

Major: Métiers of Logistics, Finance and Accounting
2nd Semester

Human Resources Management

The Human Resources Management Function – The Employment Cycle

Monday, March 16th, 2020

Thursday, March 19th, 2020

Prof. L. BARBOUCHI

2019/2020

RE.:

Last class, we saw two main functions of HRM: Managerial and Operative.

While the first one is more strategic , the second one remains more practical and executive.

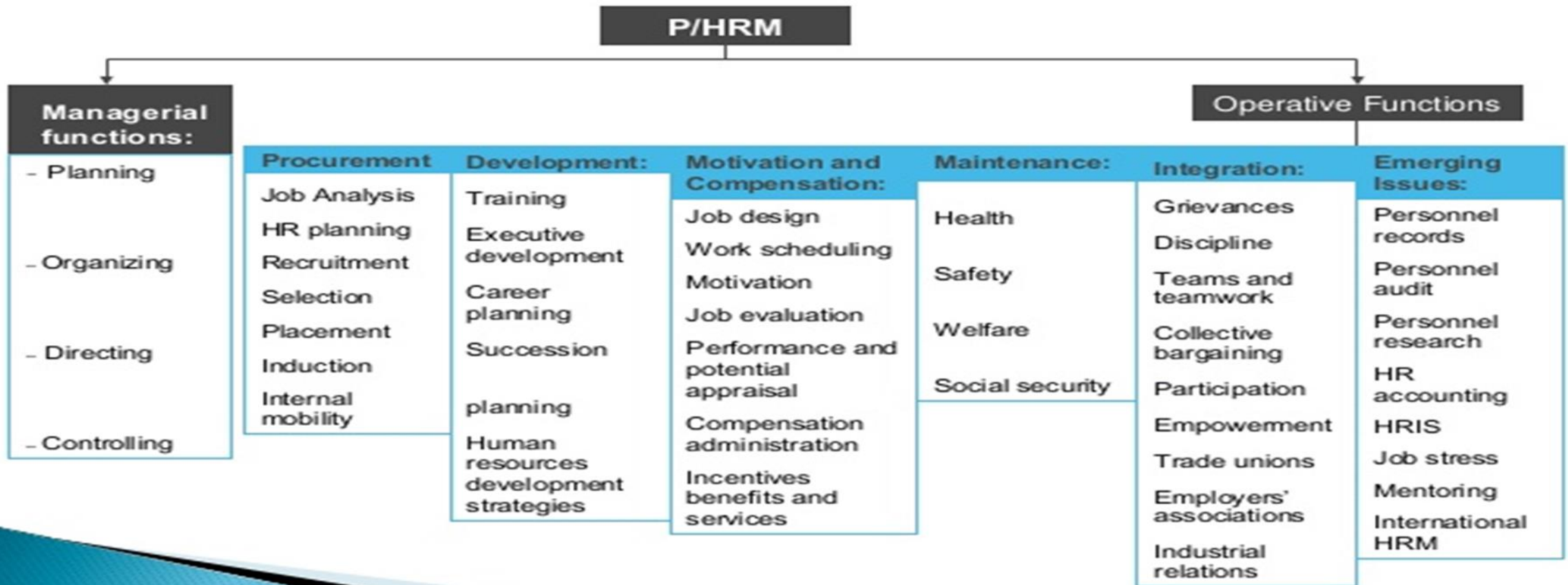
However, the two aspects (managerial & operative) can be understood better within the Employment Cycle (E.C.). The latter combines both managerial and operative functions of HRM into three main phases.

So, in this lesson, you are going to learn two things:

- 1- The three main phases of the Employment Cycle (HR Practices);
- 2- Meaning and stages of the First Phase: **Establishment Phase**

Before you start reading through these phases, let's have a look again at the following chart that summarizes the two functions:

Functions of HRM



Let's now answer this question: What is Employment Cycle?:

“The employment cycle involves an organisation determining its employment needs in line with its business strategy. Once employment needs are **established**, it's time to hire staff. Once staff are **employed**, steps need to be taken to ensure employees are satisfied and productive. The final phase of the cycle is managing what happens when employees **leave** the organisation.

The Employment Cycle runs through THREE MAIN Phases:
Establishment Phase,
Maintenance Phase,
Termination Phase.

➤ Every phase contains different stages and steps.

The following diagram shows these stages and steps:

1- The three phases of the employment cycle

1. Establishment phase

- Staff planning in line with business strategy
- Job analysis and job design
- Recruitment
- Selection
- Employment arrangements and remuneration

2. Maintenance phase

- Induction
- Training and development
- Recognition and reward
- Performance management

3. Termination phase

- Termination management — voluntary and involuntary
- Entitlement and transition issues



1. Establishment phase



In this phase, there are FIVE (5) main stages:

- **A-HR (Staff) planning .**
- **B- Job Analysis and Job Design.**
- **C- Recruitment.**
- **D- Selection.**
- **E- Employment arrangements (Contracts) and Remuneration.**

1. Establishment phase

➤ **A-HR (Staff) planning:**

- Human resource (HR) planning is the development of strategies to meet the organisation's future human resource needs.

All organisations have to plan for the positions that inevitably become vacant. Employees retire, resign or get promoted. Also, new positions develop as the business expands. Therefore, for most organisations, determining staffing needs is an ongoing process. So, in this stage, every organization has to do NEEDS ANALYSIS and tries offer answers to questions like: How many employees are going to retire, resign, be promoted, transferred ...etc)? Does our organization need more employees? Does our organization need to make some employees redundant to for some economic reasons the organization is going through?

1. Establishment phase

➤ B- Job Analysis & Job Design:

B- 1- JOB ANALYSIS: Job analysis is the study of an employee's job in order to determine the duties performed, the time involved with each of those duties, the responsibilities involved and the equipment required.

Job analysis is the next step in determining an organisation's human resource needs. There is no sense in hiring people unless the organisation is clear about what it is hiring them to do. In other words, the organisation must determine the exact nature of a job before it can recruit the right person to do it. Job analysis is a systematic study of each employee's duties, tasks and work environment. A job analysis examines:

- Actual job activities : the missions, responsibilities, and duties
- the equipment used on the job: the materials, machines and devices ...etc needed to do the job
- specific job behaviours required
- working conditions
- the degree of supervision necessary.

1. Establishment phase

➤ *B- 1 - Job Analysis*

The job analysis for a particular position typically consists of two parts:

- 1 a job description: a written statement describing the employee's duties, and tasks and responsibilities associated with the job
- 2 a job specification: a list of the key qualifications needed to perform a particular job in terms of education, skills and experience (see the figure below). Once staffing needs have been identified, an organisation is able to begin its recruiting procedures.

A job description: is a summary of what the worker will be doing — the role they will have in the organisation in terms of duties and responsibilities.

A job specification: will indicate the sort of person an organisation is seeking in terms of personal qualities, skills, education and work experience.

1. Establishment phase

➤ An example of a job description and a job specification

GRAPHIC DESIGNER (Artists)

John Wiley & Sons Australia, Ltd, a leading educational publisher, wishes to appoint an experienced Graphic Designer for its busy Art studio in McDougall Street.

Job description

This full-time position involves creating flyers, brochures, posters, catalogues, advertising, stationery and web pages, along with book interior and cover designs.

Job specification

The successful applicant will have excellent design skills and can format supplied text both quickly and accurately. A thorough knowledge of Adobe CS3 studio software package for the Macintosh is vital. GoLive, PowerPoint, or website design experience, as well as good English skills, would be very advantageous.

Remuneration will be based upon experience. All applications should be sent in writing by Monday, 3 October 2011 to: Manager, Design, John Wiley & Sons Australia, Ltd, PO Box 1226, Milton QLD 4064. Work samples / copies would be appreciated.

We are also calling for expressions of interest from Mac artists with a thorough working knowledge of Illustrator to perform casual or freelance work for our Art Dept. John Wiley & Sons Australia, Ltd A.C.N. 009 673 081 is an Equal Opportunity Employer which supports Affirmative Action.

1. Establishment phase

- **B- 2- Job Design:** Job design details the number, kind and variety of tasks that individual employees perform in their jobs. Jobs may be designed so they include a variety of tasks to keep employees interested and motivated.

Job design

Whereas job analysis concentrates on the work required for a job to be completed, job design details the number, kind and variety of tasks that individual employees perform in their jobs. Good job design takes into consideration the satisfaction of the employee's needs. In your school canteen, for instance, jobs may be divided according to tasks, with one person handling food and another handling money only. Alternatively, a single employee may do both tasks and may have other responsibilities such as ordering supplies, developing menus or cleaning the canteen. Jobs that are designed so that they include a variety of tasks and give the employee some decision-making responsibility are more likely to lead to greater job satisfaction. Greater job satisfaction in turn may result in lower employee turnover. To return to our example, if you were working in the canteen and were given sole responsibility of cleaning, you may lack motivation and eventually look for a job elsewhere.

- ***To motivate employees to be more productive and love their jobs, three job design approaches have used based on intrinsic rewards (the good feeling any employee can get from doing something well). These three approaches are:***

1. Establishment phase

➤ *Three Job Design Approaches:*

1. **Job rotation:** Employees switch, for a period of time, from one job to another. This provides variety and gives employees a more comprehensive view of the organisation or the production process.
2. **Job enlargement:** employees are given more things to do within the same job. This provides job variety and a greater challenge for employees.
3. **Job enrichment:** employees are given more control and independence over how they do their work. This makes the job more interesting and challenging and provides motivating opportunities for self-satisfaction.

1. Establishment phase

➤ C- RECRUITMENT

Recruitment is the process of attracting qualified job applicants from which to select the most appropriate person for a specific job

1. INTERNAL RECRUITMENT

Internal recruitment (from within the organisation) involves considering present employees as applicants for available positions. This often occurs when a person is promoted, and it provides a strong motivation for current employees. Internal searches are effective only if the organisation is substantial in size

2. EXTERNAL RECRUITMENT

A suitable applicant for a position may be found from outside the organisation (external recruitment). A business will use external recruitment methods when it wants to bring in people with new or different ideas and attitudes.

The recruitment method chosen will depend on the size of the organisation, the type of position available and the nature of the labour force in the organisation's particular area. The figure below outlines the main sources of employees available to an organisation.

1. Establishment phase

D- Selection

Recruitment is the process of attracting qualified job applicants from which to select the most appropriate person for a specific job

Employee selection may be described as a screening or sifting process. It involves gathering information about each applicant for a position, and then using that information to choose the most appropriate applicant. Interviews, tests, physical examinations, and referee and reference checks are all part of this process. A poor selection process leads to increased costs and lower productivity by increasing:

- training costs, if poorly qualified staff are selected
- job dissatisfaction and labour turnover, if the organisation or the job does not meet the expectations of candidates selected
- absenteeism rate, if staff feel inadequate on the job or feel under excessive work pressure
- accident or defect rates, and fines or claims, if untrained staff are selected.

Selection options

Selecting a candidate for a position is an important decision. The decision maker must choose appropriate devices for screening applicants, gradually 'narrowing the field' until the most suitable person is found. Developing a short list of suitable applicants helps to limit the number of interviews to be conducted or tests and checks to be carried out. The following devices can be used in the selection process:

- **Application forms.** Candidates outline information about themselves. The form may be simple, requiring details such as name, address and contact number, or it may require more detail about an applicant's personal history, skills and experience.
- **Tests.** These may be written or practical and are designed to assess aptitude, intelligence or ability. They are not used by all industries, and they are not always reliable as the sole indicator of an applicant's suitability for a position.
- **Interviews.** This is the most common device used in the selection process. The interview must be well organised and structured, and common questions must be used in each interview to ensure a consistent basis for selection.
- **Background checks.** The employer verifies the information on the application form by contacting referees or agencies for information about an applicant's previous experience, performance or record.
- **Medical examinations.** Some jobs require certain physical attributes. For example, Moroccan Police requires medical assessment as part of their background checks.

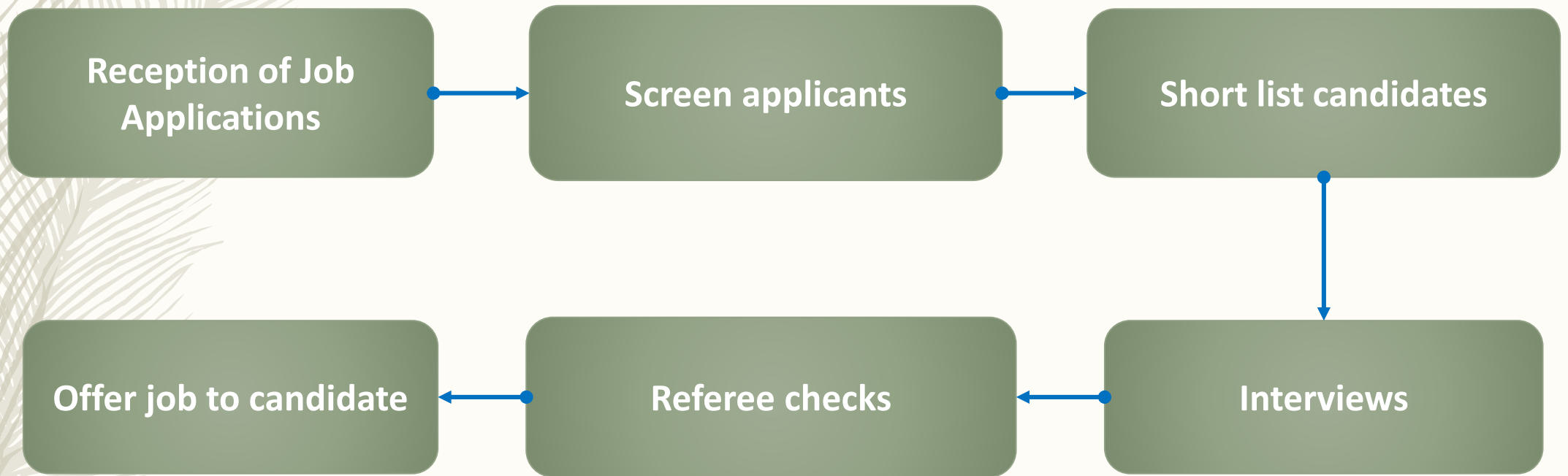
SELECTION INTERVIEWS:

The job interview is the most commonly used selection technique. Interviews provide an opportunity for the job seeker and the organisation to learn more about each other. Interviewers ask questions to evaluate the candidate's motivation, personality and attitudes. The interview also provides the candidate with the opportunity to find out more about the job.

Unfortunately, discrimination sometimes occurs in the selection process. A female candidate, for example, may mention during the interview that she has a number of small children. Her interviewer may then assume, mistakenly, that she would not be available for night shifts or business-related travel. In addition, interviewers may be unconsciously influenced by a candidate's appearance.

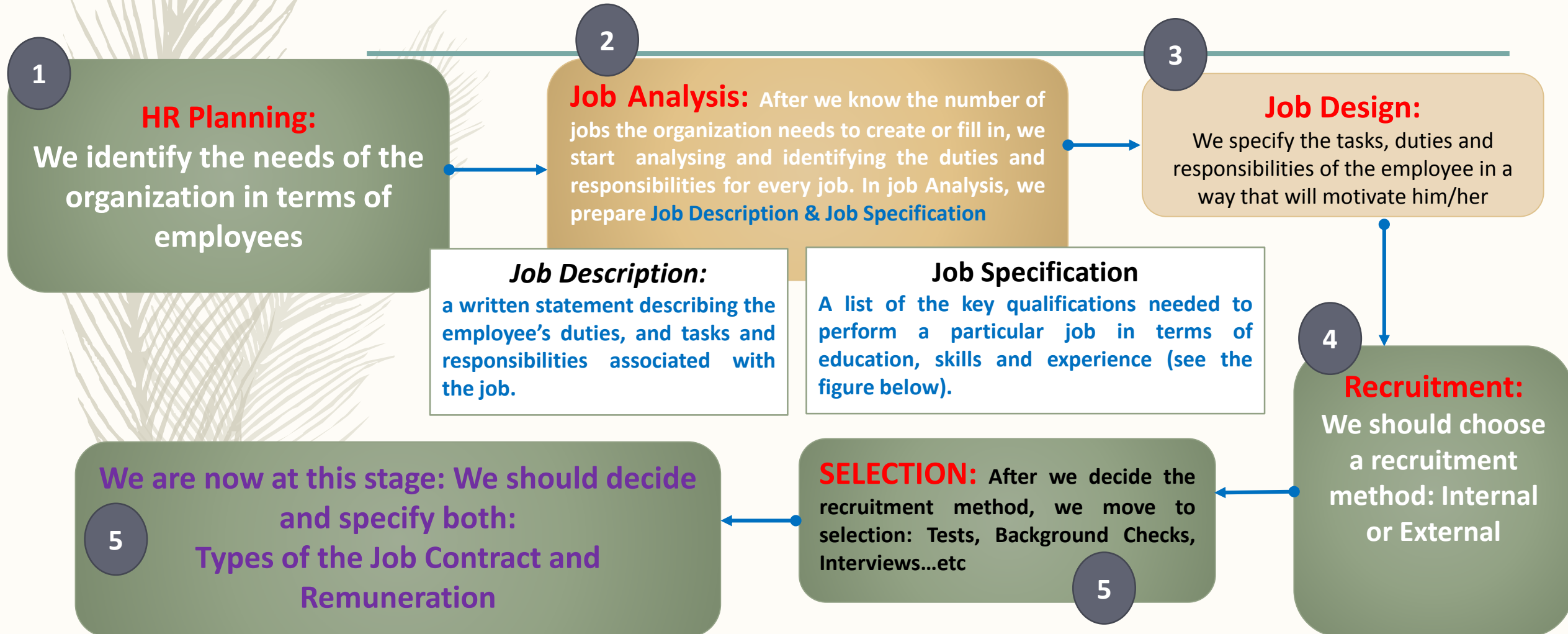
Recruitment & Selection Steps

The following diagram shows you steps in a typical recruitment and selection process



E- Employment arrangements (Contracts) and remuneration

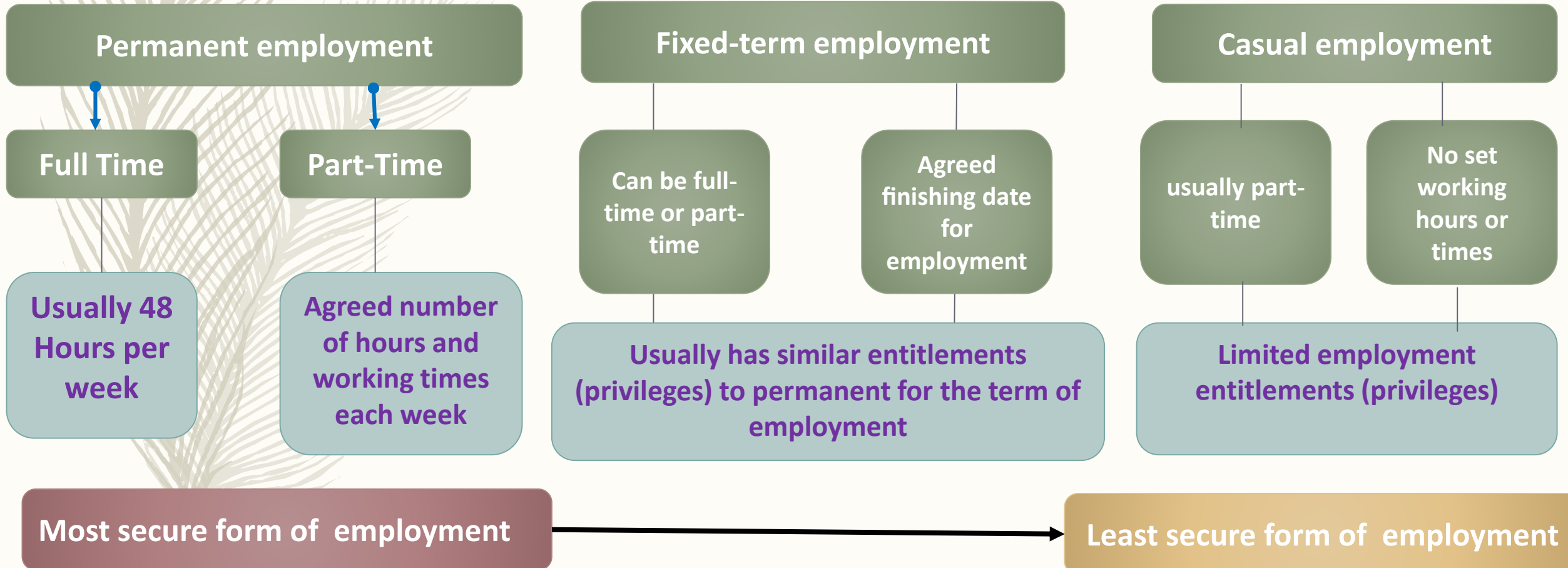
This is the last stage of the Establishment phase of the Employment Cycle. Before we see the details of this stage, let's go back to the previous stages to make a connection between these stages.



E- Employment arrangements (Contracts) and remuneration

Employers offer a variety of employment arrangements and ways of paying employees (remuneration) to attract the right person for the job

1- Employment arrangements



E- Employment arrangements (Contracts) and Remuneration

Employers offer a variety of employment arrangements and ways of paying employees (remuneration) to attract the right person for the job

2- Remuneration

Remuneration refers to the financial payment an employee receives in return for working for an employer. These payments can be made in the form of **a wage** or **a salary**. Remuneration is one factor in retaining productive and efficient employees who are loyal and display a high degree of commitment to their work. Paying employees appropriately is important because it affects productivity by increasing employee motivation, and lowering rates of absenteeism and staff turnover.

A wage is an hourly or weekly rate of pay.

Salary sacrifice is forgoing salary in order to receive another non-cash benefit of equivalent value

Employees who earn a salary are paid a fixed amount each year, which is then divided by 26 to give a fortnightly salary, or by 12 to give a monthly salary.

Home Assignment (work):

To make sure you have understood well the first phase (Establishment Phase), draw a diagram that shows the Five Stages of the Employment Cycle and send it at l.barbouchi@uiz.ac.ma before Thursday, March 19th, 2020.