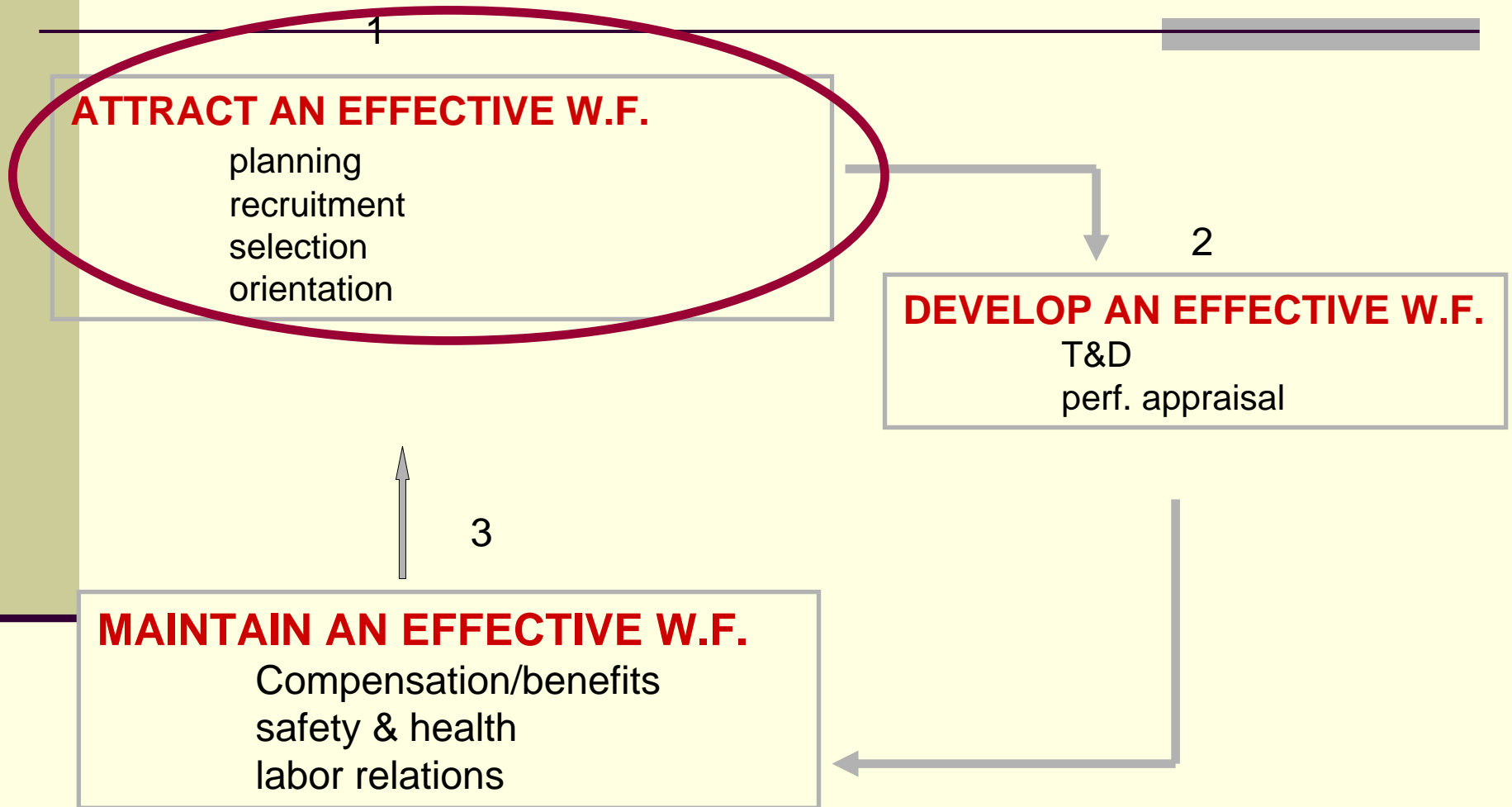


Human Resource Management

Attracting Human Resources



3 MAIN GOALS OF HRM



HR PLANNING:

Labor Deficit?

Recruit/hire
overtime
transfers
outsource/contract
temporary workers
retrain current
employees

Labor Surplus?

attrition
layoff
early retirement
unpaid leaves
pay and/ or hour cuts
transfer

LABOR DEMAND:
LABOR SUPPLY
SUPPLY & DEMAND



Labor deficit?
Labor surplus?

WHY PLAN? We need to make sure that:
the **right resources** are at the **right place** at the **right time**.





STARBUCKS.CO

Starbucks needs to hire a Store Manager in the upcoming year.

You are in charge of recruiting. What type of person should you look for?



JOB ANALYSIS (JA):

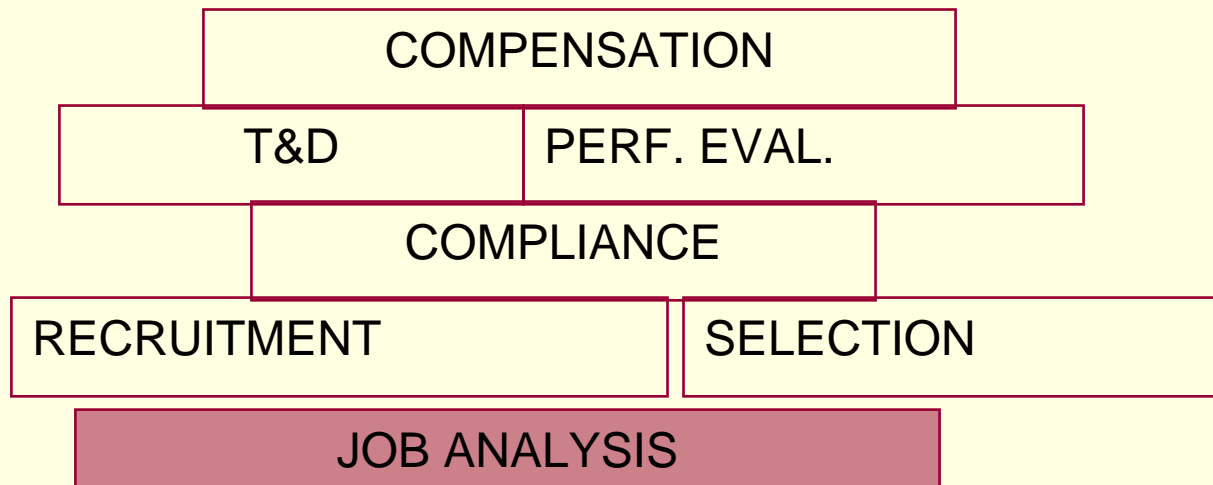
- A systematic process for collecting info. on the important work-related aspects of a job.
- Duties & % of time on each
 - External/Internal Contacts
 - Supervisory responsibilities
 - Materials/equipment used
 - Decisions made
 - Records & Reports prepared
 - Knowledge, skills, abilities used
 - Physical activities
 - Working conditions
 - etc. etc. etc.

TDR's: Tasks, Duties, & Responsibilities

KSA's: Knowledge, skills & abilities



J.A. is the cornerstone of all HR activities.



Job Analysis



JOB DESCRIPTION

Tasks, duties,
responsibilities (TDRs)



JOB SPECIFICATION

Knowledge, skills,
abilities (KSAs))

RECRUITING:

INTERNALLY VS. EXTERNALLY?



SELECTION

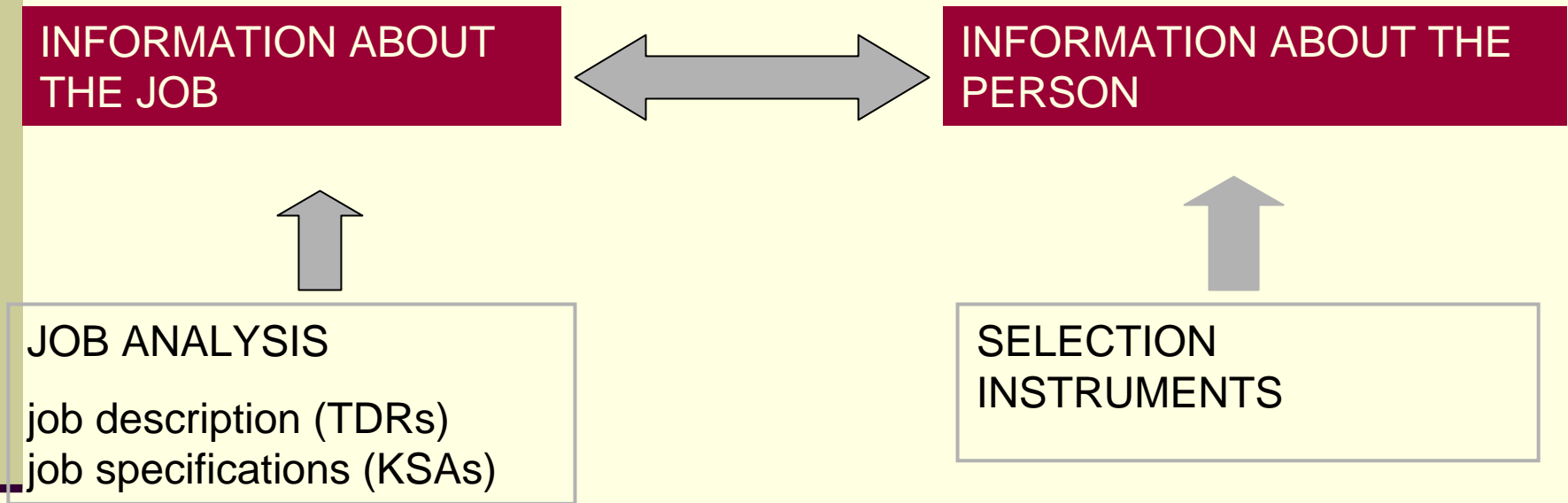
- The use of screening mechanisms to identify the best talent.

Increased attention to this HR function:

- Maximize our HR investment
- Difficult to terminate unsatisfactory employees.
- Legal Compliance



PERSON-JOB MATCH



Screen #1

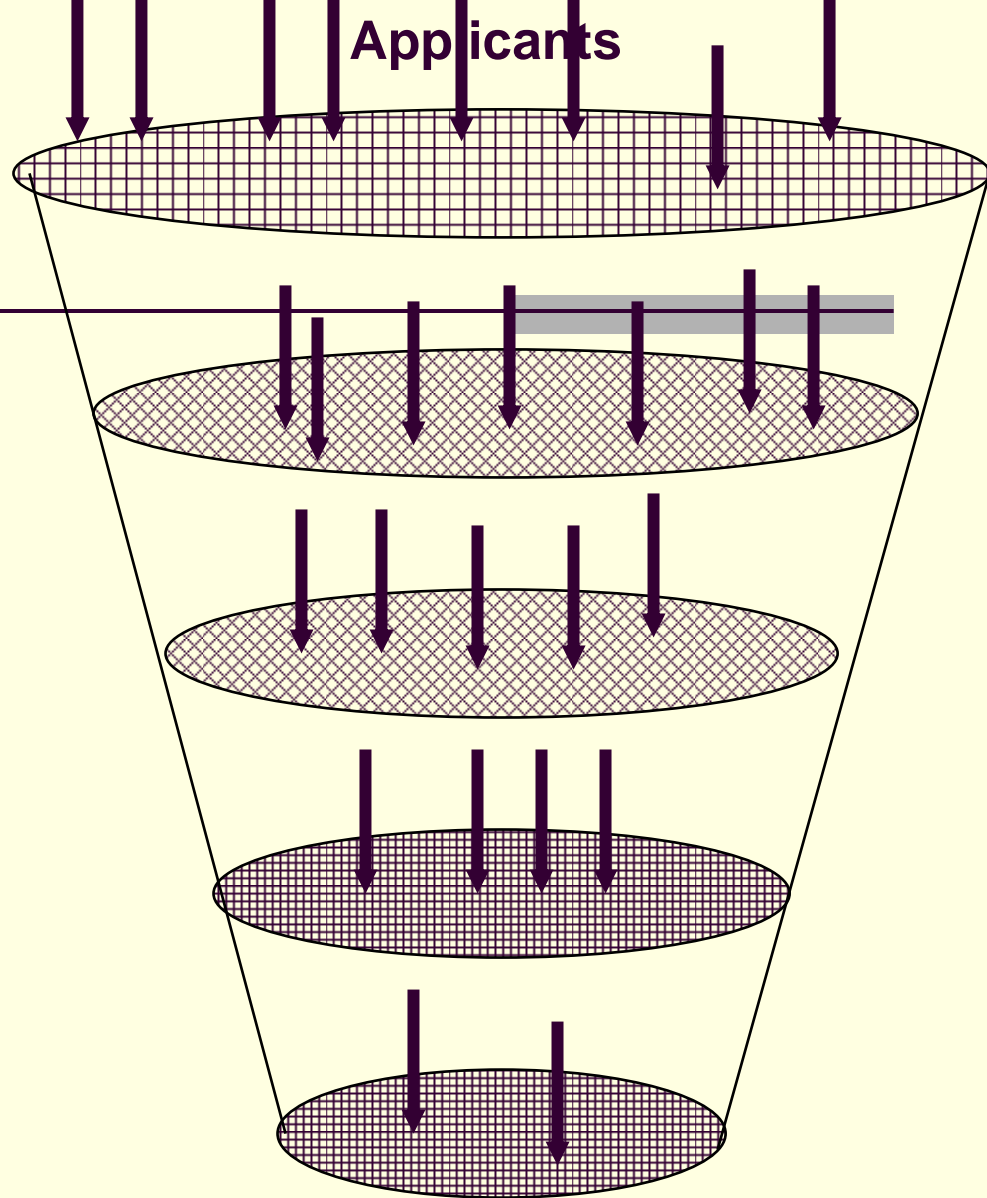
Applicants

Screen #2

Screen #3

Screen #4

Screen #5



We do not want to discriminate in our employment decisions.

Right?



EEO laws
(Equal Employment
Opportunity)

Major U.S. Federal Laws and Regulations Related to HRM

YEAR	LAW OR REGULATION
1963	Equal Pay Act
1964	Civil Rights Act, Title VII (amended in 1972)
1967	Age Discrimination in Employment Act (amended in 1978)
1973	Vocational Rehabilitation Act
1974	Privacy Act
1978	Pregnancy Discrimination Act, Title VII
1978	Mandatory Retirement Act
1986	Immigration Reform and Control Act
1988	Polygraph Protection Act
1988	Worker Adjustment and Retraining Notification Act
1990	Americans with Disabilities Act
1991	Civil Rights Act
1993	Family and Medical Leave Act
2002	Sarbanes-Oxley Act



Title VII of the Civil Rights Act of 1964

Intent: to prevent discrimination in employment decisions on non-job related characteristics.

- **Race**
- **Color**
- **Religion**
- **Gender**
- **National Origin**



protected characteristics



Title VII

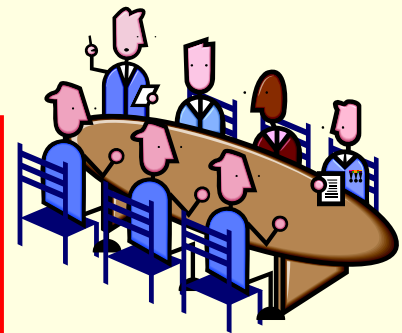
Civil Rights Act of 1964

- Applies to:

Employers with 15+ employees

State and local government agencies

This act established the
**Equal Employment Opportunity
Commission
(EEOC)**



Selection Screens

- resumes
- application forms
- letters of recommendation
- paper and pencil tests
- psychological tests
- work samples
- interviews
- others.....

Background Checks

- employment/education verification
- criminal records check
- drug screen
- medical tests



Typical steps in the selection process

Hiring decision

Medical exam/drug test

Supervisory/team interview

Preliminary selection in HR dept.

Background information

Employment testing (e.g.,
aptitude, work sample, etc.)

Initial Interview w/ HR department

Completion of application; resume
check



“Good” Screens

Is the selection
interview reliable?

Valid? How would
you improve it?

■ Reliability

“Is the data provided by the test stable (consistent) over time?”

■ Validity

“Does the test measure what it is supposed to measure?”

“Is test a good predictor of job performance?”

