<b>Job-Skills</b>	
<b>Psychological</b>	
<b>Drugs and Alcohol</b>	

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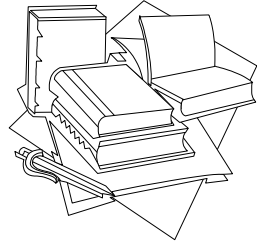
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# Training and Development

Orientation

Training

Retraining



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# Appraising Employees



Regular Written Evaluations

360-Degree Reviews

Electronic Performance Monitoring

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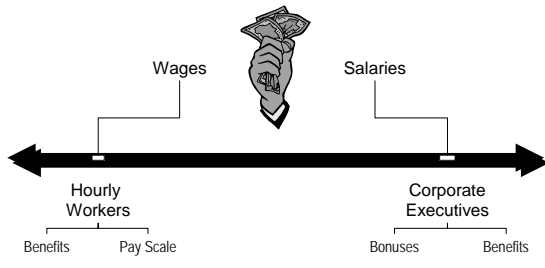
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# Workplace Compensation



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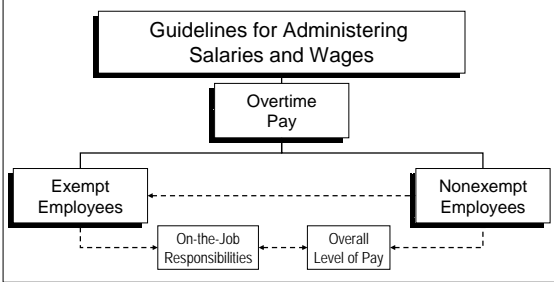
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## Exempt-Nonexempt



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## Hot Compensation Issues

Lower End of Pay Scale	Upper End of Pay Scale
Downward Pressure on Wages	Compensation Gap Between CEO and Employees
Downward Pressure on Benefits	Disparity Between Results and Compensation

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## Incentive Programs

Bonuses	
Commissions	
Profit Sharing	

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# Incentive Programs

Gain Sharing

Pay for Performance

Knowledge-Based Pay



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# Benefits and Services



Insurance

Retirement Plans

Stock Options

Family Benefits

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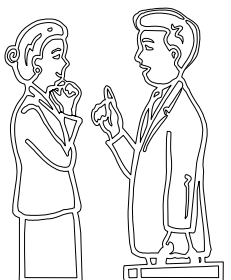
# Insurance Benefits

Life and Health

Dental and Vision

Disability

Long-Term Care



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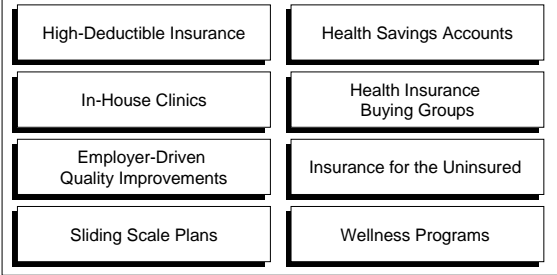
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## Creative Approaches to Skyrocketing Health-Care Costs



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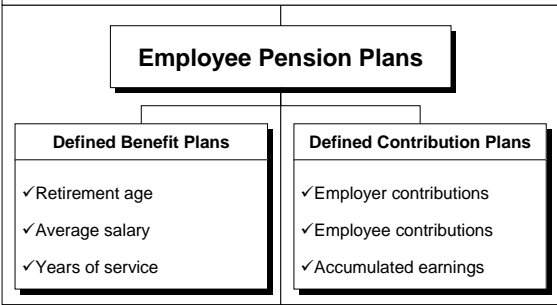
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## Retirement Benefits



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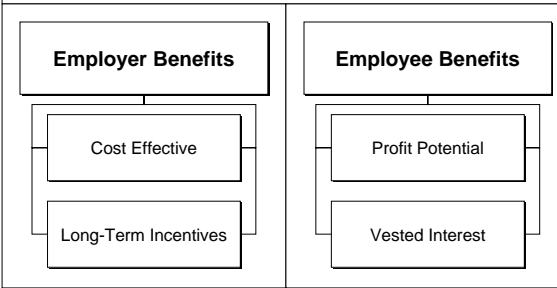
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## Stock Option Plans



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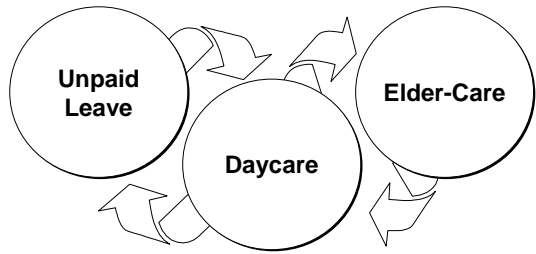
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## Family-Friendly Benefits



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## Other Employee Benefits

- Vacations, holidays, and sick leave
- Professional development
- Financial or legal counseling
- Wellness programs
- Employee Assistance Programs
- Corporate perks

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## Overseeing Changes in Employment Status

Promotion
Reassignment
Termination
Retirement



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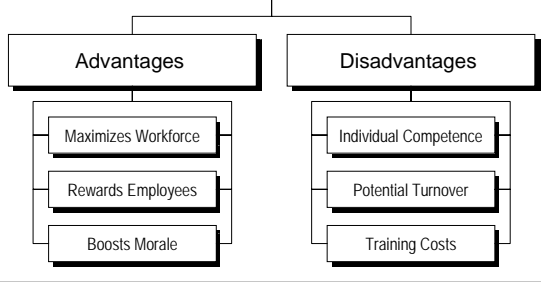
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# Promoting from Within



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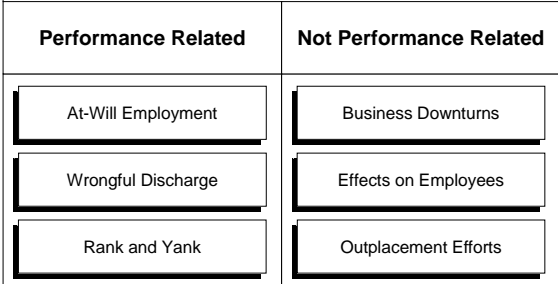
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# Terminating Employees



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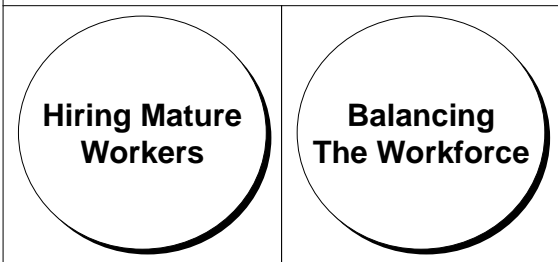
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# Retiring Employees



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