

HUMAN RESOURCES

Concept

Human resource management is the strategic and coherent approach to the management of an organization's most valued assets - the people working there who individually and collectively contribute to the achievement of the objectives of the business. [Armstrong, Michael (2006). A Handbook of Human Resource Management Practice, 10th edition, London: Kogan Page]

Objectives for Excellence

The opinions of the personnel are used to start initiatives to address the main weaknesses of the company.

Every position in the company has a job description, that is available to the employees. Training requirements are reviewed regularly.

There is an evaluation and remuneration system partially or totally linked to the achievement of individual or collective objectives?

Active participation in improvement groups, and innovative ideas, get some kind of reward from the management.

Organization plans are translated into individual objectives; that are then compared against actual results to determine salaries.

Every person in the organisation has objectives linked to the improvement of their own tasks and to innovation in general.

There is a corporate training program, based on real needs that are linked to the company plans, and adapted to every employee.

Creativity and innovation are effectively promoted.

Actions for implementation

Innovation and improvement are considered as selection criteria to recruit the most appropriate personnel.

The personnel is evaluated according to the achievement of their individual or collective objectives.

The training plans for the employees are prepared in accordance to the improvement and innovation policies of the company.

Innovation and continuous improvement are considered among the main criteria to appraise the performance of the personnel.

There is an effective communication environment among the personnel that enables improvement and innovation.

Best practice¹

Think about

In 1990, Peter Senge, who had collaborated with Arie de Geus at Dutch Shell, borrowed de Geus' notion of the learning organization, expanded it, and popularized it. The underlying theory is that a company's ability to gather, analyze, and use information is a necessary requirement for business success in the information age. [Senge, Peter. *The Fifth Discipline*, Doubleday, New York, 1990].

In order to do this, Senge claimed that an organization would need to be structured such that:

- People can continuously expand their capacity to learn and be productive,
- New patterns of thinking are nurtured,
- Collective aspirations are encouraged, and
- People are encouraged to see the “whole picture” together.

Senge identified five components of a learning organization. They are:

- Personal responsibility, self reliance, and mastery — We accept that we are the masters of our own destiny. We make decisions and live with the consequences of them. When a problem needs to be fixed, or an opportunity exploited, we take the initiative to learn the required skills to get it done.

- Mental models — We need to explore our personal mental models to understand the subtle effect they have on our behaviour.

- Shared vision — The vision of where we want to be in the future is discussed and communicated to all. It provides guidance and energy for the journey ahead.

- Team learning — We learn together in teams. This involves a shift from “a spirit of advocacy to a spirit of enquiry”.

- Systems thinking — We look at the whole rather than the parts. This is what Senge calls the “Fifth discipline”. It is the glue that integrates the other four into a coherent strategy.

¹ Real case coming from the experiences of InnoSME users, to be incorporated in the future.



Training Modules Human Resources

Commitment

Employees with the highest level of commitment perform 20% better and are 87% less likely to leave the organization, which indicates that engagement is linked to organizational performance.

As employee productivity is clearly connected with employee engagement, creating an environment that encourages employee engagement is considered to be essential in the effective management of human capital.[10]

Influences

- Employee perceptions of job importance.
- Employee clarity of job expectations.
- Career advancement/improvement opportunities.
- Regular feedback and dialogue with superiors.
- Quality of working relationships with peers, superiors, and subordinates.
- Perceptions of the ethos and values of the organization.
- Effective Internal Employee Communications - which convey a clear description of "what's going on".

Resources and Links

[Human Resources Management](#) – A comprehensive Web page about the methods, models and theories in human resources management.

[Society for Human Resource Management](#) – SHRM is the world's largest professional association devoted to human resource management. Our mission is to serve the needs of HR professionals by providing the most current and comprehensive resources, and to advance the profession by promoting HR's essential, strategic role.

[Human Resources Management Library](#) – A complete integrated online library.

[HR Guide](#) – A complete guide to the topics in Human Resources Management.

[Human resources](#) – A section of about.com page, providing topics and skills on human resources management.

[Human resources.com](#) – Is a good source for information, products and services that are related to the human resources field of activity. They cater to human resources professionals, recruiters, career seekers, people on the job, as well as executives.

[Human Resource Management Community and Knowledgebase](#) – A fun knowledgebase dedicated to Human Resource Professionals, Consultants and Students. This forum is maintained to foster the exchange of ideas and community support. CiteHR not only provides an easy way to keep up to date with industry practices it also gives you an easy interface to network with your peers. Here you can find answers to all queries related to the core areas of human resource management.