

# Human Resource Management

- Planning for HR needs
- Staffing - recruitment, selection & placement
- Appraising & rewarding employee behaviour
- Improving employees & the work environment
- Creating & maintaining effective working relationships

# HR Planning

- Planning short & long term HR supply & demand
- Job analysis - types, purposes, duties combined with skills, knowledge & abilities

# Staffing

- Employee recruitment, selection & placement
- Job specifications, duty statements
- Communication with employees before & once employed
- Orientation , ‘probationary periods’, mentoring schemes

# Performance & reward

- Performance criteria (KPIs)
- Performance appraisal - one way, 360 degree
- Rewarding good performance - individual, team, \$, opportunities
- Rectifying poor performance - redesign, reeducate, replace
- Contract vs Awards

# Employee Development & Work Environment

- Training & development - design, implement, evaluate
- Work environment - quality of working life, productivity improvements
- Physical work environment - OHS, knowledge flows

# Effective working relationships

- Employee industrial & legal rights
- Employer & employee responsibilities
- Industrial bargaining
- Conflict resolution, grievance procedures
- Research & evaluation of HR issues & effectiveness

# HR outcomes

- Strategic integration and alignment
- Quality of organisational performance & employee behaviour
- Flexibility & adaptability to change
- Employee commitment - behaviours and practices creating a culture
- Attract, retain , motivate employees

# HR purposes

- Productivity
- Quality of working life
- Legal compliance

# Influences on HR

- Internal
  - Goals & values
  - Strategy
  - Culture
  - Technology
  - Structure
  - Size
- External
  - Economy
  - Demographics
  - Social values
  - Law
  - National / international competition

# IT & HR

- Information technology is a key strategic tool in utilising HR to greatest impact
- Database / knowledge base - technology strategy
- Inhouse or outsource?

# HR responsibility

- Centralised vs line management
- Balance between specialist skills & managers dealing with employee needs
- Application of policy - appropriateness, fairness, equity

# HR competencies

- Interpersonal skills
- Challenges for technical managers
  - Role stress
  - Environmental frustration
  - Quality of T&D
  - Psychological stress

# HR stressors

- Poor communications
- Ineffective/lack of planning
- Insufficient resources
- Goal conflict
- Increased workloads
- Organisational change
- Poor teamwork /cooperation
- Unrealistic expectations
- Ineffective management
- Unresolved issues

# Managing engineers

- Job satisfaction & motivation -challenging work, T&D, rewards
- EEO & affirmative action - gender bias
- Career management - lifelong learning, professional education, career pathing, multiple careers