

CHAPTER 1: INTRODUCTION TO HUMAN RESOURCE MANAGEMENT

Human Resource Management in the Philippines

- a relatively new field in the Philippines. It was only in the **1950's** that it gradually gained acceptance and recognition in private business and industry.

Three Conditions Need to Exist

1. Top management must be convinced that HR is needed in its business operations.
2. Qualified HR Administrators must be available.
3. HR administrators must demonstrate their capacity to contribute to the company's goals.

Important Idea:

- Top management often **does not understand HR work**.
- Because of this, HR personnel are sometimes given **minor roles** in business affairs.
- Another problem is the **lack of qualified HR practitioners**.

HR (Human Resource)

Definition:

It may be defined as the function of management, concerned with promoting and enhancing the development of work effectiveness and advancement of the human resources in the organization.

HR as Science

Because it involves the **systematic gathering of data** derived from:

- surveys
- interviews
- observations

HR as Art

Art is **proficiency in the practical application of knowledge** required through:

- study
- experience
- observation

HR Manager: member of the **top executive group**, responsible for the **formulation of personnel policies and programs** which serve as the foundation for an efficient personnel administration in a company.

Qualities of the HR Manager

- Can communicate effectively **orally and in writing**
- Possesses **above-average intelligence**
- Enjoys **working with people**
- **Problem solver**
- **Aggressive, mature, and capable of giving sound advice**
- Possesses **integrity, industry, and courage**
- Has **pleasing personality and personal warmth**
- **Approachable**

HUMAN RESOURCE PLANNING

- A process of systematically reviewing human resource requirements to ensure that the **number of employees matches the required skills**.
- It is the process of **matching the internal and external supplies of people with job openings anticipated in the organization over a specific period of time**.

Strategic HR Management

- integrating human resource management strategies and systems to achieve the overall mission, strategies, and success of the firm while meeting the needs of employees and stakeholders.

HR PLANNING - Human Resource Planning is the **process of analyzing and identifying the need for and availability of human resources so that the organization can meet its objectives**.

Purpose of HR Planning

- Identify **current and future staffing needs**
- Help business **make the best use of its staff**
- Provide framework for:
 - recruitment
 - training
 - development
 - transfer
 - promotion
 - dismissal
 - retirement

COMPONENTS OF HR PLANNING

1. Requirements

Forecasting human resources to determine:

- **number of employees**
- **types of employees**
- **skills required**

2. Availability

Determine whether there is:

- **surplus manpower**
- **shortage of manpower**

EFFECTIVE HR PLANNING

Assessing Current Situation

- Present staff needs
- Existing staff levels
- Adjustments

Influences on Staff Needs

- Internal influences
- External influences

PLANNING TECHNIQUES IN HR MANAGEMENT

Skills Inventory

Listing of all the **skills possessed by the workforce** and relating them to the **requirements of the organization**.

Ratio Analysis

Technique wherein **personnel promotable to higher positions** are identified together with their **backup or understudy**.

Cascade Approach

Objectives flow **from top to bottom** so everyone contributes to organizational goals.

Replacement Approach

HR planning ensures there is **manpower ready to take over jobs on a one-to-one basis**.

Commitment Planning Approach

Supervisors and personnel identify manpower needs in terms of:

- skills
- replacements
- policy
- working conditions
- promotion

HRIS (Human Resource Information System)

A **human resource information system** is an integrated system providing information used by HR management in **decision making**.

Functions:

- keeps track of **employees**
- stores **employee information**
- usually stored in **databases**

RECRUITMENT

Definition

Recruitment is the **process of attracting the best individuals to join the company on a timely basis in sufficient numbers and meeting qualification requirements**.

Equal Opportunity Principle

The **Philippine Constitution and Labor Code** promote equal employment opportunities regardless of: sex, race, creed

SOURCES OF RECRUITMENT

Internal Sources

Candidates **within the company**.

Examples:

- Promotion
- Transfers
- Upgrading
- Demotion
- Retired employees
- Retrenched employees

Other Internal Sources

- Internal advertisements
- Word of mouth
- Employee referrals
- Temporary employees becoming permanent
- Former employees

External Sources

Hiring from **outside the company**.

Examples:

- Advertisements
- Campus recruitment
- Placement agencies
- Outsourcing/consultancies
- Employment exchanges
- Labour contractors

BLIND ADVERTISEMENT

These advertisements **do not reveal the identity of the company**.

Instead, they provide:

- landline number
- email
- place where the resume will be sent.

HOW TO WRITE AN EFFECTIVE JOB POSTING

Important Parts

1. The Firm

- Head of job advertisement
- Includes **logo and background of the organization**

2. Job Title

- Must be **clear and easy to understand**

3. Job Location

4. Duties and Responsibilities

- Essentials
- Desirable tasks

5. Salary and Benefits

- Key factor why applicants apply

6. Application Details

- How to apply
- Who to apply to
- Where to apply
- When to apply

Tips for Job Advertisements

- Eye-catching
- Brief
- Straightforward
- Non-humorous
- Non-discriminatory

CHAPTER 3: SELECTION

Definition

Selection is the **process of determining from among applicants who can meet the job requirements and can be offered the vacant position.**

SELECTION PROCESS

1. Application Form

Contains information such as:

- education
- employment data
- years of experience
- salary received
- organization memberships

2. Preliminary Screening

Assesses factors like:

- voice
- appearance
- grooming
- education
- training
- experience

Important traits considered:

- Aptitude and interest
- Attitude and emotional maturity
- Analytical ability
- Technical skills
- Physical ability and health
- Work value

STYLES OF INTERVIEW

Structured Interview - The interviewer uses **pre-prepared questions**.

Unstructured Interview - The applicant freely talks about himself.

Panel Interview - Interview conducted by **several members of the organization**, usually for **managerial positions**.

TESTING AND EVALUATION

Testing determines the **qualifications and talents** of the applicant.

Types of Tests

1. **Intelligence Test** – measures mental ability
2. **Aptitude Test** – measures capacity to learn a job
3. **Personality Test**
4. **Interest Test**
5. **Proficiency Test** – measures knowledge of a job and eliminates “trade bluffers”

IN-DEPTH INTERVIEW

Final interview where the applicant is **closely assessed before hiring decision is made**.

EVALUATING REFERENCES

Purpose: assess **applicant’s worth for the position**.

Types of References

1. Academic reference
2. Character reference
3. Work/experience reference

PHYSICAL / MEDICAL EXAMINATION

Last step before hiring.

Applicant must undergo tests such as:

- urinalysis
- fecalysis
- x-ray
- drug test

Applicants must be **certified physically fit for the job**.

PLACEMENT

Applicants who passed all requirements are offered **the job**.

TYPES OF EMPLOYMENT STATUS

- Apprenticeship (internship/OJT)
- Regular or Permanent Employee
- Casual/Seasonal Employee
- Probationary Employee
- Contractual Employee

CHAPTER 5: TRAINING AND DEVELOPMENT

Beginning of Training

Training started during the **Stone Age** when people transferred knowledge through **signs and deeds**.

During the **Industrial Revolution**, apprentices were trained to operate machines.

Training must be **continuous** to keep employees updated and effective.

TRAINING

- Training is the **process where people acquire capabilities to aid in the achievement of organizational goals**.

It is a **planned effort of the company** to facilitate learning of:

- knowledge
- skills
- behavior

These are needed for **successful job performance**.

ORIENTATION (Training of New Employees)

- **planned introduction of new employees to their jobs, co-workers, and the organization.**

Employees need to know:

- company policies
- rules and regulations
- company direction

ORIENTATION PROGRAM CONTENT

1. Company profile and history
2. Mission, vision, objectives
3. Organizational chart
4. Company policies and rules
5. Pay system and benefits
6. Job setting and work rules
7. Introduction to coworkers
8. Safety and health programs

PURPOSE OF EMPLOYEE ORIENTATION

1. Productivity enhancement
2. Turnover reduction
3. Organizational effectiveness
4. Favorable employee impression
5. Enhancement of interpersonal acceptance

PHASES OF TRAINING

1. **Learning Needs Analysis**
 - Organizational analysis
 - Task analysis
 - Individual analysis
2. **Employee Readiness for Training**
3. **Learning Environment**
4. **Transfer of Training**
 - Applying knowledge to the job
5. **Selecting Training Methods**
6. **Evaluating Training Methods**
 - Learning
 - Behavior
 - Results

DEVELOPMENT - formal education, job experiences, relationships, and assessments of personality and abilities that prepare employees for the future.

OFF-SITE HR DEVELOPMENT

Examples:

- Formal education
- Team building
- Case studies
- Role playing
- Simulation