

HUMAN RESOURCE MANAGEMENT

BMS6.0 Demonstrate human resource management functions.

6.1 Analyze current and future staffing needs.

6.1	Contingent Workers – A temporary or part-time worker, usually one working under contract for a fixed period or a specific project.
6.1	Downsizing – Reducing the total number of employees at a company through terminations or retirements.
6.1	Flextime – A program that allows workers to choose their work hours.
6.1	Job Growth – A component of the Employment Situation Summary, reported monthly by the Bureau of Labor Statistics. The job growth figure is expressed as the gross number of jobs created in the American economy in the previous month. A job growth figure between 100,000 and 150,000 new jobs per month is considered to be the minimum level of job growth needed to mitigate the effects of new entrants to the workforce.
6.1	Leave (paid and unpaid) – A leave of absence is an officially excused period of time off duty from work or duty. Definitions of what constitutes a leave of absence vary by employer, such as how many days off constitute a leave of absence. Employers also determine whether or not a leave of absence will be compensated for and what reasons justify such a leave period. Federal laws govern an employee's right to retain employment after a leave of absence for certain reasons. The Family and Medical Leave Act (FMLA) is a federal law that requires covered employers to grant an eligible employee up to a total of 12 workweeks of unpaid leave during any 12-month period for one or more of the following reasons: for the birth and care of the newborn child of the employee; for placement with the employee of a son or daughter for adoption or foster care; to care for an immediate family member (spouse, child, or parent) with a serious health condition; or to take medical leave when the employee is unable to work because of a serious health condition. Employees may be paid or not paid during leaves of absence depending upon the policies of the employer and the number of days the employee has already consumed with pay versus the number of allowable days.
6.1	Outsourcing – Assigning various functions, such as accounting, production, security, maintenance, and legal work to outside organizations.
6.1	Retention - the ability of an organization to retain/keep its employees.
6.1	Right Sizing vs Down Sizing - Rightsizing is proactive and needs to be a constant part of the process of managing an organization. To do rightsizing of an organization, the leaders first look at market needs and trends, technologies, alternative approaches, and new ideas. When an organization must have a reduction in work force that is prompted by external forces, the phrase “downsizing” accurately applies. Other external forces that can cause downsizing include major economic recessions, natural disaster, major health problems or the death of a significant person in the organization, and/or the end of the cold war.
6.1	Staffing – A term that refers to the management of employee schedules.
6.1	Turnover- the rate at which an employer gains and losses employees. Simple ways to describe it are "how long employees tend to stay" or "the rate of traffic through the revolving door". Turnover is measured for individual companies and for their industry as a whole

6.2 Develop job descriptions.

6.2	Job Analysis – A study of what is done by employees who hold various job titles.
6.2	Job Description – A summary of the objectives of a job, the type of work to be done, the responsibilities and duties, the working conditions, and the relationship of the job to other company functions.

6.3 Utilize appropriate mediums to identify candidates for positions.

6.3	Cover Letter – A personal business letter of introduction used with a resume to explain the job one is seeking and the applicant's qualifications with more detail than the resume. One should request an employment interview during the closing section of the cover letter.
6.3	Equal Employment Opportunity Commission (EEOC) – A government agency in place to regulate the fair treatment of those who apply for jobs to protect their rights to not be discriminated upon due to gender, ethnicity, age, or religious beliefs.
6.3	Human Resources Management – The process of determining human resources needs and then recruiting, selecting, developing, motivating, evaluating, compensating, and scheduling employees to achieve organizational goals.
6.3	Recruiting – The set of activities used to obtain a sufficient number of the right people at the right time for staffing a business.
6.3	Recruitment - Recruitment refers to the process of attracting, screening, selecting, and onboarding a qualified person for a job. At the strategic level it may involve the development of an employer brand which includes an 'employee offering. The stages of the recruitment process include: job analysis and developing a person specification; the

	sourcing of candidates by networking, advertising, or other search methods; matching candidates to job requirements and screening individuals using testing (skills or personality assessment); assessment of candidates' motivations and their fit with organizational requirements by interviewing and other assessment techniques. The recruitment process also includes the making and finalizing of job offers and the induction and onboarding of new employees.
6.3	Recruitment Channels (Approaches) – In-house recruiting involves internal recruitment and employee referrals. There is outsourcing and use of employment agencies to obtain candidates as well. Head hunters are executive search teams who seek out appropriate executives to fill top management positions for firms. The Internet is also a great tool for recruiting. There are recruitment websites and job search engines on the Internet.
6.3	Resume – A brief summary of personal information, education, skills, work experience, activities, and interests.
6.4	Explain the selection process of candidates.
6.4	Job Application – Is a form or collection of forms that an individual seeking employment, called an applicant, must fill out as part of the process of informing an employer of the applicant's availability and desire to be employed, and persuading the employer to offer the applicant employment. At a minimum, an application usually requires the applicant to provide information sufficient to demonstrate that he or she is legally permitted to be employed. The typical application also requires the applicant to provide information regarding relevant skills, education, and previous employment. The application itself is a minor test of the applicant's literacy, penmanship, and communication skills - a careless job applicant might disqualify themselves with a poorly filled-out application. The application may also require the applicant to disclose any criminal record, and to provide information sufficient to enable the employer to conduct an appropriate background check. For a business that employs workers on a part-time basis, the application may inquire as to the applicant's specific times and days of availability, and preferences in this regard. It is important to note, however, that an employer may be prohibited from asking applicants about characteristics that are not relevant to the job, such as their age, gender, ethnicity, and religion.
6.4	Job Interview - Is a process in which a potential employee is evaluated by an employer for prospective employment in their company, organization, or firm. During this process, the employer hopes to determine whether or not the applicant is suitable for the role. Arriving about 15 minutes early, dressing professionally, practicing potential interview questions, and researching the company are essential elements for interviewing success. Some common questions include tell me a little bit about yourself, what are your strengths, what are your weaknesses, and why should I hire you for this job.
6.4	Selection Process – The process of identifying skilled applicants to fill a position.
6.5	Orient new employees to an organization and job.
6.5	Employment Benefits – All forms of compensation (extra pay, insurance, leave time) and services the company provides to employees in addition to wages and salaries.
6.5	Employment Orientation – The initial induction for a new employee that is usually conducted through the human resources department to help the employee complete new hire paperwork for insurance, taxes, etc. and help the employee become familiar with the company environment, policies, and procedures. The employee might get a tour of the facility and would be given the company policy manual. The employee would complete a W-4 form for tax purposes.
6.5	Job Training – Preparing a new employee to meet the demands of the job. Training can involve workshops, demonstrations, simulations, mentoring, and on-the-job experiences.
6.5	Sick leave – Employer paid time off from work for temporary illness for health and safety needs.
6.5	Training and development-train new hires and improve job performance of current employees. Steps: determine your needs, design your program, implement your program and evaluate your program. <ul style="list-style-type: none"> • On-the-job training- employees learn on the job on the site under the direction of their manager or an experienced employee • Vestibule training-training takes place at a location away from the job that is equipped to simulate the actual work site. • Classroom training-lecture, discussion, case studies, role playing and other traditional classroom techniques are used to provide knowledge and problem-solving skills needed to perform the work. • Coaching-Employees receive ongoing instruction and feedback regarding job performance for their manager. • Mentoring-Employees receive one-to-one assistance from an established employee to help them get oriented within the organization and develop their potential. • Job Rotation-employees are moved from on job situation to another to provide them with a variety of job experiences and /or an understanding of the total operation. • Conferences and seminars-several trainees or employees meet with experts off the job to learn how to deal with specific concerns or to exchange ideas.
6.6	Monitor employee performance.
6.6	Documentation – A written account of an employee's behaviors on the job. This provides evidence of performance to

	be used to reward employees or discipline employees.
6.6	Employee Probation Period – Usually the first 90 days of employment during which either the employee or the employer can terminate the association between the employee and company for any reason without any risk of penalty or law suit.
6.7	Assess employee performance.
6.7	Employee Evaluation – The process used to determine the performance of the employee on the job. Evaluations are used to help employees improve and be compensated for performance above expectations. Evaluations are typically completed at least once per year.
6.7	Employee Improvement Plan – A plan for employees who need to improve within a specified period of time, which is usually 90 days, before a move toward termination/dismissal would be enacted. The plan includes very specific steps an employee needs to take towards improvement which may include taking classes, going to workshops, and obtaining other training for the job to achieve certain performance standards.
6.7	Evaluating - examine and judge something: to consider or examine something in order to judge its value, quality, importance, extent, or condition.
6.7	Evaluating Employees <ul style="list-style-type: none"> • Usually done every 3 to 6 months; definitely at least once a year • Includes a performance appraisal <ul style="list-style-type: none"> ○ Formal document or meeting with supervisor to discuss what the employee is doing well and what they need to work on
6.7	Evaluations – Reviews of performance that can be used to provide rewards to employees and/or improvement growth plans to increase the employee’s skills and knowledge for the tasks of the job.
6.7	Performance Evaluation (Appraisal) – Are prepared by company management on a periodic basis to determine if employees are working up to, or beyond, the minimum standards of their job description. Decisions ranging from salary increases, promotions, training, to possible termination can result from performance evaluations.
6.8	Explain discipline and dismissal procedures.
6.8	Employee Dismissal – When an employee is terminated/fired from his/her position within a company. The human resources department of a company is usually involved in the final stages of removing a person from the company due to the legal natures of the employee dismissal process and unemployment insurance payments to the former worker.
6.8	Harassment - To annoy persistently, or to create an unpleasant or hostile situation for especially by uninvited and unwelcome verbal or physical conduct. Harassment is regulated in workplace situations. There are severe consequences for harassment in the workplace.
6.8	Improvement Plan - Use a Performance Improvement Plan when you have identified a performance problem and are looking for ways to improve the performance of an employee. The Performance Improvement Plan plays an integral role in correcting performance discrepancies. It is a tool to monitor and measure the deficient work products, processes and/or behaviors of a particular employee in an effort to improve performance or modify behavior.
6.8	Reduction in Force (RIF) – A procedure used to terminate occupied employment positions caused by lost funding, change of work requirements, or the reorganization of a department or business operation. Layoffs may be temporary or permanent. Companies can use different methods to decide who is let go. Some base the decision on performance others on seniority.
6.8	Reprimanding – to reprove severely in a formal or official way.