

# Snazzlefrag's

## Human Resource Management DSST

### Study Notes

Contact: <http://www.degreeforum.net/members/snazzlefrag.html>

Hosted at: <http://www.free-clep-prep.com>

Planning, staffing, selection, orientation, promotion/transfer, layoffs  
Job Analysis, Training, Appraisal, Motivation/Communication, Compensation, Safety,  
Legal, Labor Relations

Human Resource Planning (HRP) - predict labor supply, job training, equal  
opportunities

HRP = Strategic Planning - analysis > formulation > implementation

Analysis - business goals, strong/weak points, competitive advantage

Formulation (Management Methodology) - Business mission, values, objectives,  
resource allocations

Job Analysis - tasks, duties, activities involved in a particular job --> create Job  
Descriptions (product/perf)

Interviews, questionnaires, observation, diaries (job analysts)

Functional Analysis, Position Analysis Questionnaire, Critical Incident Method,  
Computerized Model

Job Description - used to improve performance appraisals, training manuals etc.  
(adhere to EEO laws)

Job Design - Process of restructuring jobs to enhance organizational efficiency and job  
satisfaction

Job Enrichment Model, Job Characteristics Model (responsibility, meaningfulness,  
knowledge of results)

Employee Empowerment

Hiring Process - Job Analysis > Recruitment > screening > application > interview >  
Test > references.

Promotion - Merit, Seniority, Potential

Peter Principle - rise to highest level of competence then promoted and remain at level  
of incompetence

Internal Recruitment - cost-effective, loyalty - Drawbacks = ignore most suitable,  
infighting, inbreeding

Contingent Workforce (free agents) - freelancers, part-time, sub-contractors, temps

KSAO (person-job fit) - Knowledge, skills, abilities, other factors (personality, values,  
motivation)

Person-organization Fit - Same Values, Ethics, Culture of the company

Selection - Clinical Approach (personal judgement), Statistical Approach (objective decision)

Selection Procedures - application form, interview, employment test (KSAO), background, Medical/Drug

Test Reliability - Consistent results if taken repeatedly by same person

Test Validity - Accurately measures a person's abilities. (don't test for the wrong thing)

Banned Questions (EEO) - Age, gender, race, marital status, sexual orientation

Employment Tests - Aptitude (ability to learn new skills), Achievement (current skills)

Physical Ability Test, Job Knowledge Test, Work Sample Test

Interview Types - nondirective, structured, situational, behavioral description, panel, computer, video

Orientation - Intro to workmates, dress code, attendance/behavior, pay, hours, job functions, safety

Career Planning - values, strengths, weaknesses, interests, abilities, goals > matched to career path

8- Principles of Learning - Goal setting, individual differences, practice/repetition, whole v part learning

massed v distrib learning, feedback/reinforce, meaningfulness of presentation, modeling

Process Dynamics (team) - meeting skills, problem solve, brainstorming, project planning, goal setting

40% illiterate, 50% of US companies sponsor diversity training

Systems Approach to Training Programs - thorough assessment

4 stages - needs assessment, program design, implementation, evaluation

Needs Assessment = Organiz Analysis, Task Analysis, Person Analysis

Evaluation = Reactions/feedback, learning, behavior, results

Training methods - OTJ, apprent, cooperative, class, self-directed, audiovisual, e-learning, simulation

Managerial Training - seminar, conferences, case studies, OJT, roleplay, behavior modeling

Managerial OJT = coaching, understudy, lateral transfer, job rotation

Career Development Program - matches needs of employee to those of the company

Leadership Development Plan - when strategic change or creating a transnational structure

Benchmarking - American Soociety for Training & Development (compares programs, costs, staffing)

Performance Appraisals - Evaluation, Administrative, Developmental, EEO compliance

Admin = compensation planning, personnel decisions, evaluating training programs

Appraisal Program - Set Performance Standards (from job analysis),

Performance Standards = strategic relevance, criterion deficiency, criterion contamin, reliability

Albermarle v Moody = clearly defined performance standards

Team Appraisal - based on TQM (customer needs) > team achievement rather than individ perf

Appraisal Errors - Central tendency, leniency/strictness, recency, contrast, similar-to-me

Appraisal Methods - Trait Method, Behavior Method, Results Method

Trait Method - graphic rating-scale, mixed-standard, forced-choice, essay

Easy to develop and complete but subjective and not useful for feedback

Behavioral Method - critical incident, behav checklist, behav anchored rating scale (BARS),

behavior observation scale (BOS) (frequency of bad or good behavior)

Beh Method = detailed, enables feedback but expensive and time-consuming

Results Method - measures achievements - it is UNRELIABLE so they use MBO

Management By Objectives (MBO) Assesses performance measured against pre-agreed goals

3 Types of Appraisal Interview: Tell and Sell, Tell and Listen, Problem-solving

Tell and Sell - rater uses persuasion to change employees behavior

Tell and Listen - rater relates pos and neg aspects of employee's perf (then emp can respond)

3 factors in Diagnosing Employee Performance: Ability, Motivation, Environment

Strategic Compensation (pay-for-performance) - rewards to stimulate motivation & growth

Not paid market rate, instead rewarded for personal achievements or group contributions

Value Added (value chain) - wages & incentives benefit both employee and employer.

Fair Labor Standards Act (FLSA) - nonexempt = 1.5 overtime, exempt = white collar

Dept of Labor determines if an employee is exempt based on possessing independent judgment etc.

Wage Mix - Internal & External factors (employer ability to pay, going rate for job, Cons Price Index)

Job Evaluation - assessing relative worth of job to establish pay rate within company (large companies)

4 Methods of Job Evaluation - ranking (common), classification(grades), point system, factor comparison

Hay Plan - Job evaluation process designed for Managers - Knowledge, prob-solving, accountability

Red Circle Rates - when senior management are paid above the set pay range.

Incentive Plans: piecework, standard hour(paid for set hrs even if finish faster), bonuses, merit pay(base<sup>^</sup>)

Executive Compensation Plans: Base Salary, Short-term incentives, Long-term incentives, Perquisites

Scanlon Plan (gainsharing plans) - Incentives for employee suggestions

Employee Stock Ownership Plan (ESOP) - Stocks go into a Trust....tax exempt

Employee Benefits - Indirect Compensation...40% of average employer's payroll.

Flexible Benefits (cafeteria plan): Employees can choose the benefits they need (expensive)

Varsity Corp v Howe: Employees have a right to accurate information about benefit entitlements

Mandatory Benefits: Social Security, Unemployment Insurance, Workers Comp Insurance

Unemployment Insurance: Social Security Act....26 weeks if qualified.

Voluntary Benefits: retirement/pension, paid vacation, life insurance, health insurance

Occupational Safety and Health Act (OSHA) - 1970 Compulsory work safety/health standards

Covers: General Industry, Maritime, Construction, Agriculture

Human Resources Manager is responsible for OSHA compliance programs.

Secretary of Labor enforces OSHA: workplace inspections, citations, penalties etc.

Right-to-know Laws: employers must inform employees about hazmat they may work with

Employment-at-will: Has to be modified for public sector (5th Amendment), State/local gov (14th)

3 Exceptions (some states): Implied Contract, Implied covenant, Violation of Public Policy.

Constructive Dismissal: Employee is "forced" to resign by unpleasant/unreasonable work conditions

Privacy Act 1974: Access to personnel files: Employees have right to view and correct inaccuracies

Hot-stove Rule: Punishment is meted out immediately and consistently in unbiased/professional way

Positive/Nonpunitive Disciplinary Action: Cooperation between supervisor and employee to correct.

Progressive Disciplinary Action: Increasing severity to motivate employee to correct.

Oral, Written, Suspension, Termination.

Alternative Dispute Resolution (ADR): Step review, open-door, ombudsman, arbitration, mediation

1926 Railway Labor Act: first federal labor law - disputes between union and railway board

1932 Norris-LaGuardia Act: Allows unions peaceful striking, boycotting, picketing

1935 Wagner Act (NLRA) National Labor Relations Act: protected unions and collective bargaining

1938 Fair Labour Standards Act: wages, overtime, child labor, equal rights

1947 Taft-Hartley Act (LMRA): defined unfair unions, balanced power, no closed shops

1959 Landrum-Griffin Act: racketeering/bribery/extortion, required unions to submit annual fin. reports

1963 Equal Pay Act: prohibits discrimination in wages, benefits, pensions based on gender

Same skills, effort, responsibility = equal pay male/female

1964 Title VII of Civil Rights Act: outlaws discrimination in hiring, training, pay, promotion, benefits.

Covers: Race, color, religion, gender, national origin

Exemptions: govt, tax-exempt clubs, religious organiz, Native Americans on reservations

Legitimate Defense: Bona Fide Occupational Qualification (BFOQ)

Equal Opportunity Employment Commission (EEOC): created by Civil Rights Act

Age Discrimination in Employment Act (ADEA): Protects everyone over age 40  
Covers: More than 20 employees, unions with 25+ members, fed/state/local govt

1972 Equal Employment Opp Act (EEOA) extended Civil Right Act to state/local, educational instit.

1973 Vocational Rehabilitation Act: covers AIDS victims (doesn't cover contagious diseases)

1978 Civil Rights Act was amended by the Pregnancy Discrimination Act.

1978 Civil Service Reform Act: Collective bargaining

1986 Consolidated Omnibus Budget Reconciliation Act (COBRA): health insurance

1989 Workers Adjustment Retraining and Notification Act (WARN):

Companies of 100+ must warn if 50+ affected by plant closure or retrenchment

1990 Americans with Disabilities Act (ADA): chronic ill, physical or mental disabilities

Covers: 15+ employees, employment, reinstatement, backpay

Toyota v Williams 2002: if impairment is correctable, it is NOT a disability

1990 Older Workers Benefit Protection Act: non-discrim early retirement and other benefit plans

1991 Civil Rights Act amends Title VII of CRA(1964): Intentional discrimination, illegal harassment

1993 Family and Medical Leave Act (FMLA) 50+ employees. 12 weeks unpaid leave in 1yr period

Executive Order 11246: Covers federal agencies (because they aren't covered by antidiscrim laws)

Covers: federal agencies and govt contractors with contracts \$10,000+

Private Pension Plans: Federally regulated by ERISA (Employee Retirement Income Security Act)

Labor Relations Process: Need for collective representation, union organizes, collective bargain, contract

National Labor Relations Board (NLRB): Administers/enforces labor laws (30% employees must want a union)

Union Shop: Forced union membership Agency Shop: all pay dues Open Shop: only union pay dues

Mandatory: Wages, hours Permissible: benefits, strikebreakers Illegal: closed shop, discrimin treatment

Affirmative Action policy (AAP): Mandatory for fed contracts \$50,000+ and court ordered employers

McClelland - Needs Theory of Motivation: Achievement, Power, Affiliation

Herbert Simon - Administrative Man (satisficing) Economic Man (optimizing)

McGregor - Theory X (negative), Theory Y (positive)

Rensis Likert - System 4 (Participative)

Herzberg - Two-factor (motivator-hygiene > Sat/dissat) Theory of Motivation (job enrichment)

Scientific - (Frank Gilbreth, Taylor, Gantt) (oldest approach) Most efficient way to do a job (focus on BOTTOM).

Administrative/Classical - (Fayol) (Focus on TOP).

Behavioral/Human Relations - (Mayo & Roethlisberger) Hawthorne Studies.

Bureaucracy - (Weber)

Systems - (Chester Barnard) Inputs/transformations/outputs, everything affects everything else.

Participative - (Drucker) Management by Objectives (MBO).