

Map the Players, Change the Game: Evaluating Who is and Should Be Involved in Deals and Decisions

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HRM Process	Definition	Objective	Key Success Factors	Key Challenges
Recruitment	Attracting and selecting the right people for the organization.	Find the best talent for the job.	Clear job description, effective sourcing, fair selection process.	High turnover, poor fit, bias in selection.
Training and Development	Providing opportunities for employees to learn and grow.	Improve employee skills and knowledge.	Identify training needs, provide relevant programs, encourage learning.	High cost, low participation, lack of time.
Performance Management	Monitoring and evaluating employee performance.	Improve individual and organizational performance.	Set clear goals, provide feedback, fair evaluation.	Subjective ratings, lack of communication, fear of evaluation.
Compensation and Benefits	Providing fair and competitive pay and benefits to employees.	Attract and retain top talent.	Market research, internal equity, transparency.	High cost, inflation, unfairness.
Employee Relations	Managing the relationship between the organization and its employees.	Create a positive work environment.	Open communication, fair treatment, conflict resolution.	High turnover, low morale, union issues.

HRM Costing

Original cost – measures the accumulated costs associated with recruiting, selecting, inducing and training employees.

Replacement cost – estimates the dollar value of replacing any employee, including separation payments and training costs.

Opportunity cost – estimates the maximum value of the employee in an alternative use.

Economic value – attempts to predict the value of employees in terms of future earnings.

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HRM Cost – Benefit Analysis

- Aid overall HRM planning and control
- Highlight the nature and value of benefits to the organization
- Provide effective and visible methods of reporting cost and value
- Support senior and line managers to measure their individual performance

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Practices:

- Recruitment
- Training and development
- Performance management
- Employee appraisal
- Skills management
- Personnel administration
- Compensation and benefits
- Employee relations
- Employee's benefits administration
- Personnel cost planning

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Training and Personal Development

- TMS has given McDonald's the tools to identify, early on, employees with propensity to lead. It can then tailor development resources to those individuals who will be business critical in the future.
- TMS has helped to identify any training and development deficiencies
- They have established partnerships with leading development organisations (Charlie Bell School of Management)

Case Study: McDonald's Talent Management System

- McDonald's implemented an integrated TMS in 2008 by PeopleScape
- Established leadership programs
- Aligned everyone with the McDonald's strategy
- TMS takes performance development and targeted learning initiatives online to engage all corporate and restaurant management team members in line with the McDonald's business strategy
- TMS enables users to plan their career path at McDonald's

Corporate Social Responsibility

CSR – a concept that describes the commitment of business to contribute to sustainable economic, development and to work with employees, their families, local community and society to enhance their quality of life.

CSR encompasses and includes the responsibility to stakeholders and includes the following:

- Social
- Environmental
- Economic
- Cultural
- Legal
- Ethical
- Political
- Philanthropic

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HRM Practice in the Future

- HR professionals – significant responsibilities in the future.
- SHRM is a shared responsibility of all organizational managers.
- Integration between HRM processes and strategies.
- Future developments in HR practice are likely to involve a combination of the cultural elements of employee relationship, team-oriented work activities, knowledge management and multi-skill.

References

- Beatty, L. & McPherson, D. (2007). *Managing Your Human Resources*. London: Business Press, pp. 1-10.
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Employee Wastage and Turnover Rates

- What's the difference between employee wastage and employee turnover?
- Measures of both can indicate the effectiveness of HRM programs and activities
- But what can be considered a healthy or unhealthy turnover or wastage rate?
- What are some of the costs of wastage?
- Causes of turnover and wastage

Occupational Injuries and Illnesses

- Aims for HRM to measure cost and contain costs can be concentrated on accident and illness trend analysis on HRM issues cause significant costs to industry.
- Incidence rate – can help to provide a basis for making comparisons both internally and externally.

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Employee attitude and engagement surveys

- HRM gives organisations the opportunity to get feedback on job design, compensation, communication and other areas which in turn can inform their decisions when it comes to addressing problem areas.
- Other problem areas are identified, action must be taken

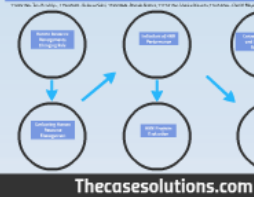
Employee Exit Interviews

- Provide organisations with greater opportunity to receive feedback and identify problem areas

Evaluating the major HRM programs

- Planning and Recruitment
- Selection
- Training and Development
- Performance Appraisal
- Salary and Benefits
- Industrial Relations

Evaluating HRM



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HR Program Evaluation

What is HR Program Evaluation?

- Evaluate the effectiveness of HR functions
- Ensure compliance with laws and regulations
- Review ethical standards
- Improve HR function and its staff
- Improve quality of HR function and its staff

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Purpose of HR Program Evaluation

- Evaluation is an important function in terms of HR control and accountability.
- Process of evaluating evidence on the performance of HRM to provide a link between its goals and its outcomes.

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Types of Program Evaluation

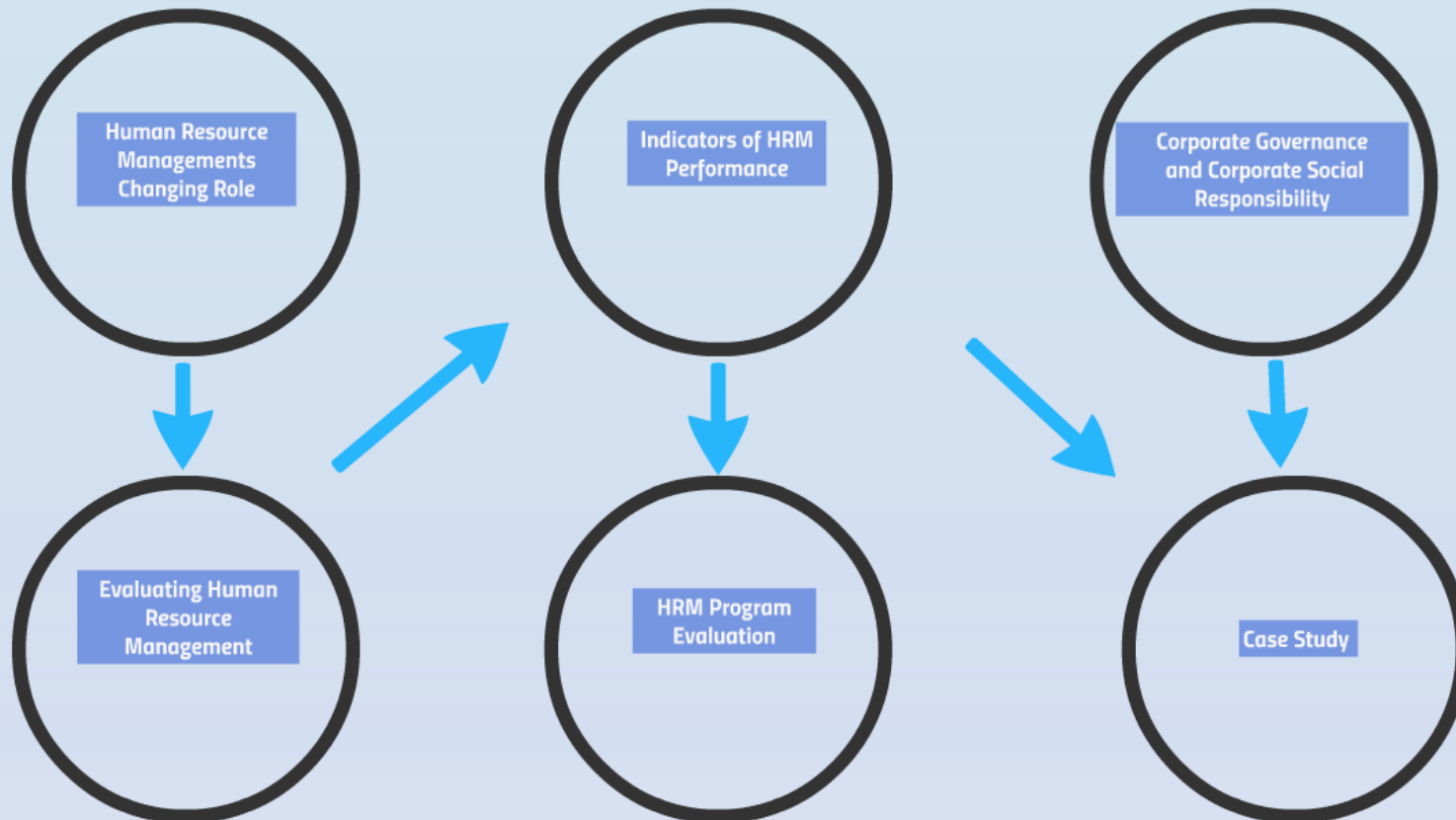
- All types of evaluation are linked together



Evaluating HRM



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Practices:

- **Recruitment**
- **Training and development**
- **Performance management**
- **Performance appraisal**
- Skills management
- Personnel administration
- Compensation in wage or salaries
- Time management
- Payroll
- Employee's benefits administration
- Personnel cost planning

Discussion Question

Discuss the challenges and opportunities provided by HRM professionals by effective program evaluation techniques

HRM Evaluation

Theory:

- Based on the assumption of different goals and needs
- Meets the strategic goals of employees effectively
- Ensures there is a "fit" between employees and overall strategy

HRM Cost - Benefit Analysis

- Aid overall HR planning and control
- Highlight the nature and value of people to the organisation
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development plans.

Value and support Leaders demonstrate that learning is valued.

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Discussion Question

How can HRM professionals fully account for the costs and benefits of their activities? Is it a mission impossible?

- Quantitative aspects of HR
- A form of benefit contribution
- Are HR metrics effectiveness evaluation system
- Pitfalls of HR

Indicators of HRM Performance

- Quantitative measure of the costs or benefits of aspects of HR processes.
- A form of benchmarking to indicate the contribution of HRM to the organisational goals
- Are HR metrics a reflection of the efficiency-effectiveness-impact components of HRM evaluation systems?
- Pitfalls of HR metrics



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Absenteeism:

- "Any failure of an employee to report for, or to remain at, work as scheduled regardless of the reason" (Nankervis et al., 2014)
- What are the costs of absenteeism?
- What can be done to reduce absenteeism?

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