

# MGMT 3017 - HUMAN RESOURCE MANAGEMENT



SEMESTER 2  
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# EVOLUTION OF HUMAN RESOURCE MANAGEMENT

- ▶ Paternalistic welfare: 1750 - 1900
- 1. Imperialism & Industrial Revolution
  - (a) Cottage industries
  - (b) New organizational form – factory
  - (c ) Brutal and backbreaking conditions: welfare secretaries
  - (d) Robert Owen-Father of Personnel Mgt
  - (e) Andrew Ure-Writer of Personnel Mgt.

# EVOLUTION OF HRM cont'd

- ▶ Influential Research & File Maintenance: 1900 – 1960 Cascio (1989)
- ▶ F. W. Taylor: Scientific Selection & Performance Related Pay
- ▶ Elton Mayo: Humanizing Production
- ▶ Douglas McGregor: Management Philosophy controls practice – Theory X & Theory Y
- ▶ Abraham Maslow: Hierarchy of needs

# EVOLUTION cont'd

- ▶ Mechanism for controlling & organizing workers: **Personnel Department**
- ▶ Emphasis was on controlling and reducing labour costs
- ▶ Main activities: screening applicants, orientation, and maintaining employment records
- ▶ Concurrent growth of **Trade Union Movement**

# EVOLUTION OF HRM

- ▶ The Government Accountability: 1960-1979
  1. Civil Rights Act, 1964 led to significant changes in personnel management function
  2. Compliance with EEO legislation & avoidance of negative publicity
  3. Activities: designing and implementing affirmative action programmes & eliminating illegal practices
  4. Personnel managers required to be versed in industrial relations legislation & employment law

# EVOLUTION OF HRM

- ▶ Competitive Advantage: 1980
  1. A Paradigmatic Shift in the role & function of Personnel management.
  2. New environment characterized by fierce International Competition.

# INTERNATIONAL COMPETITION

- ▶ 1980-82 Recession caused by:
  1. Decline in major industries in the U.S.A such as automobiles and steel
  2. Increasing prominence of foreign competition from Japan, Korea & West Germany
  3. Declining influences of trade unions.
  4. Comparison of productivity between American & Japanese workers

# INTERNATIONAL COMPETITION CONT'D

1. Declining rate of innovation in American industries
2. U.k. – Government's desire to reform and reshape the conventional model of industrial relations
3. Muscular entrepreneurialism promoted by Margaret Thatcher government in the form of privatization and anti-union legislation
4. Recognition of poor performance of British management
5. Anti-union stance by foreign investors in Caribbean.



# COMPETITIVE ADVANTAGE

- ▶ Competition along the key dimensions of PRICE, QUALITY & QUANTITY.
- ▶ HRM new emphasis is **not only** on controlling costs, but also of **adding value** and creating competitive advantage
- ▶ What is competitive advantage?
  1. It is attracting customers, earning their loyalty to repeat sales, out-competing rivals, and winning an edge in the marketplace.

# COMPETITIVE ADVANTAGE

- ▶ What made the difference between Western and Japanese manufacturers?
  1. Land
  2. Labour (Human Capital)
  3. Capital
  4. Knowledge Sharing Capacity

# DEFINITION

- ▶ **Human Resource Management** is the function performed in organizations that facilitates the most effective use of people (employees) to achieve organizational and individual goals.
- ▶ **Objectives** are the ends that an organization seeks to achieve – its reason for existence.

# DEFINITION

- ▶ A **policy** is a general guide that expresses limits within which action should occur. They ensure some consistency in behaviour.
- ▶ A **procedure** or rule is a specific direction to action. It tells managers how to do a particular activity. In large organizations, procedures are collected into manuals, usually called standard operating procedures (SOPs).

# PHASES OF HRM

- ▶ **Continuous analysis** and environmental scanning: This involves interpreting and analyzing changes in the environment and developing the appropriate policies and strategies.
- ▶ **Acquisition:** this involves HR planning, internal and external recruitment, employee orientation and socialization.

# PM & HRM COMPARED

- ▶ Short-term, **reactive**, ad-hoc, marginal
- ▶ Compliance
- ▶ External controls
- ▶ **Pluralist**, collective, low trust
- ▶ Bureaucratic, centralized, formal
- ▶ Specialist
- ▶ **Cost minimization**
- ▶ Long term, **proactive**, strategic, integrated
- ▶ Commitment
- ▶ Self-control
- ▶ **Unitarist**, individual, high trust
- ▶ Organic, devolved, flexible roles
- ▶ Largely integrated
- ▶ **Maximum utilization**

# PHASES OF HRM

- ▶ **Development:** This deals with the training of employees, management development and career development.
- ▶ **Motivation:** This covers job design, performance appraisal, rewards and compensation, job evaluation, discipline and grievance handling.
- ▶ **Maintenance/Retention** seeks to ensure employee commitment, safety and health, employee relations and industrial relations.

# STRATEGIC HUMAN RESOURCES MANAGEMENT

- ▶ SHRM is the linking of HRM with strategic goals and objectives in order to achieve business performance and develop organizational cultures that foster **innovation** and **flexibility**.
- ▶ It means accepting the human resource function as **a strategic partner** in **formulating** the company's strategies as well as in **executing** those strategies through HR activities recruiting, selecting, training and rewarding personnel.



# HR AS STRATEGIC CAPABILITIES

- ▶ Organization's new bottleneck is capabilities
- ▶ Capabilities must now move to the center of the organization's strategic planning framework
- ▶ Speed of organization's growth depends on its ability to generate and reconfigure capabilities
- ▶ Failure builds a “competitive advantage deficit”.
- ▶ HR's key role is **leveraging the knowledge** of the organization and building an environment where **learning is the norm**.

# HR as Strategic Capabilities cont'd

- ▶ Accelerated development of capabilities is a pre-condition to lead and shape the market place in line with organizational strengths
- ▶ Customers needs and aspirations determine what solutions and services are offered
- ▶ Organizations must have the ability to generate new solutions and introduce them to the market at a pace that both meets the quickly evolving needs of customers and outdistances the offerings of competitors

# STRATEGIC CAPABILITIES

- ▶ The “pace of learning” becomes the determining factor in the introduction of new solutions to customers
- ▶ This requires the **exchange of knowledge inside the organization, with partners involved in the value chain, and with customers**
- ▶ Capabilities of those at the customer interface must constantly be renewed and enhanced to meet the ever-increasing customer requirements

# STRATEGIC CAPABILITIES

- There are therefore three (3) types of capabilities
- Organizational
- Human/People
- Customer
- These capabilities represents **intangible assets**, are now the most important source of value creation.

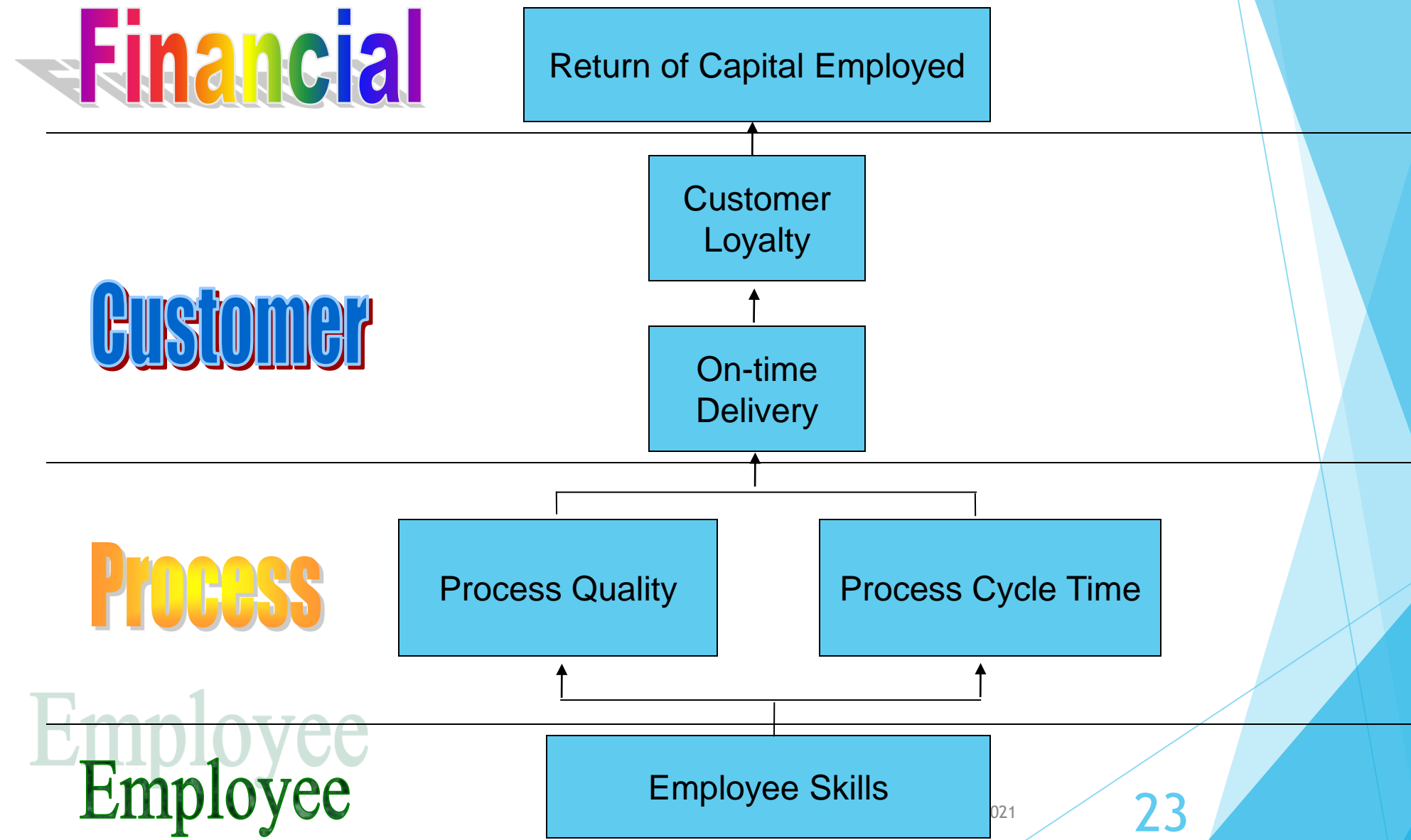
# THE KNOWLEDGE CAPITAL MODEL

- ▶ Managing the knowledge capital of the organization consists of systematically developing, leveraging, and renewing its intangible assets.
- ▶ Intangible assets comprise three elements: **Human** capital; **Customer** capital; & **Structural** capital
- ▶ Human Resources Management in the knowledge era must be based on an understanding of *intangible assets*.

# TYPES OF CAPITAL

- ▶ **HUMAN** capital describes the capabilities in an organization that are required to provide solutions to customers. Individual capabilities are composed of attributes, competences, and mindsets.
- ▶ **STRUCTURAL** capital represents the organizational capabilities of the organization necessary to meet market requirements. Organizational capabilities are composed of the strategies, structures, processes and culture of the organization and how these in turn translate into specific core competences of the organization.
- ▶ **CUSTOMER** capital is the sum of all customer relationships. These relationships are defined as depth (penetration), width (coverage), length (durability) and profitability of the organization's relationships with all customers.

# HR - VALUE CREATION



(Robert S. Kaplan & David P. Norton, 1996)

# COMPETITIVE FLEXIBILITY

- ▶ Flexibility is a multidimensional concept. Flexibility can be examined at the level of the **labour market**, **firm** or **establishment**.
- ▶ Flexibility in the labour market describes economy- or industry-wide institutions that have undergone change to make the labour market function more effectively .e.g. Decentralization of wage bargaining.



# COMPETITIVE FLEXIBILITY

- ▶ **Flexibility** is the ease with which an entity is able to adapt to the demands placed upon it.
- ▶ **Organizational form** refers to the combination of strategy, structure and internal control and coordination systems that provides an organization with its operating logic, its rules of resource allocation and corporate governance.

# ORGANIZATIONAL CHANGE

## ▶ INTER-FIRM FORM

- ▶ These are structural changes in the organization that stem from mergers, joint ventures, strategic alliances, outsourcing and the virtual organization.

## ▶ INTRA-FIRM FORM

- ▶ These changes include business process re-engineering, downsizing, delaying and job-redesign.

# COMPETITIVE FLEXIBILITY

- ▶ Flexibility at the level of the **firm or establishment** focuses on how internal labour markets are configured to meet organizational needs (Grenier et al. 1997).
- ▶ There are two primary strategies for achieving this form of flexibility, **functional** and **numerical**. Functional and numerical strategies refer to “how” and “how much” labour is used.

# COMPETITIVE FLEXIBILITY

- **Functional flexibility** strategies refer to those actions that modify existing internal labour markets: for example,
- Changes in work organization and the work process,
- Investments in training and skills development,
- Tying pay to performance,

# FUNCTIONAL FLEXIBILITY

- Introducing other forms of flexibility pay,
- Enhancing worker involvement in production decisions,
- Multi-skilling, job rotation, work teams,
- Increases in labour-management collaboration.

# NUMERICAL FLEXIBILITY

- These strategies typically involve:
- Increased use of casual and temporary labour,
- Sub-contracting,
- Layoffs and retrenchments, and other actions that reduce employment security, the number of workers and externalize parts of the production system.

# ORGANIZATIONAL CULTURE

1. It describes the fundamental assumptions about an organization's values, beliefs, norms, symbols, language, rituals and myths that give meaning to organization membership, and are collectively accepted by a group as guides to behaviour.

# ORGANIZATIONAL CULTURE

- It is the collective programming of the mind which distinguishes the members of one category of people from those of another (Hofstede & bond, 1988).
- It is that distinctive constellation of beliefs, values, work styles and relationships that distinguish one organization from another.



# ORIGINS OF CULTURE

- ▶ Organizations' values originate from either **charismatic leadership** or **organizational traditions**.
- ▶ **Charismatic-based values** come from a strong leader. E.g. K.F.C founder Colonel Saunders.
- ▶ Alternatively, **tradition-based values** can emerge out of organizations' traditions that are more anonymous in origin.

# ORIGINS OF CULTURE

- ▶ The **founder's ideals** tend to be internalized by members only so long as they identify with the leader to whom they look for guidance and inspiration.
- ▶ **Tradition-based values** are deeply rooted in historical practices and lends stability to the organization because they are readily passed from generation to generation of organization members.

# CONTENT OF CULTURE

- ▶ The content or interpreted meaning of values is based on either **functional** or **elitist** ideals.
- ▶ Functional values express a normative mode of conduct that tells members what they should pay attention to, .i.e. customer service, innovation and quality.
- ▶ Elitist values focus on the perceived superiority of the organization in comparison to others.

# CONTENT OF CULTURE

- ▶ **Functional values** offer more constructive guidance for members' behaviour. e.g. If a company values quality, everyone should be empowered to make continuous improvements to eliminate dysfunctional practices.
- ▶ **Elitist values** attempt to instill pride in membership, creating “No.1” mentality.e.g.Intel.

# CULTURE MATRIX

CONTENT	Functional/ Charismatic	Functional/ Traditional
	Elitist/ Charismatic	Elitist/ Traditional
	ORIGIN/SOURCE	

# CULTURE MATRIX

- Functional/Traditional values are the strongest, .e.g. Walt Disney, Motorola.
- Elitist/Charismatic values are the weakest, .e.g. Apple Computers
- Functional/Charismatic values are transitional, e.g. Walmart, H.P
- Elitist/Traditional values are highly resistant to change, e.g. Harvard, UWI, CEE.

# CULTURE

- ▶ Culture complements rational management tools. It helps socialize new members, promotes expected behaviors, and supports or resists strategic changes.
- ▶ Shared values are the essence of organizational culture.

# CULTURE

- ▶ When **positive values** are **clearly articulated** and **widely shared**, cultures are robust, effective, and lasting, and a distinctive psychological atmosphere pervades the whole organization.
- ▶ Employees display the **characteristics** that define the mission and ethos of the organization: e.g. dedication to outstanding service, openness and trust, perseverance in the face of adversity, and commitment to *innovation*.



# CULTURE

- ▶ Public organizations everywhere are not renowned for possessing these qualities. In developing countries it has been suggested that the cultures of public organizations are frequently **fragmented** and **negative**, meaning that positive values exist only in small pockets within a general atmosphere that is uncommitted and conducive to systemic corruption, and where, at lower levels, *lack of commitment and alienation are prevalent*. The **effectiveness** of organizations possessing cultures of this type tends to be **low** and the prospects for **performance degeneration** are **high**.

# STRATEGIC HR ALIGNMENT

- ▶ HRP and strategic planning are linked in three primary ways.
  1. In the Planning Process
  2. Mapping an Organization's Human Capital Architecture
  3. Ensuring Fit and Flexibility

# HR ALIGNMENT

- ▶ **Strategic planning** and **human resource planning** are linked at both the front end and back end of the *planning process*.
- ▶ **Front end** – HRP provides a set of inputs to the strategy formulation process. That is, whether the types and numbers of people are available to pursue a given strategy.

# HR ALIGNMENT

- ▶ **Back end-** they are linked in the implementation process through the making of primary allocation decisions including those relating to structure, processes and human resources.

# HR ALIGNMENT

- ▶ This linkage focuses on the development of **core competences**. These competencies help companies gain advantage over their competitors and leverage this advantage **by learning faster** than others in their industries.

# HUMAN CAPITAL ARCHITECTURE

- ▶ Underlying a firm's **core competences** is a portfolio of employee skills and human capital.
- ▶ The different skill groups can be classified or mapped according to the degree to which they create strategic value and are unique to the organization. Employment relationships and HR practices for different employees vary according to where they are on the map.

# WORKERS' GROUP

- ▶ **Core knowledge workers** is a group of employees who has firm-specific skills that are directly linked to the company's strategy. (R&D, Software dev.) These employees are typically engaged in knowledge work that involves considerable autonomy and discretion.
- ▶ Companies tend to make long-term commitments to these employees, investing in their continuous training and development and giving them an equity stake in the organization.

# WORKERS' GROUP

- ▶ Traditional job-based employees is a group who has skills that are quite valuable to a company, but not unique. E.g. truck drivers in courier service.
- ▶ They can leave easily so managers frequently make less investment in training and development and tend to focus on paying for short-term performance.



# WORKERS' GROUP

- ▶ Contract labour represents a group of employees whose skills are of less strategic value and generally available to all firms. E.g. clerical officers, staff workers in A/C and HR.
- ▶ Hired on a contract basis from external agencies. Employment relationships are transactional, focused on rules and procedures, with very little investment in development.

# WORKERS' GROUP

- ▶ Alliance/partners describe a group of employees with skills that are unique, but not directly related to a company's strategy. E.g. attorneys, consultants.
- ▶ Companies tend to establish longer-term alliances and partnerships with them and nurture an on-going focused on mutual learning. Considerable investment is made in the exchange of information and knowledge.

# KNOWLEDGE MANAGEMENT

- ▶ KNOWLEDGE MANAGEMENT is the way organizations capture, create and reuse knowledge to achieve organizational objectives.
- ▶ Knowledge management is how an organization develops, implements, and maintains its leadership, process, culture, technology, and measurement systems to create, collect, organize, disseminate and use its organizational knowledge for competitive advantage.

# KNOWLEDGE MANAGEMENT

- ▶ There are two basic types of knowledge: explicit and tacit.
- ▶ **Explicit knowledge** is what is normally seen and thought important. It drives **efficiency**.
- ▶ It comprises data, descriptions, policies, procedures, formulas, and processes.

# KNOWLEDGE MANAGEMENT

- ▶ Explicit knowledge:
  1. Contributes to efficiency
  2. Leads to competency
  3. Easy to replicate by others.
- ▶ Tacit knowledge is hidden and not easily seen as being important. It drives competitive advantage.

# KNOWLEDGE MANAGEMENT

- ▶ Tacit knowledge includes personal knowledge, experience, know-how, and know-why.
- ▶ Tacit knowledge:
  1. Is hard to articulate
  2. Is hard to transfer
  3. Is hard to copy elsewhere
  4. Provides high competitive advantage

# KNOWLEDGE MANAGEMENT

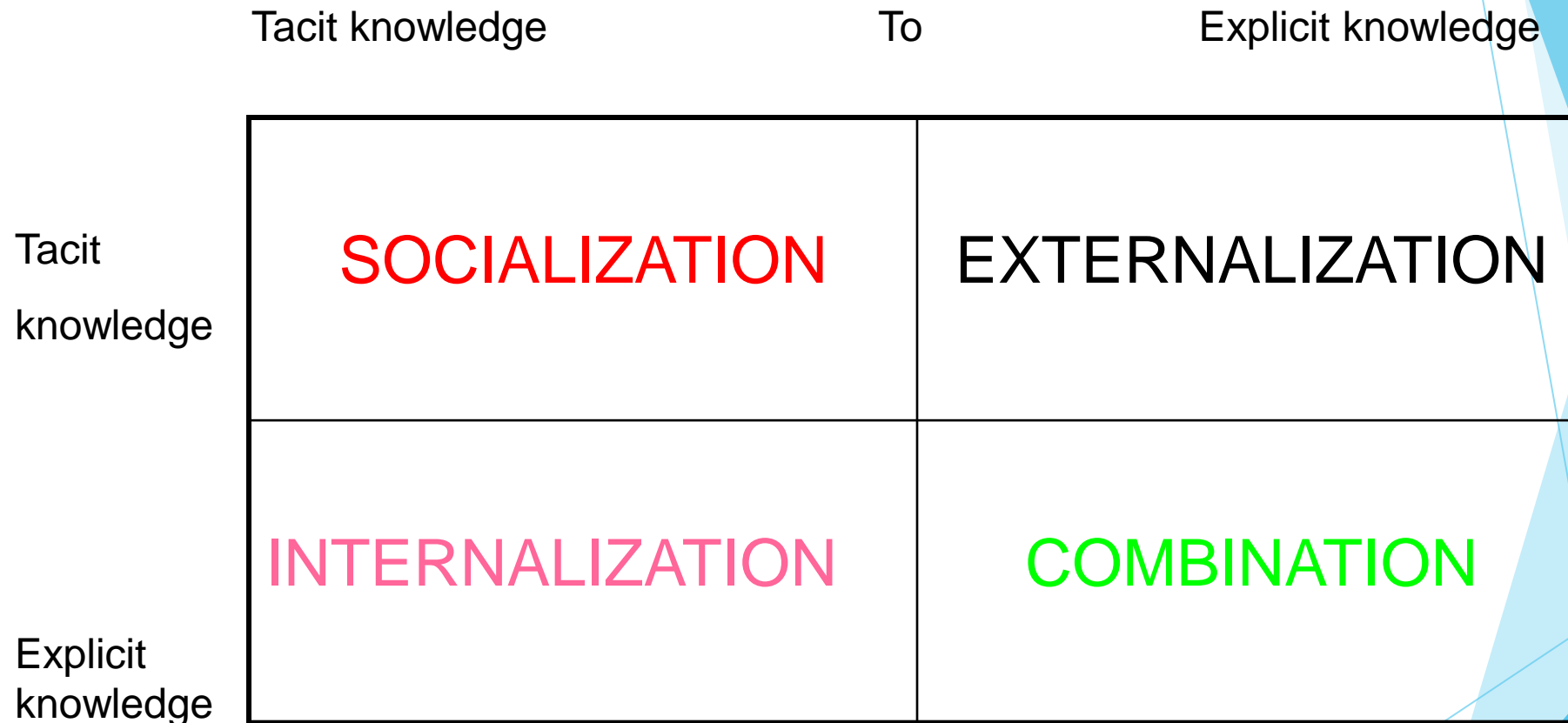
- ▶ Knowledge is a critical commodity, and the knowledge strategy of the organization must be at the heart of the new mandate for Human Resource Management.
- ▶ HRD/M must develop strategic capabilities which are most effectively achieved through the learning that results from the exchange of knowledge.

# KNOWLEDGE MANAGEMENT

- ▶ HRD/M must be redefined to include a comprehensive knowledge strategy.
- ▶ Capabilities must now move to the center of the organization's strategic planning framework.



# KNOWLEDGE CREATION



# KNOWLEDGE CONVERSION

- SOCIALIZATION: TACIT TO TACIT
- EXTERNALIZATION: TACIT TO EXPLICIT
- COMBINATION: EXPLICIT TO EXPLICIT
- INTERNALIZATION: EXPLICIT TO TACIT

# SOCIALIZATION

- ▶ Sharing experiences creates tacit knowledge
- ✓ Apprenticeship programmes where learning occurs thru. Observation, imitation and practice
- ✓ On- the –job training
- ✓ Honda’s brainstorming camps.
- ✓ Product developers interact with customers.

# EXTERNALIZATION

- ▶ Quintessential knowledge-creation process. Holds the key to knowledge conversion.
- ▶ Uses metaphors, analogies, concepts, hypotheses, or models
- ▶ Writing is an act of converting tacit knowledge into articulable knowledge
- ▶ Seen in concept creation and combined the methods of deduction and induction

# COMBINATION

- ▶ Combines different bodies of explicit knowledge. Uses media such as documents, meetings, telephone conversations, and computerized communication networks.
- ❖ Computer databases
- ❖ An MBA education
- ❖ Wal-Mart's inventory mgt. system

# INTERNALIZATION

- Closely related to “learning by doing.” Documentation helps individuals internalize what they experienced. It helps people to experience the experiences of others.
- verbalized or diagrammed into documents, manuals, or oral stories.
- Results from shared mental models or technical know-how.
- U.S army’s A.A.R: after action reviews

# KNOWLEDGE SPIRAL

- Organizational knowledge creation is a **continuous and dynamic interaction** between tacit and explicit knowledge.
- The modes of knowledge conversion are induced by several triggers.
- They include: intention, autonomy, fluctuation and creative chaos, redundancy, & requisite variety.

# KNOWLEDGE STRATEGY

- ▶ CODIFICATION: Dell
- ▶ PERSONALIZATION: Hewlett-Packard



# RECRUITMENT & SELECTION

- ▶ **SELECTION** is the process of reducing that number of applicants and choosing those individuals who have the relevant qualifications to fill existing or projected job openings.
- ▶ **RECRUITMENT** is the process of locating and encouraging potential applicants to apply for existing or anticipating jobs opening.
- ▶ **JOB ANALYSIS**

# RECRUITMENT & SELECTION

- What two HR activities/functions should precede recruitment and selection?
- Strategic human resource planning.
- Job analysis
- **JOB ANALYSIS** is the process of identifying and determining the particular duties, tasks, requirements or activities and their relative importance for a given job.
- Purpose

# JOB ANALYSIS

- To establish and document employment procedures that are useful in recruitment & selection, training, compensation, and performance review.
- A job consists of a group of related activities and duties.
- A position consists of different duties and responsibilities performed by only one employee.
  
- Bye-products

# JOB ANALYSIS

- What are the two by-products of job analysis?
- Job Description
- Job Specification
- A **job specification** is a statement of the knowledge, skills, and abilities required of the person performing the job.
- A **job description** is a statement of the tasks, duties, and responsibilities of a job.
- Data

# JOB ANALYSIS

- ▶ Sources of job data
  1. Job analyst
  2. Employees
  3. Supervisor
- ▶ Methods of collecting data
  1. Interviews
  2. Questionnaires
  3. Observations
  4. Records etc.

# JOB ANALYSIS

- ▶ JOB DATA
- ▶ Duties and tasks
- ▶ Environment
- ▶ Equipment
- ▶ Job Context
- ▶ Requirements
- ▶ Relationships
- ▶ Performance standards

# RECRUITMENT & SELECTION

- RECRUITMENT can be costly in both economic and human terms.
- Four basic steps
- An assessment of the job
- Attracting applicants
- Evaluation of the applicants
- Placement and follow-up
  - See handout

# SELECTION TESTS

- ▶ Four main types of selection tests
  - Proficiency (or typical performance)
  - Aptitude
  - Intelligence
  - Personality



# RECRUITMENT & SOCIALIZATION

- ▶ The stages of socialization coincide with the stages of a career.
- 1. Effective anticipatory socialization
- 2. Effective accommodation socialization
- 3. Effective role management socialization.

## ANTICIPATORY

# ANTICIPATORY SOCIALIZATION

- Occurs prior to entering or taking a different job in the same organization.
- Information gathering stage: About organization & job itself.
- Information should be accurate and truly representative
- 2 conditions necessary: realism & congruence

# ANTICIPATORY SOCIALIZATION

- ▶ Realism implies that both the individual and the organization portray themselves realistically.
- ▶ Congruence results when the individual's skills, talents, and abilities are fully utilized by the job.
- ▶ Effective anticipatory socialization means that new recruits have experience realism and congruence.

# ACCOMMODATION

- The individual becomes a new member and attempts to become an active participant and competent performer.
- Establishing new relationships
- Learning job tasks
- Having roles clarified
- Evaluating progress
- Solution

# EFFECTIVE ACCOMMODATION

- ▶ New recruit takes the job. Can be a stressful time. Features include:
  1. Tailor-made and individualized orientation programmes
  2. Social as well as technical training
  3. Supportive and accurate feedback
  4. Challenging work assignments
  5. Demanding but fair supervisors

# ROLE MANAGEMENT

- Period of stable work. This stage is associated with conflicts of two main types. Impacts retention rate.
- Home and work lives
- One's own work group and other work groups in the organization
- Solution

# EFFECTIVE ROLE MANAGEMENT

- ▶ Provision of professional counseling
- ▶ Adaptive and flexible work assignments
- ▶ Sincere person-oriented managers

# AFTER ACTION REVIEWS

- ▶ **AFTER ACTION REVIEW** (AAR) is a training method for extracting lessons form one event or project and applying them to others.
- ▶ They originated at OPFOR's parent organization, the National Training Centre (NTC).
- ▶ The U.S Army's Opposing Force (**OPFOR**), a 2,500-member brigade whose job is to help prepare soldiers for combat (HBR, 2005: July – August).



# AFTER ACTION REVIEWS

- ▶ OPFOR engages units-in-training in a variety of conditions.
- ▶ Every month, a fresh brigade of 4,000 soldiers takes on this standing army, which depending on the scenario, may play the role of a hostile army or insurgents, paramilitary units, or terrorists.
- ▶ Two sides battle on foot, in tanks, and in helicopters dodging artillery, land mines, and chemical weapons.

# AFTER ACTION REVIEWS

1. OPFOR treats every action as an opportunity for learning – about what to do but also, more important, about how to think.
- ✓ Instead of producing static ‘knowledge assets’ to file away in a management report or repository, OPFOR generates raw material that the brigade feeds back into the execution cycle

# AFTER ACTION REVIEWS

- The group does not consider a lesson to be truly learned until it is successfully applied and validated.
- Companies that adapt OPFOR'S principles to their own practices will be able to integrate leadership, learning, execution to gain rapid and sustained competitive advantage.

# AFTER ACTION REVIEWS

- Many companies who tried to adapt AAR's principles to their situation have failed. WHY?
- Failures stem from three common misconceptions about the nature of AARs.
- It is a meeting
- It is a report
- It is a postmortem

# AFTER ACTION REVIEWS

- ▶ In fact, an AAR should be more verb than noun – a living, pervasive process that explicitly connects past experience with future action.
- ▶ Adapt, improvise and execute: Clint Eastwood.

# AAR'S PROCESS

- It is more than a meeting:
- There are several meetings: operational orders, have four parts.
- There are always rehearsals
- There must a brief-back: accountability
- There are house rules: participate, no thin skins, leave your stripes at the door and focus on our issues, not the issues of those above us.

# AAR'S PROCESS

- It is more than a report:
  1. OPFOR AARs concentrates on improving unit's learning and, as a result, its own performance
  2. It involves multiple iterations to produce dynamic solutions that will stand up under any conditions
  3. Need to test theories to sustain a learning culture:

# AAR'S PROCESS

4. Skills are identified and developed on the spot: provides validation & reliability
5. It sustains a learning culture
6. They enjoy personal handicaps.
7. They don't only correct what went wrong, but try out what went right under different conditions
8. They test how good they are as opposed to how good they think they are.



# AAR'S PROCESS

- It is more than a postmortem
  1. Blame is replaced by accountability
  2. Finds at most two or three lessons that will be relevant in the next battle or rotation
  3. Norms are discarded
  4. Formal knowledge is captured & lessons disseminated to large, dispersed audiences

# AAR'S PROCESS

5. Informal knowledge sharing among peers is common via e-mail and internet
6. Departing leaders leave “continuity folders” full of lessons and AAR notes for their successors
7. Knowledge is not a staff function. Creating, collecting and sharing knowledge are the responsibility of those who can apply it.

# AAR FUNDAMENTALS

- Lessons must first and foremost benefit the team that extracts them.
- The AAR process must start at the beginning of the activity.
- Lessons must link explicitly to future actions.
- Leaders must hold everyone, especially themselves, accountable for learning.

# HRM EMERGING ROLES

▶ There are three (3) changing roles in HRM.

1. ADMINISTRATIVE
2. OPERATIONAL & EMPLOYEE ADVOCATE
3. STRATEGIC

A function of what senior management wants & hr. staff competences.

# HRM EMERGING ROLES

- ▶ **ADMINISTRATIVE:** focuses on HR clerical administration & recordkeeping; reputation as paper shufflers.
- ❖ Move to electronic administration
- ❖ Increased outsourcing of this role.

# HRM EMERGING ROLES

- ▶ OPERATIONAL & EMPLOYEE CHAMPION
- Time spent largely in crisis management; they are the company morale officers-no business knowledge.
- Creates conflict with operating mgrs. in its coordinating & liaison role
- Advocacy reduces law suits: tactical role.

# HRM EMERGING ROLES

- ▶ STRATEGIC: having a seat at the table.
- ✓ Evaluating organizational compatibility in M&A.
- ✓ Conduct workforce planning, succession planning, scenario planning:HRMS.
- ✓ Linking competitive success to employees' capabilities

# HR PROFESSIONALS' ROLES

1. Strategic partner: aligning hr and business strategy; organizational diagnosis.
2. Administrative expert: Re-engineering organization processes.
3. Employee champion: listening & responding to employees
4. Change agent: managing change & ensuring capacity for change

(Paul Turner, 2002)



# HR PROFESSIONALS' COMPETENCIES

- Knowledge of the business
- Deliverer of HR practices
- Management of change
- Management of culture
- Personal credibility.