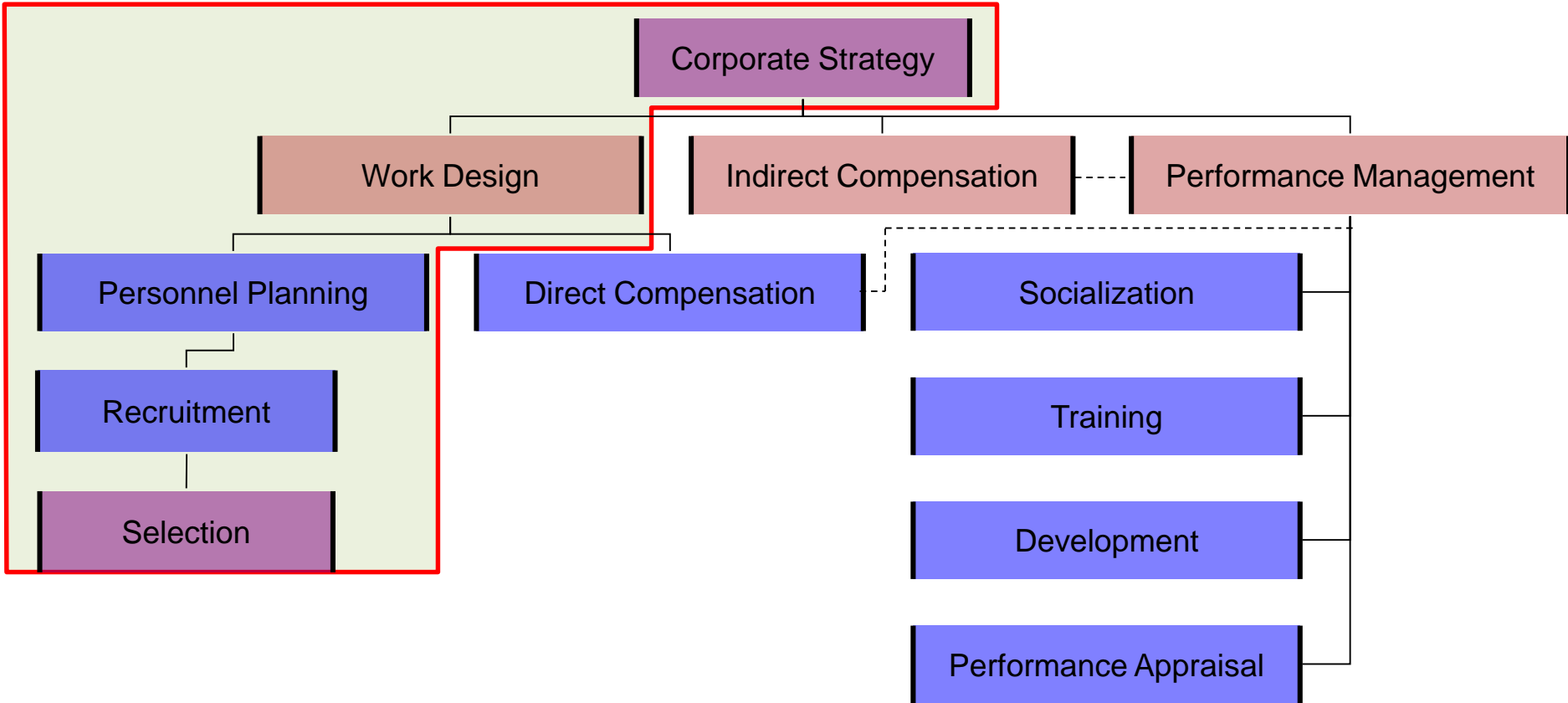


# Strategic Human Resource Management



# Introduction



**Staffing**

**Compensation**

**Performance**

## Strategy and Job Design

- Drives how managers structure jobs to be performed
- May be based on teamwork in companies focused on creativity and innovation
- May be structured to maximize efficiencies in companies that compete on costs

## Other Impacts on Job Design

- Availability of skills sets in the labor market
- Aging of the workforce and supply of workers
- Availability of technology (Internet, e-mail, videoconferencing) and trend toward virtual teams
- Globalization with employees in multiple countries
- Diversity and cross-cultural issues

## Job Design and Causes of Stress

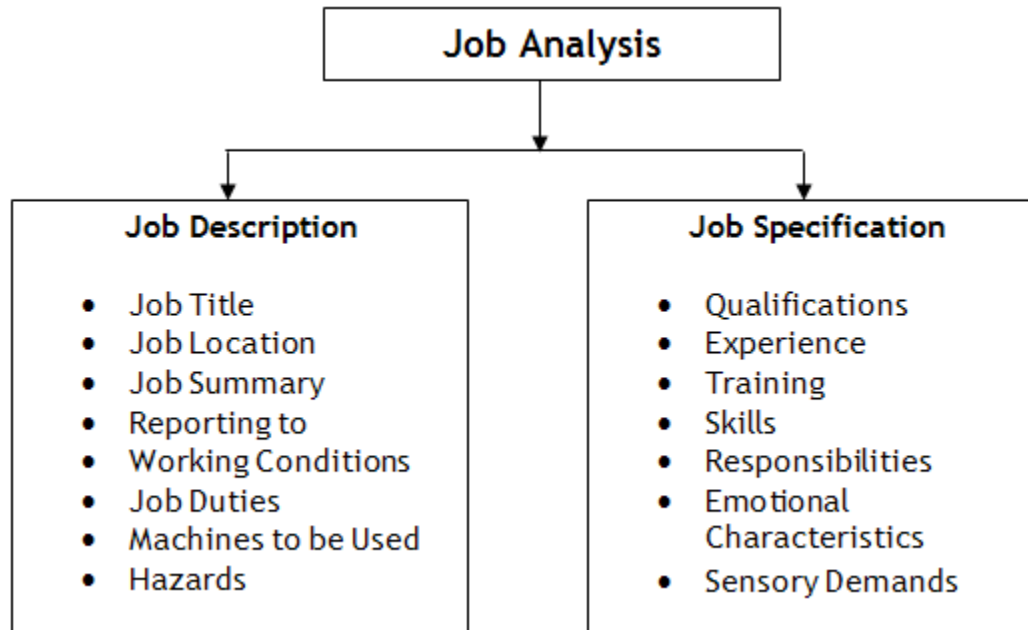
- Unclearly defined roles
- Role overload—too many expectations or demands placed on employees
- Role underload—having too few expectations or demands
- Role ambiguity—uncertainty about daily tasks expected and how to perform them
- Role Conflict—tension caused by incompatible or contradictory demands

## Job Design and Employee Safety

- Occupational Safety and Health Administration (OSHA) is the main federal agency charged with the enforcement of safety and health legislation in the US
- The European Framework Directive on Safety and Health at Work (Directive 89/391 EEC) guarantees minimum safety and health requirements throughout Europe. Member States are allowed to maintain or establish more stringent measures.

# Job Description/Specifications

A written summary of specific tasks, responsibilities and working conditions of a job



## Job Description

- Includes basic job-related data:
  - job title, job location, reporting parameters, job summary, nature and objectives of the job, tasks and duties to be performed, working conditions, machines, tools and equipment to be used by a prospective worker and hazards involved.



# Sample Job Description

## Arts in Richmondshire

**SERVICE DESCRIPTION :** FILM AROUND RICHMONDSHIRE CO-ORDINATION & DEVELOPMENT

**LOCATION** Predominantly working from home. The work will also entail travelling around the district.

**FEE** £8,500 pa (based on 2.5 days per week) plus travel expenses

**RESPONSIBLE TO** Arts in Richmondshire  
**RESPONSIBLE FOR** Contract and freelance workers

**PERIOD OF NOTICE**

**OF CONTRACT**  
**TERMINATION** One month

**ADDITIONAL**  
**CONDITIONS** This is initially a six months contract, with the potential for it to be extended to twelve months, subject to funding.

## SEVICE REQUIREMENTS

To develop and co-ordinate the provision of film throughout Richmondshire, being responsible for the running of the 'Film Around Richmondshire' scheme, and the development of audiences, integrating the Elite Cinema's programme and operation.

## KEY AREAS OF WORK

- To manage and operate (if required) AiR's portable film equipment
- To engage 'Film Around Richmondshire's' projectionists, co-ordinating and supervising their work and rotas
- To liaise with local venue promoters to book and organise programmes of film screenings and events on their behalf in community venues across the district, complementary to and integrated with other film provision, especially the Elite Cinema
- To issue screening agreements to promoters and arrange agreements with film distributors
- To devise and deliver appropriate audience development initiatives, linked to the Elite Cinema's activity and audience development
- To undertake relevant publicity
- To assess training and development needs of promoters and projectionists and facilitate appropriate training
- To manage finances for Film Around Richmondshire, monitor budgets and produce regular reports
- To help identify and access other funding and sponsorship through grant applications and other means
- To liaise and collaborate with other film touring schemes and personnel
- To promote, operate, abide by and take responsibility for policies such as Health & Safety, Equal Opportunities, Disability Discrimination and public entertainment and cinema licensing

## Job Specification

- Includes a written statement of:
  - educational qualifications, specific qualities, level of experience, physical, emotional, technical and communication skills required to perform a job, responsibilities involved in a job and other unusual sensory demands.
  - It also includes general health, mental health, intelligence, aptitude, memory, judgment, leadership skills, emotional ability, adaptability, flexibility, values and ethics, manners and creativity, etc.

# Sample Job Specification

## AiR

**PERSON SPECIFICATION Job title:**  
Film Around Richmondshire Co-ordination and Development

	ESSENTIAL	DESIRABLE
<b>Qualifications</b>	Good general education, with A level qualifications or equivalent.	Relevant arts qualification. qualification
<b>Experience</b>	A minimum 2 years experience in office/project administration. Experience of: - financial management and budget monitoring. - IT including Word and Excel.	Experience of: - arts administration and project management - applying for and administering arts funding - marketing/publicity - film exhibition - supervising staff
<b>Knowledge</b>	A commitment to, understanding and appreciation of the arts.	Professional knowledge and an appreciation of film .
<b>Personal aptitude &amp; skills</b>	Excellent interpersonal and communication skills, written and verbal. Good organisational and time management skills. Ability to work on own initiative. Ability to prioritise tasks and adopt a flexible approach to working methods and time. Ability to enthuse others Good team player	Ability to work under pressure. Self motivated
<b>Disposition</b>	Be positive and committed.	To be outgoing and possess a sense of humour!
<b>Other requirements</b>	Able and willing to work evenings and weekends as required. To hold a current driving licence and have access to a vehicle. To work in a freelance capacity Able to lift heavy equipment.	To live in, or close to Richmondshire

## Uses of Job Description/Specifications

- Recruitment
- Selection
- Training
- Career Development
- Performance Appraisal
- Compensation

# Personnel Planning & Forecasting



## Section Overview

- This section focuses on Personnel forecasting and looks briefly at the overall Plan.
- We will link this to Corporate Strategy.
- By the end of this section you should be able to link corporate strategy to personnel forecasting, understand the underlying principles of a basic forecasting model, and be able to use the model in multi-year forecasting.

## Overview of The Personnel (HR) Plan

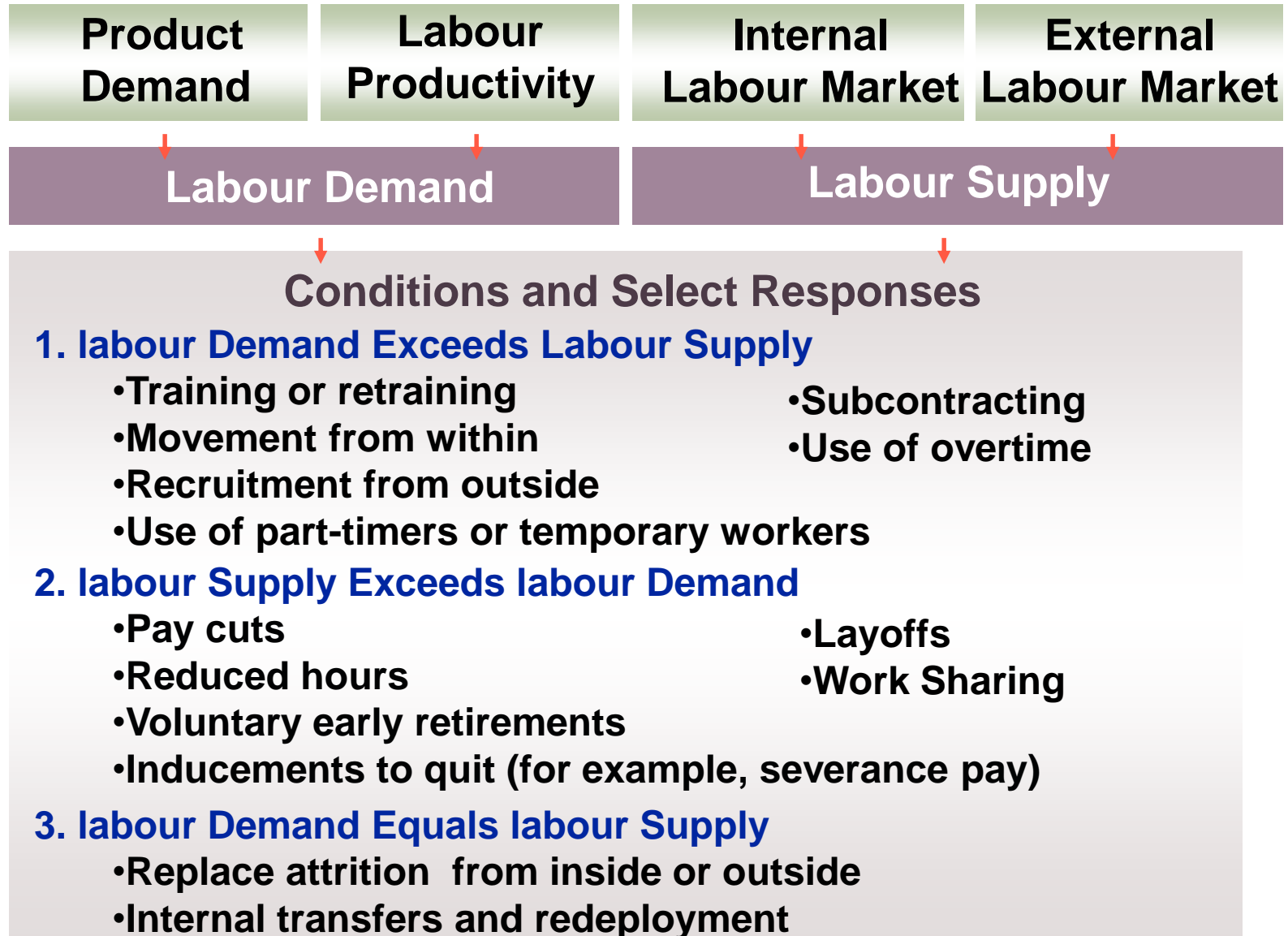
- Not a single document.
- Each part is constantly updated as new information is received.
- Includes both formal and informal information flows.
- Used by the organisation to help ensure the right people are in the right jobs (place) at the right time.

## Plan Components

- Corporate Job Bank or Inventory
  - Kept current through job analysis and job designs.
- Corporate Job Requirements for planning horizon
  - Kept current through needs analysis.
- HR Planning, Recruitment, and Selection Budget
  - Kept current with budget analysis.
- HR Planning Schedule
  - Includes all planning, recruiting, selecting and on-boarding tasks, dates, resources.
- Tolerances for Schedules and Budgets
- Performance and Measurement Criteria for the Plan



# Human Resource Planning



# Methods of Forecasting Demand

- Quantitative
  - Moving average, Exponential smoothing, Trends projections, Regression Analysis, Linear programming, Actuarial models...
- Qualitative
  - Nominal Group Technique, Delphi...

## Predicting Labour Demand at 25 Hotels

- Bmap hotels currently have 25 locations world wide. They need to finalize the labour forecast for the next fiscal year. The current **strategy** is to expand from 25 to 32 hotels.

## Predicting labour Supply and New Hires

	<i>Supply Analysis</i>				<i>Supply-Demand Comp.</i>	
	A % Quit	B # of Present Emp.	C Proj. Turnover	D Emp. Left	E Proj. labour Demand	F Proj. New Hires
<b>Key Positions</b>						
General Manager	38	25	10	15	32	17
Resident Manager	77	9	7	2	12	10
Food/Beverage Dir.	47	23	11	12	29	17
Controller	85	25	21	4	32	28
Asst. Controller	66	14	9	5	18	13
Chief Engineer	81	24	16	8	31	23
Director of Sales	34	25	9	16	32	16
Sales Manager	68	45	30	15	58	43
Convention Mgr.	90	14	13	1	18	17
Catering Director	74	19	14	5	24	19
Banquet Manager	60	19	12	7	24	17
Personnel Director	43	15	6	9	19	10
Restaurant Mgr.	89	49	44	5	63	58
Executive Chef	70	24	17	7	31	24
Sous Chef	92	24	22	2	31	29
Exec. Housekeeper	63	25	16	9	32	23
<b>Total</b>		<b>379</b>	<b>257</b>	<b>122</b>	<b>486</b>	<b>364</b>

## In Class Exercise

- Mac Motors repairs cars. It currently has 14 employees working for the company in the service area. They are as follows:
  - 6 Technicians
  - 2 Cleaners
  - 2 Stock/Stores Personnel
  - 4 Service Desk Clerks
- This current fiscal year, January to December, they were able to service 10 cars and 10 desk orders per day. For next fiscal year they want to increase to 15 cars and 15 desk orders per day. In the following year they wish to grow to double the previous year output and capture a larger portion of the service market for cars. To do this they need to double their physical space.

## Mac Motors Exercise

- Attrition during the year:
  - 2 Technicians
  - 2 Cleaners
  - 1 Stock/Stores Personnel
  - 1 Service Desk Clerk
- Mac Motors has determined that these attrition rates are acceptable and will probably remain as a percentage for the next two fiscal years.
- Produce a labour and hiring forecast for the next two years.