

Support activities

Human resources management

- it is designed to maximize employee performance in service of an employer's strategic objectives
- HR departments are responsible for overseeing employee-benefits design, employee recruitment, training and development, performance appraisal, and rewarding (e.g., managing pay and benefit systems). (wikipedie.org)

HRM basic functions:

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- **Staffing** - is the recruitment and selection of potential employees, done through interviewing, applications, networking
- **training and development** - is the next step in a continuous process of training and developing competent and adapted employees
- **motivation** - is key to keeping employees highly productive. This function can include employee benefits, performance appraisals and rewards
- **maintenance** - involves keeping the employees' commitment and loyalty to the organization.

5 steps in planning human resources

- Determining the workload
- Study of jobs in the company
- Forecasting human resource needs
- Inventory of manpower
- Improvement plan

Determining the workload

- The kind and magnitude of the workload determines:
 - Organizational structure
 - Number of employees needed
 - Quality of employees needed

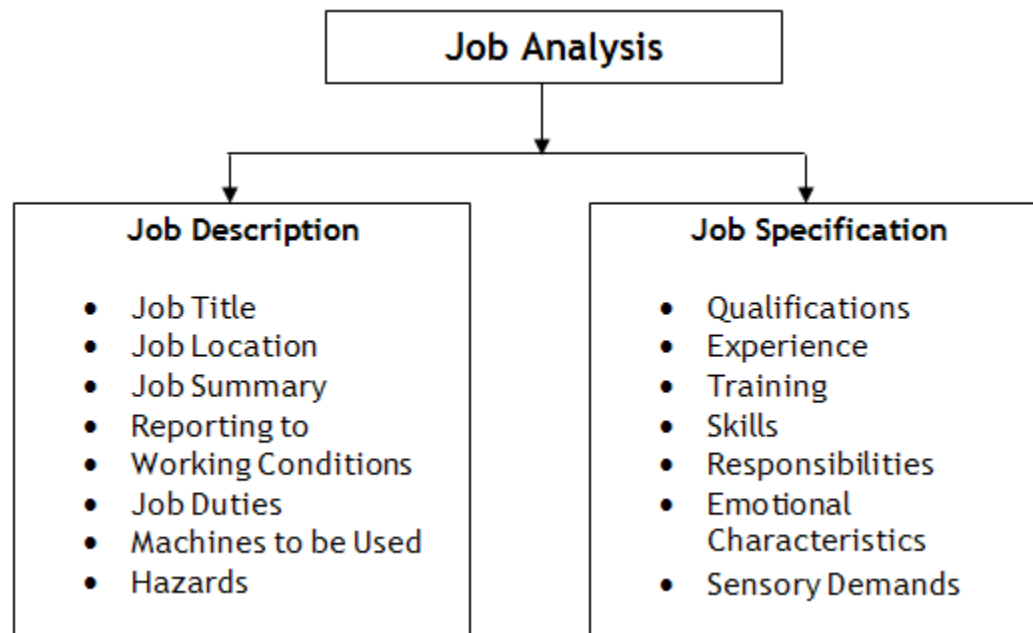
Improvement plan

- Implementing and improving of the plan to meet the objectives for the corporation.

Study of jobs in the company – job analysis

(<https://www.managementstudyguide.com/job-description-specification.htm>)

- Job description
- Job specification



Job description

- Job description includes basic job-related data that is useful to advertise a specific job and attract a pool of talent. It includes information such as job title, job location, reporting to and of employees, job summary, nature and objectives of a job, tasks and duties to be performed, working conditions, machines, tools and equipment to be used by a prospective worker and hazards involved in it.
- **Purpose of Job Description**
- The main purpose of job description is to collect job-related data in order to advertise for a particular job. It helps in attracting, targeting, recruiting and selecting the right candidate for the right job.
- It is done to determine what needs to be delivered in a particular job. It clarifies what employees are supposed to do if selected for that particular job opening.
- It gives recruiting staff a clear view what kind of candidate is required by a particular department or division to perform a specific task or job.
- It also clarifies who will report to whom.

Job description – quality manager



Job description

- **Quality Manager Responsibilities**(<https://resources.workable.com/quality-manager-job-description>)
- Include:
- Understanding customer needs and requirements to develop effective quality control processes
- Devising and reviewing specifications for products or processes
- Setting requirements for raw material or intermediate products for suppliers and monitoring their compliance

- **Job brief**

- We are looking for an experienced Quality Manager to ensure that our products and services meet all necessary requirements before they reach the consumer.
- The Quality Manager, or Quality Assurance Manager, will inspect the final product to make sure it has been built with compliance to legal standards and meets customer expectations. A great quality manager is thorough and observant with an eye for detail.
- They must fully understand the requirements for the product or service and have a sense of responsibility towards our potential and existing customers as well as the competition.
- The goal is to help preserve our reputation by ensuring that our products and services are capable to drive sustainable growth.

- **Responsibilities**

- Understand customer needs and requirements to develop effective quality control processes
- Devise and review specifications for products or processes
- Set requirements for raw material or intermediate products for suppliers and monitor their compliance
- Ensure adherence to health and safety guidelines as well as legal obligations
- Supervise inspectors, technicians and other staff and provide guidance and feedback
- Oversee all product development procedures to identify deviations from quality standards
- Inspect final output and compare properties to requirements
- Approve the right products or reject defectives
- Keep accurate documentation and perform statistical analysis
- Solicit feedback from customers to assess whether their requirements are met
- Submit detailed reports to appropriate executives
- Be on the lookout for opportunities for improvement and develop new efficient procedures

- **Requirements**

- Proven experience as quality manager
- Conscientious and responsible
- A keen eye for detail and a results driven approach
- Outstanding communication skills
- Excellent organizational and leadership skills
- Proficient in MS Office
- In depth understanding of quality control procedures and relevant legal standards
- Excellent math abilities and working knowledge of data analysis/statistical methods
- BSc/ Ba in business administration or relevant field
- Certification of quality control is a strong advantage (ISO 9000 etc.)

Job specification

- Also known as employee specifications, a job specification is a written statement of educational qualifications, specific qualities, level of experience, physical, emotional, technical and communication skills required to perform a job, responsibilities involved in a job and other unusual sensory demands. It also includes general health, mental health, intelligence, aptitude, memory, judgment, leadership skills, emotional ability, adaptability, flexibility, values and ethics, manners and creativity, etc.
- **Purpose of Job Specification**
- Described on the basis of job description, job specification helps candidates analyze whether are eligible to apply for a particular job vacancy or not.
- It helps recruiting team of an organization understand what level of qualifications, qualities and set of characteristics should be present in a candidate to make him or her eligible for the job opening.
- Job Specification gives detailed information about any job including job responsibilities, desired technical and physical skills, conversational ability and much more.
- It helps in selecting the most appropriate candidate for a particular job.

Forecasting human resource needs

- Both short-term and long term staffing needs to be based on the projected sales, office growth and other factors.
- How many specialist , professionals or executives are needed?
- What is the level of each?
- What kind of specialization should each have?
- What other production personnel are necessary and how many for each category?

Inventory of manpower

- Assess the following:
- Skills
- Career strengths
- Weaknesses
- Potentials
- promotability

Two approach of planning

- **Top down planning** – the personal needs of an organization is to begin by defining the organization's goals into human resource requirements. Objectives are sometimes difficult to translate into personnel needs.
- **Bottom up planning**- this perspective emphasizes information on current employees.

The stages of manpower planning

- Examination of existing situation
- Planning to assess and determine future objectives
- Organization
- Precise the requirements
- Career requirements

Recruitment

- Internal vs. External
- Depends on the existing situation
- Existing environment

Internal recruitment

- ***Advantages:***
- Cheaper and quicker to recruit
- People already familiar with the business and how it operates
- Provides opportunities for promotion within the business – can be motivating
- Business already knows the strengths and weaknesses of candidates
- ***Disadvantages:***
- Limits the number of potential applicants
- No new ideas can be introduced from outside
- May cause resentment amongst candidates not appointed
- Creates another vacancy which needs to be filled

External recruitment

- ***Advantages:***
- Outside people bring in new ideas
- Larger pool of workers from which to find the best candidate
- People have a wider range of experience
- ***Disadvantages:***
- Longer process
- More expensive process due to advertising and interviews required
- Selection process may not be effective enough to reveal the best candidate

Short-term staffing needs

- Help with administrative duties caused by extended absence of an employee, maternity leave, retirement and so on.
- Temporary workers- hired through an agency, lower cost than full-time employees, do not need vacation or sick time.

Long-term staffing need

- Employees for long time assignement
- Usually based on external recruitment
- Employment agreement terminated
- Employment agreement non-terminanted
- Service contract agreement
- Agency work

Personnel manager

- Is responsible for:
 - Assisting and advising managing director on personal policy ensuring policy is made known to staff and is effectively carried out.
 - Developing and maintaining procedures in conjunction with other departmental heads for recruitment and training.
 - Determining and maintaining good relations with trade unions and other bodies concerned with employment and working conditions.
 - Ensuring adequate safety precautions and welfare services including canteen and health services.
 - Assisting employees with personal problems, maintaining records and statistics of employment.

Special duties:

- Advising and assisting managing director on personnel policy formulation and the development of training schemes for supervisory staff.
- Representing the company in all negotiations with trade unions and trade associations and maintaining interest in new ideas in personnel management

Important factors in personnel policy

- Remuneration
- Security
- Opportunity
- Status
- Justice
- Democracy
- General

Factors of organization structure

- Strategies and goals
- Used technology
- Product distribution
- Size of company
- Financial situation
- Stability of environment

Process analysis

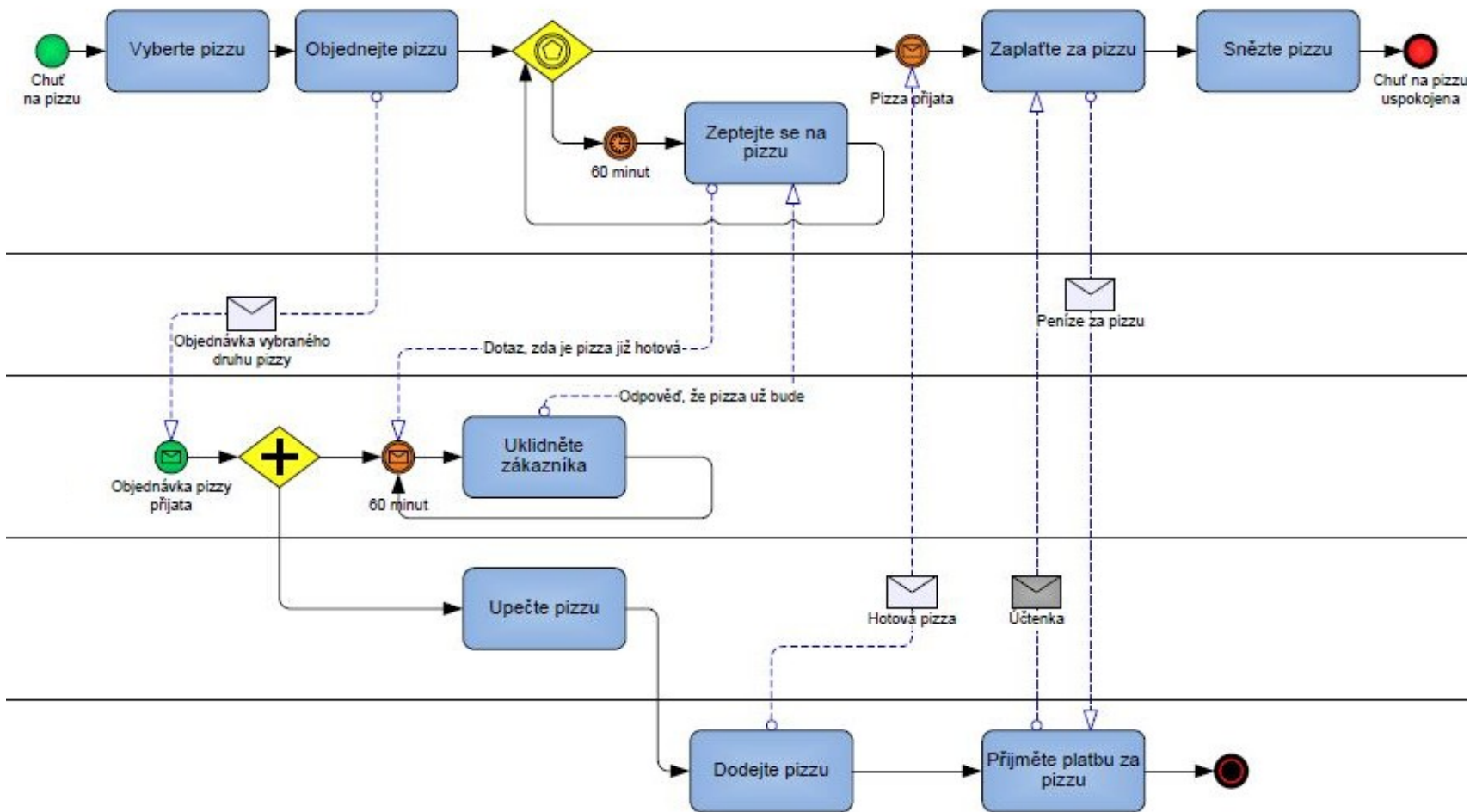
Need to know

- operations
- sequencies
- information
- Inputs and outputs
- variant

→company process structure

Method

1. Write down all the activities in accurate details
2. To connect the activities with the needed inputs and outputs (resources, documents, information)
3. To align the activities into logical sequences
4. Fullfill the decission node

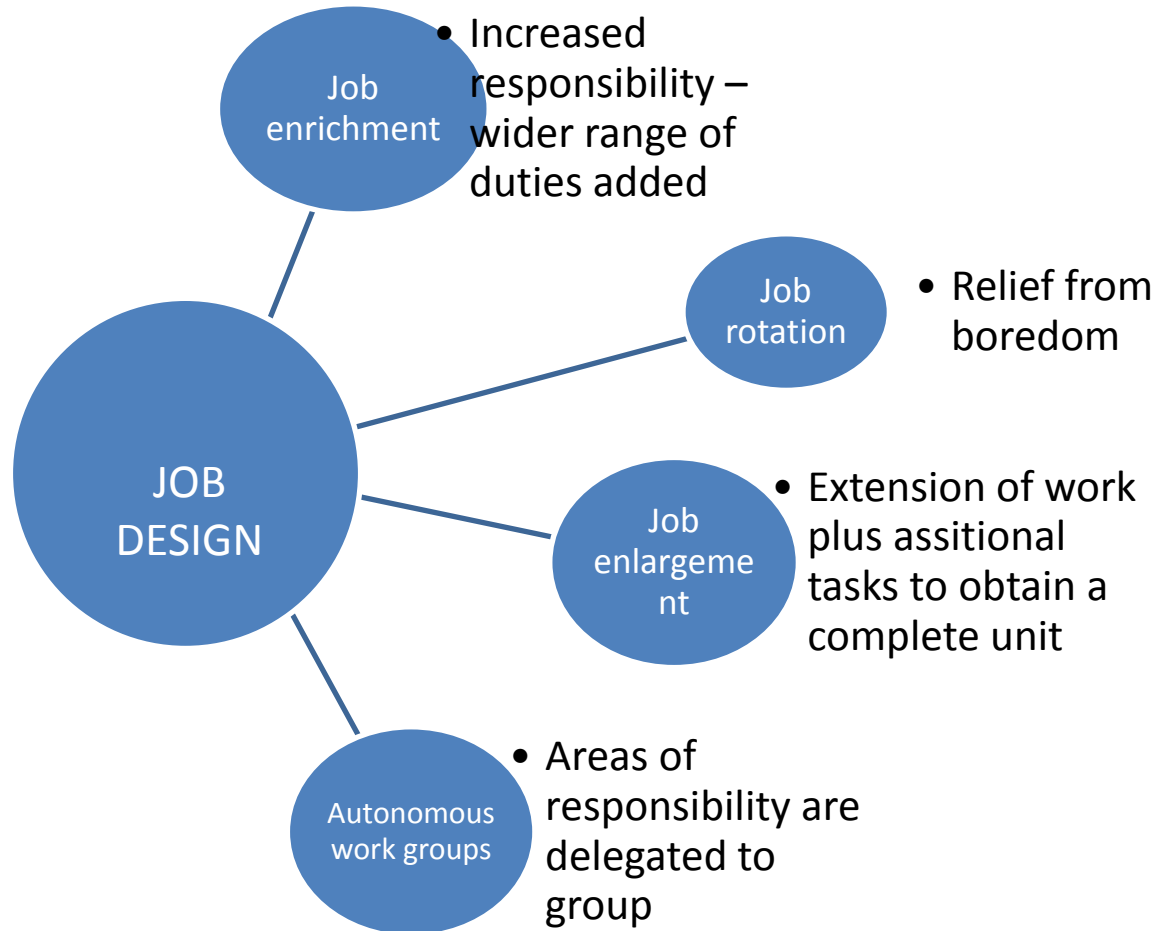


Zdroj: Šafrová-Drášilová, 2016

Job design

- Basic principles:
- A variety of tasks sufficient not to lead to boredom.
- Tasks which have some obvious relationship to the whole task.
- A work cycle of just the right length bearing in mind physical demands and concentration of an average person.
- Some provision to allow the individual to set quality and standards and feedback by management on personal results to keep motivation strong.
- The need for care, skill and effort so that the work will carry respect in the community.

Job design



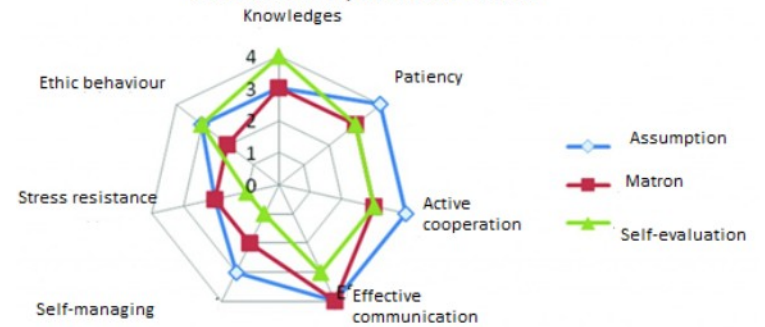
Personal competencies

- Competencies are combinations of knowledge, skills and attitudes that employees develop and apply for successful working. They emphasize aspects of learning that apply within and across all subject areas.
- It helps :
 - Employee development
 - Completion of tasks
 - Personnel planning
 - Employees recruitment
 - Setting the motivation systems

Competencies



Personal competencies - nurse



Procedure for recruitment and selection of staff

- Staff requisition form is required to be completed
- Advertisement – important to word the advertisement correctly so applicants who are not really suitable do not apply.
- Short list drawn up and interviews arranged.
- References can be taken up before the interviews and used to determine the final selection at the interview.
- Interviews – many forms
- Tests for specific skills
- Medical examination
- Information for successful candidates

Forbidden questions(examples)

- Pregnancy and health
 - Are you pregnant?
- **Personal situation**
 - Are you married?
 - How old are you?
- **Family affairs**
 - How many children do you have?
- **Sexual orientation**
 - Are you homosexual?
- **Religion**
 - What is your religion?