

## HR Summary

### Chapter 5:

**1. Describe the importance of human resource planning.** Employment planning is the process by which an organization ensures that it has the right number and kinds of people capable of effectively and efficiently completing tasks that directly support the company's mission and strategic goals.

**2. Define the steps involved in the human resource planning process.** The steps in the employment planning process include formulating a mission statement, establishing corporate goals and objectives, assessing current human resources, estimating supplies and demand for labor, and matching demand with current supplies of labor.

**3. Explain what human resource information systems (HRIS) are used for.** A human resource information system is useful for quickly fulfilling HRM information needs by tracking employee information and having that information readily available when needed.

**4. Define the term *job analysis*.** Job analysis is a systematic exploration of the activities surrounding and within a job. It defines the job's duties, responsibilities, and accountabilities.

**5. Identify the six general techniques for obtaining job analysis information.** The six general techniques for obtaining job information are observation method, individual interview method, group interview method, structured questionnaire method, technical conference method, and diary method.

**6. Describe the steps involved in conducting a job analysis.** The steps involved in conducting a job analysis include: (1) understanding the purpose of conducting the job analysis, (2) understanding the role of jobs in the organization, (3) benchmarking positions, (4) determining how to collect job analysis information, (5) seeking clarification wherever necessary, (6) developing the first draft of the job description, and (7) reviewing the draft with the job supervisor.

**7. Explain job descriptions, job specifications, and essential functions.** Job descriptions are written statements of what the jobholder does (duties and responsibilities); job specifications identify the minimum qualifications required to perform successfully on the job; essential functions are the major duties of the position.

**8. Identify elements of job enrichment that contribute to employee morale and productivity.** Skill variety, task identity, task significance, autonomy, and feedback all contribute to employees feeling that their work is meaningful.

**9. Describe how job analysis permeates all aspects of HRM.** Job analysis permeates all aspects of HRM in that almost everything HRM does relates directly to the job analysis process. Recruiting, selection, compensation, performance appraising, employee training and career activities, and safety and health requirements, for example, are affected by the job analysis, which identifies necessary skills, knowledge, and abilities.

**10. Explain flexible scheduling alternatives.** Compressed work weeks allow employees to work longer hours in a day and fewer days in a work week; flex time allows employees to schedule the time they begin and end their eight-hour working day as long as core hours are covered; job sharing allows two people to divide one job; and telecommuting enables employees to use information technology to work outside the office.

## Glossary

**compressed work week schedules** Employees work longer days in exchange for longer weekends or other days off.

**core competency** Organizational strengths that represent unique skills or resources.

**Essential functions** Activities that are core to a position and cannot be modified.

**flex time** An alternative to traditional “9 to 5” work schedules allows employees to vary arrival and departure times.

**group interview method** Meeting with a number of employees to collectively determine what their jobs entail.

**human resource information system (HRIS)** A computerized system that assists in the processing of HRM information.

**human resource planning** Process of determining an organization's human resource needs.

**individual interview method** Meeting with an employee to determine what his or her job entails.

**job analysis** Provides information about jobs currently being done and the knowledge, skills, and abilities that individuals need to perform the jobs adequately.

**job description** A statement indicating what a job entails.

**job design** Refers to the way the position and the tasks within that position are organized, including how and when the tasks are done and any factors that affect the work, such as in what order the tasks are completed and the conditions under which they are completed.

**job enrichment** Enhancing jobs by giving employees more opportunity to plan and control their work.

**job evaluation** Specifies the relative value of each job in the organization.

**job sharing** Two people share one job by splitting the work week and the responsibilities of the position.

**job specification** Statements indicating the minimal acceptable qualifications incumbents must possess to successfully perform the essential elements of their jobs.

**mission statement** A brief statement of the reason an organization is in business.

**observation method** A job analysis technique in which data are gathered by watching employees work.

**Position Analysis Questionnaire (PAQ)** A job analysis technique that rates jobs on elements in six activity categories.

**replacement chart** HRM organizational charts indicating positions that may become vacant in the near future and the individuals who may fill the vacancies.

**strengths** An organization's best attributes and abilities.

**structured questionnaire method** A specifically designed questionnaire on which employees rate tasks they perform in their jobs.

**SWOT analysis** A process for determining an organization's strengths, weaknesses, opportunities, and threats.

**technical conference method** A job analysis technique that involves extensive input from the employee's supervisor.

**telecommuting** Using technology to work in a location other than the traditional workplace.

**weaknesses** Resources an organization lacks or activities it does poorly.