

# DOWNLOAD PDF DICTIONARY OF PERSONNEL HUMAN RESOURCES MANAGEMENT

## Chapter 1 : Personnel Vs. Human Resources | calendrierdelascience.com

*This dictionary comprises over 1, entries on human resource management, personnel, and industrial relations. It covers technical terms, jargon, theories, and concepts, all of which are relevant for undergraduate and MBA students, human resource practitioners, and trade unionists.*

History[ edit ] Antecedent theoretical developments[ edit ] The Human Resources field evolved first in 18th century in Europe. It built on a simple idea by Robert Owen and Charles Babbage during the industrial revolution. These men concluded that people were crucial to the success of an organization. They expressed the thought that the well-being of employees led to perfect work; without healthy workers, the organization would not survive. Taylor explored what he termed "scientific management" others later referred to "Taylorism" , striving to improve economic efficiency in manufacturing jobs. He eventually focused on one of the principal inputs into the manufacturing processâ€”laborâ€”sparking inquiry[ by whom? This movement, on both sides of the Atlantic, built on the research of Elton Mayo and others to document through the Hawthorne studies â€” and other studies how stimuli, unrelated to financial compensation and working conditions, could yield more productive workers. Roosevelt and the New Deal had transformed the employer-employee relationship, and the discipline became formalized as " industrial and labor relations ". Corporations began viewing employees as assets. Likewise, other terms sometimes used to describe the field include "organizational management", "manpower management", "talent management", "personnel management", and simply "people management". In popular media[ edit ] Several popular media productions have depicted human resource management in operation. Business function[ edit ] Dave Ulrich lists the functions of HR as: HR also ensures compliance with employment and labor laws , which differ by geography, and often oversees health, safety, and security. Consequently, HR, usually through representatives, engages in lobbying efforts with governmental agencies e. Human Resource Management has four basic functions: Staffing is the recruitment and selection of potential employees, done through interviewing, applications, networking, etc. Training and development is the next step in a continuous process of training and developing competent and adapted employees. Here, motivation is seen as key to keeping employees highly productive. This function can include employee benefits, performance appraisals and rewards. Some businesses globalize and form more diverse teams. HR departments have the role of making sure that these teams can function and that people can communicate across cultures and across borders. The discipline may also engage in mobility management, especially for expatriates ; and it is frequently involved in the merger and acquisition process. HR is generally viewed as a support function to the business, helping to minimize costs and reduce risk. In larger companies, an entire functional group is typically dedicated to the discipline, with staff specializing in various HR tasks and functional leadership engaging in strategic decision-making across the business. To train practitioners for the profession , institutions of higher education, professional associations , and companies have established programs of study dedicated explicitly to the duties of the function. Academic and practitioner organizations may produce field-specific publications. Careers[ edit ] There are half a million HR practitioners in the United States and millions more worldwide. Generalists support employees directly with their questions, grievances, and work on a range of projects within the organization. They "may handle all aspects of human resources work, and thus require an extensive range of knowledge. Some practitioners will spend an entire career as either a generalist or a specialist while others will obtain experiences from each and choose a path later. The position of HR Manager has been chosen as one of the best jobs in the USA, with a 4 ranking by CNN Money in and a 20 ranking by the same organization in , due to its pay, personal satisfaction, job security, future growth, and benefit to society. Many professors conduct research on topics that fall within the HR domain, such as financial compensation , recruitment , and training. Virtual human resources[ edit ] Technology has a significant impact on human resources practices. Human resources is transitioning to a more technology-based profession[ when? E-Recruiting Recruiting has

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mostly been influenced by information technology. HR professionals were not able to post a job in more than one location and did not have access to millions of people, causing the lead time of new hires to be drawn out and tiresome. With the use of e-recruiting tools, HR professionals can post jobs and track applicants for thousands of jobs in various locations all in one place. Interview feedback, background and drug tests, and onboarding can all be viewed online. This helps the HR professionals keep track of all of their open jobs and applicants in a way that is faster and easier than before. E-recruiting also helps eliminate limitations of geographic location. In addition to recruiting portals, HR professionals have a social media presence that allows them to attract employees through the internet. Forms must be on file for a considerable period of time. The use of Human Resources Information Systems HRIS has made it possible for companies to store and retrieve files in an electronic format for people within the organization to access when needed. This eliminates thousands of files and frees up space within the office. Another benefit of HRIS is that it allows for information to be accessed in a timelier manner. Files are accessible within seconds via the HRIS. Training Technology makes it possible for human resources professionals to train new staff members in a more efficient manner. This gives employees the ability to access onboarding and training programs from anywhere. This eliminates the need for trainers to meet with new hires face to face when completing necessary paperwork to start. Training in virtual classrooms makes it possible for the HR professionals to train a large number of employees quickly and to assess their progress through computerized testing programs. Employees can take control of their own learning and development by engaging in training at a time and place of their choosing, which can help them manage their work-life balance. Managers are able to track the training through the internet as well, which can help to reduce redundancy in training as well as training costs. Skype, virtual chat rooms, and interactive training sites are all resources that enable a technological approach to training. Some universities offer programs of study for HR and related fields. Many colleges and universities house departments and institutes related to the field, either within a business school or in another college. Most business schools offer courses in HR, often in their departments of management. In general, the Schools of Human Resources Management offer education and research in the HRM field from diplomas to doctorate-level opportunities. Various universities all over the world have taken up the responsibility of training human-resource managers and equipping them with interpersonal and intrapersonal skills so as to relate better at their places of work.

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## Chapter 2 : Glossary of HR and Benefits Terms | HRmarketer

*Dictionary of Personnel & Human Resources Management [Roger Bennett] on calendrierdelascience.com \*FREE\* shipping on qualifying offers. This dictionary covers the main areas within 'human resources' with particular emphasis on the legal and institutional bases of the subject.*

Personnel analyst A Closer Look at Human Resource Management Human resource management involves developing and administering programs that are designed to increase the effectiveness of an organization or business. It includes the entire spectrum of creating, managing, and cultivating the employer-employee relationship. For most organizations, agencies, and businesses, the human resources department is responsible for: Managing job recruitment, selection, and promotion Developing and overseeing employee benefits and wellness programs Developing, promoting, and enforcing personnel policies Promoting employee career development and job training Providing orientation programs for new hires Providing guidance regarding disciplinary actions Serving as a primary contact for work-site injuries or accidents Human resource management is about: Addressing current employee concerns: Unlike company managers who oversee the day-to-day work of employees, HR departments deal with employee concerns such as benefits, pay, employee investments, pension plans, and training. Their work may also include settling conflicts between employees or between employees and their managers. The human resource management team recruits potential employees, oversees the hiring process background checks, drug testing, etc. Managing the employee separation process: The HR management team must complete a specific set of tasks if an employee quits, is fired, or is laid off. Paperwork must be completed to ensure that the process was completed legally. Severance pay may be offered or negotiated, benefits must be settled, and access to company resources must be severed via the collection of keys, badges, computers, or sensitive materials from the employee. Effective HR teams encourage company employees to do their best, which contributes to the overall success of the company. Their work often involves rewarding employees for good performance and creating a positive work environment. The Changing Shape of Human Resource Management Human resource management involves both strategic and comprehensive approaches to managing people, as well as workplace culture and environment. Instead, members of a human resource management team are more focused on adding value to the strategic utilization of employees and ensuring that employee programs are impacting the business in positive and measurable ways. On the other hand, HR professionals who want to be recognized as true business partners must see themselves as business people who specialize in HR, not as HR people who advise a business. Define and align organizational purpose: False marketing and misconceptions about an organization are some of the main reasons why the employer-employee relationship fails. Therefore, companies must create, market, and sell an EVP that is true and accurate as to not mislead potential employees. Focus on employee strengths: Companies must make every effort to understand what candidates and employees do best and put them into roles where they can play to their strengths as much as possible. Accurately measure the same things: All internal departments and employees must be measuring the same things as to achieve a definitive organizational result and to ensure that everyone knows exactly where the organization is at all times.

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## Chapter 3 : Human Resources | Definition of Human Resources by Merriam-Webster

*Personnel management refers to the functions that many employers now refer to as Human Resources. These are the functions that the human resources staff perform relative to the organization's employees.*

Accident Compensation Affirmative Action Also: Carried out on behalf of women and disadvantaged groups and members of such groups are placed in dominant positions. Appraisal See Performance planning. Robert Kaplan and David Norton, the balanced scorecard is a management and measurement system which enables organisations to clarify their vision and strategy and translate them into action. The goal of the balanced scorecard is to tie business performance to organisational strategy by measuring results in four areas: Behaviorally Anchored Rating Scale BARS An appraisal that requires raters list important dimensions of a particular job and collect information regarding the critical behaviors that distinguish between successful and unsuccessful performance. These critical behaviours are then categorised and appointed a numerical value which is used as the basis for rating performance. Behavioural Based Interview An interview technique which focuses on a candidates past experiences, behaviours, knowledge, skills and abilities by asking the candidate to provide specific examples of when they have demonstrated certain behaviours or skills as a means of predicting future behaviour and performance. Broadbanding A pay structure that consolidates a large number of narrower pay grades into fewer broad bands with wider salary range. Bumping The practice of allowing more senior level employees whose positions have been slotted for elimination or downsizing the option of accepting an alternative position within the organisation, for which they may be qualified to perform and which is currently occupied by another employee with less seniority. Change Management The deliberate effort of an organisation to anticipate change and to manage its introduction, implementation, and consequences. Collective Bargaining The process by which [an] employer[s] will negotiate employment contracts with [a] union[s]. Common law Decisions of the Courts also known as Precedent. Competency-based pay Competency based pay is a compensation system that recognises employees for the depth, breadth, and types of skills they obtain and apply in their work. Also known as skill based and knowledge based pay. Compensation Compensation for injury to an employee arising out of and in the course of employment that is paid to the worker or dependents by an employer whose strict liability for such compensation is established by statute. Other systems in an organisation can be copied but not the people in the organisation. Confidentiality agreement An agreement restricting an employee from disclosing confidential or proprietary information. Coercion by threats to act promises to refrain and includes a resignation given as an alternative to be dismissed. A breach of duty by the employer leading a worker to resign. Contingent workers Employees who may be: Contract for services An agreement with an independent contractor. Contract of service An employment agreement. Core competencies The skills, knowledge and abilities which employees must possess in order to successfully perform job functions which are essential to business operations. Core Labour Force A small group of permanent workers, for example, strategists, planners. Corporate mission The aims and objectives of an organisation. Cost leadership A strategy of becoming the lowest-cost producer in its industry. Critical incidents A method of avoiding the subjective judgements which are the feature of most ranking and rating systems. It is the keeping, by management, of a record of on-job incidents or behaviours which may be examples of [in]effective behaviour and used as background information for subsequent discussions and performance appraisals. See also Structural capital. Cyclical unemployment A form of unemployment which rises in times of economic recession and falls in times of prosperity. Now shows signs of being able to withstand increased prosperity. Delaying The removal of hierarchical layers in an organisation. Deregulation The removal of entities such as financial markets, road and transport from governmental control. Differentiation A strategy of being unique in an industry on dimensions customers value. Distance Learning The process of delivering educational or instructional programmes to locations away from a classroom or site to another location by varying technology such as video or

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audio-conferencing, computers, web-based applications or other multimedia communications. Disciplinary procedure A procedure carried out in the workplace in the event of an employee committing some act contrary to terms of the employment agreement. If the act is regarded as Gross Misconduct this may lead to Summary Dismissal. Discrimination The favouring of one group of people to the detriment of others. Distributive bargaining Related to the process of Negotiation. Known also as Competitive bargaining "The parties are concerned with their respective shares of the benefits available and compete and conflict with each other until one side wins an increased share at the expense of the other. Due diligence A critical component of mergers and acquisitions, it is the process by investigation and evaluation is conducted to examine the details of a particular investment or purchase by obtaining sufficient and accurate information or documents which may influence the outcome of the transaction. Employment Court Ultimate court dealing with employment disputes. Employee retention Organisational policies and practices designed to meet the diverse needs of employees, and create an environment that encourages employees to remain employed. Empowerment The process of enabling or authorising an individual to think, behave, take action, and control work and decision-making in autonomous ways. Ergonomics The measurement of physical characteristics of the human body and the development of equipment to fit them, so that strain on the body is reduced. Equity theory Based on the notion that people are motivated by a desire for fairness, that is, to be treated fairly and will compare their own efforts and the rewards of others in the organisation with a view to judging the fairness of their treatment. Exit Interview An interview between a member of staff of the organisation that an employee is leaving to ascertain the reasons for the employee leaving the organisation. Used for possible changes. Extrinsic rewards Two forms: Money and non-money rewards. Fixed Term Employment An employee and an employer may agree that the employment of the employee will end at the close of a specified date or period or on the occurrence of a specified event or at the conclusion of a specified project. See Section 56 of the Employment Relations Act Freedom of association The right to belong to a union. As protected by the Human Rights Act Functional job analysis The preparation required for the construction of a job description. It is necessary to collect data on the job to be advertised. Generations Baby Boomers "The term used to describe those individuals born between and Generation X - The term used to describe individuals born between and Generation Y - The term used to describe individuals born between and the present. Generation I - The term used to describe children born after that are growing up in the Internet age. Goal Setting The process of setting and assigning a set of specific and attainable goals to be met by an individual, group or organisation. Good faith bargaining A duty under Section 4 of the Employment Relations Act to conduct negotiations where two parties meet and confer at reasonable times with open minds and the intention of reaching an agreement. Grievance A complaint brought by one party to an employment contract against another party. Group dynamics The social manner in which people interact with each other within a group. Gross misconduct An act committed by any personnel likely to lead to Summary Dismissal. HR Audit A method by which human resources effectiveness can be assessed. Can be carried out internally or HR audit systems are available. Hawthorne Effect A term produced as a result of an experiment conducted by Elton Mayo whereby he concluded that expressing concern for employees and treating them in a manner which fulfills their basic human needs and wants will ultimately result in better performance. Hierarchy of needs A psychology theory ascribed to Abraham H. Maslow in which he proposed that people will constantly seek to have their basic needs sleep, food, water, shelter, etc. HR information systems A discrete computerised information system for HR purposes. HR Management The management of human resources within an organisation. HR planning The activity of planning human resources usually in connection with the overall strategic planning of the organisation. Incentive pay Additional compensation used to motivate and to reward employees for exceeding performance or productivity goals. Individual employment agreement The legal relationship between an employee and employer. See Part 6 of the Employment Relations Act Induction The process of introducing a new employee into the organisation. Industrial relations The study of theories and practices in the workplace relationship. Intangible rewards Non-monetary re-enforcers such as praise given to

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an employee in recognition of a job well done, or a particular achievement. International Labour Organisation An organisation set up by the United Nations to establish, amongst other matters, conventions on practices in the workplace. Intrinsic reward A reward given to an employee for achievement of a particular goal, objective or project. ISO Developed by the International Organisation for Standardisation ISO , it is a set of standards for quality management systems that is accepted around the world. Organisations that conform to these standards can receive ISO certification. The standard intended for quality management system assessment and registration is ISO The standards apply uniformly to organisations of any size or description. Job analysis The preparatory stage for writing job descriptions. Job Description A written description of a job which includes information regarding the general nature of the work to be performed, specific responsibilities and duties, and the employee characteristics required to perform the job. Job evaluation Used for compensation planning purposes, it is the process of comparing a job with other jobs in an organisation to determine an appropriate pay rate for the job. Key Result areas Used to establish standards and objectives, key result areas are the chief tasks of a job identified during the job evaluation process. KSAs Knowledge, skills and abilities “ the personal attributes that a person has to have to perform the job requirements. Labour Market A geographical or occupational area in which factors of supply and demand interact. Labour force mobility The willingness of potential employees to travel or move to where work is offered. Labour force participation A rate at which the number of people in the labour force is divided by the number of people of working age x Leadership The process, by which an individual determines direction, influences a group and directs them toward a specific goal or organisational mission. Leadership Development Formal and informal training and professional development programmes designed for all management and executive level employees to assist them in developing the leadership skills and styles required to deal with a variety of situations. Legislation Law emanating from Parliament in the form of Acts. Often times given in lieu of pay increases. Matrix organisation An organisational structure where employees report to more than one manager or supervisor.

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## Chapter 4 : HR Terms Glossary

*About Dictionary of Human Resources and Personnel Management. This dictionary offers over 6, key terms covering all aspects of human resources, including recruitment and selection, appraisals, payment systems, dismissals and industrial relations.*

Help your marketing and employer branding efforts succeed – get your employees and outside stakeholders involved. HRmarketer Advocacy makes it easy. Get more people to engage. Learn more!

**Survey:** An employee feedback program whereby an employee is rated by surveys distributed to his or her co-workers, customers, and managers. An employer-sponsored retirement plan that has become an expected benefit and is therefore important in attracting and retaining employees. A k plan allows employees to defer taxes as they save for retirement by placing before-tax dollars directly into an investment account. Employers also contribute to the plan tax-free, for instance by matching contributions. Some plans enable employees to direct their own investments. These plans can be expensive and complex to manage. It is common for companies to outsource all or part of their plan.

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**Abandonment Rates:** A policy about attendance requirements, scheduled and unscheduled time off, and measures for dealing with workplace absenteeism. Repeated absenteeism can lead to termination. Excused absences from regular work hours scheduled in advance by an employee for such things as vacation, medical appointments, military service, jury duty, etc. Absence from work during regular work hours that was not scheduled in advance by the employee e.

The hiring of a firm usually a health care vendor to handle certain administrative tasks. The firm does not assume any risk but merely carries out the specialized functions that the employer cannot or does not want to do. For example, an employer funds its own dental insurance claim payments but pays the ASO firm to process the claims.

**Title 5, Section of the Rehabilitation Act** requires that affirmative action be taken in employment of persons with disabilities by Federal contractors. Affirmative action was designed to rectify past discrimination but has been controversial since its inception. A written set of specific, results-oriented procedures to be followed. Intended to remedy the effects of past discrimination against or underutilization of women and minorities. The effectiveness of the plan is measured by the results it actually achieves rather than by the results intended and by the good faith efforts undertaken. It is against the law to discriminate against anyone in the workplace because of their actual or assumed age. An employee who sells the products owned by the company, in contrast to a broker, who sells the insurance products of several companies. Also known as agile manufacturing, this is a term applied to an organization that has created the processes, tools, and training to enable it to respond quickly to customer needs and market changes while still controlling costs and quality. A related term is algorithmic transparency which suggests that companies be open about the purpose, structure and underlying actions of the algorithms used to search for, process and deliver information. An informal process to resolve disputes. Involved parties meet with a trained third party who assists in resolving the problem by arbitration, mediation, judicial settlement conferences, conciliation or other methods. Though usually voluntary, ADR is sometimes mandated by a judge as a first step before going to court. This law applies to the whole employment cycle, from application through advancement and termination. The branch of computer science concerned with making computers behave like humans. Artificial intelligence is much feted but its talents boil down to a superhuman ability to spot patterns in large volumes of data. In an HR setting artificial intelligence may be helpful to remove biases in decision making. Other common terms are SaaS software as a service , on-demand or Web-based services. A business that provides computer-based services to customers over a network, as opposed to installing the software on a company server hosted. This is a cost-effective solution for small and medium-sized businesses, who may find it hard to keep up with the increasing costs of specialized software, distribution and upgrades. Smaller, periodic payments replace one-time lump sum pricing. The ASP can be accessed from any location via the Internet. A software application that began as a way to electronically handle recruitment needs but has since expanded to the entire

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employment life cycle. Onboarding, training and succession planning capabilities now exist, for example. An ATS can be implemented on an enterprise level or small business level, depending on the size and needs of the company. An ATS saves time and increases efficiency and compliance for those tasked with managing human capital. A gradual voluntary reduction of employees through resignation and retirement who are not then replaced, decreasing the size of the workforce. Testing to ensure that employers are hiring qualified and honest employees and that a prospective employee is capable of performing the functions required by the job. The screening can involve criminal background checks, verification of Social Security numbers, past addresses, age or year of birth, corporate affiliations, bankruptcies, liens, drug screening, skills assessment and behavioral assessments. If an employer outsources pre-employment screening, the federal Fair Credit Reporting Act requires that there must be a consent and disclosure form separate from an employment application. Base Wage Rate or base rate: The monthly salary or hourly wage paid for a job, irrespective of benefits, bonuses or overtime. A strategic planning and management system that is used to tie business activities to the vision and strategy of the organization, improve internal and external communications, and monitor performance against goals. Robert Kaplan and David Norton, the balanced scorecard measure four areas of business: Refers to the box to be checked on a job application asking if an applicant has a criminal record. Depending on legislation, which varies by jurisdiction, employers may need to remove questions about criminal history from the initial job application. A job commonly found in the workforce for which pay and other relevant data are readily available. Benchmark jobs are used to make pay comparisons and job evaluations. A technique using specific standards to make comparisons between different organizations or different segments of the organizations, with the intent of improving a product or service. Software that helps companies manage and track employee participation in benefits programs such as healthcare, flexible spending accounts, pension plans, etc. This software helps automate and streamline the complex and otherwise time-consuming tasks of benefits administration. An appraisal that requires raters to list important dimensions of a particular job and collect information regarding the critical behaviors that distinguishes between successful and unsuccessful performance. These critical behaviors are then categorized and appointed a numerical value used as the basis for rating performance. An interview technique used to determine whether a candidate is qualified for a position based on their past behavior. The interviewer asks the candidate for specific examples from past work experience when certain behaviors were exhibited. The behavior qualities and character traits of a person. Employers should determine in advance what behavioral competencies fit the position and create interview questions to find out if the candidate possesses them. The process of analyzing and identifying workplace behavioral issues and implementing programs, policies or services most suitable for correcting or eliminating various employee behavioral problems. Benefits are a form of compensation paid by employers to employees over and above the amount of pay specified as a base salary or hourly rate of pay. Benefits are a portion of a total compensation package for employees. This time, generally ranging from one to three days, is given so that the employee can make arrangements, attend the funeral and attend to other matters related to the deceased. Many organizations are flexible in terms of how much time an employee takes off. The process of analyzing very large, often independent, data sets to reveal patterns, trends, and associations – especially relating to human behavior and interactions. This in turn can help employers with data driven decision-making.. A workforce is comprised of permanent full-time, part-time, temporary employees and independent contractors. A term coined by HRmarketer founder Mark Willaman, refers to the automation of communications on social media. Social marketing software has made it easy for brands to share content and engage on social. A Web log written for and posted to the Internet using such software as www. Readers access the blog through the Web e. Promoting a product or service by identifying and then marketing its key differentiators from competitors. A pay structure that exchanges a large number of narrow salary ranges for a smaller number of broader salary ranges. This type of pay structure encourages the development of broad employee skills and growth while reducing the opportunity for promotion. An example of a large brokerage firm is Marsh. An example of a state firm is ABD in California. Giving long-standing employees whose

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positions are to be eliminated the option of taking other positions within the company that they are qualified for and that are currently held by employees with less seniority. Broadly defined as a management process that seeks to identify potential threats and impacts to the organization, and provide a strategic and operational framework for ensuring the organization is able to withstand any disruption, interruption, or loss to normal business functions or operation. The managing of an organizations business applications by a technology vendor. For example, the advertiser reveals information about their new product to a few opinion leaders within their target audience. A typical buzz marketing campaigns is initiated in chat rooms, where marketing representatives assume an identity appropriate to their target audience and pitch their product. Blogs are another popular media for buzz marketing. BYOD bring your own device: A term used to describe the growing trend of employees-owned devices within a business such as smartphones tablets, laptops and other devices. Many employers have policies that govern the use of employee-owned devices in the workplace. Back to Top C Cafeteria Plan: A plan in which an employer offers employees a variety of different benefits. The employee is able to choose which benefits would fit their individual needs. Examples of benefits offered in the cafeteria include group-term life insurance, dental insurance, disability and accident insurance, and reimbursement of healthcare expenses. The term CRM is derived from Customer Relationship Management CRM , software that helps marketing and sales departments manage and automate customer and prospect data, interactions, etc. Congressional legislation that regulates commercial emails i. Any billing, warranties, product updates or customer service information is not included in this act. E-mail newsletters that are not considered advertisements are also exempt.

## Chapter 5 : Human Resource Management (HRM) - Definition and Concept

*Human Resource Management includes conducting job analyses, planning personnel needs, recruiting the right people for the job, orienting and training, managing wages and salaries, providing benefits and incentives, evaluating performance, resolving disputes, and communicating with all employees at all levels.*

As the responsibilities of the department have evolved, the term human resources is the term that is used for departments that manage personnel and the resources to develop talent. Personnel refers to the actual human beings, while resources are all the tools to recruit, manage and train people to be better employees. When it comes to human resources, there is more involved than finding the right people; the human resources department is about building the company with great people and programs. As a department, human resources is responsible for recruiting, onboarding, and for maintaining new and current employee files. To draw a clear distinction between the two management concepts is that the duties of personnel management are reactive, whereas the duties of human resources is proactive. For example, managing personnel has always involved the details of onboarding a person with the required paperwork, benefits enrollment and creating an employee file. If the employee is involved in any conflicting situations in the office such as being accused of harassment, personnel management addresses the issue. This is reactive, since the personnel department did nothing to train employees as to what constitutes appropriate behavior. The HR departments develops or contracts programs and training to help employees understand diversity, security, leadership and any number of other programs that invest in developing better employees. With increased regulations that every employer must follow at the state and federal level, there are an increasing number of duties directed at human resources, rather than at personnel management. The goal of the department is to help the company have the best and brightest talent from external and internal resources. When employees and prospective employees see that a company invests in its personnel, it makes it a more attractive company and makes it somewhere people want to work.

**Define Human Resources Personnel** The HR personnel staff are the people tasked with staffing, compensation and benefits and staff design. The HR personnel are the people responsible for helping to find the best talent, get them integrated into the company culture quickly and foster healthy relationships between co-workers and managers. Human resources departments vary in size, depending on the size and resources of the company. There are also contracted HR companies that provide many of the basic recruiting and benefits services, leaving integration and training to internal company managers.

**Resource Management** Resource management is that aspect of the HR department that helps employees buy into the mission and vision of the company. It is there to assist business leaders in creating the company culture that will effectively attract and keep the best talent around. When this happens, there is a direct correlation to consumer satisfaction and productivity. Being proactive in this arena means having workshops that embrace different values of a large workforce and building bridges through training, role-playing and team building activities. It sets programs to screen and develop talent into leadership roles. Additionally, resources help with helping employees develop a better work-life balance to be happier at work and at home. When companies focus on resources, they spend less time and money reacting to problem situations that personnel management is tasked at dealing with.

**Personnel Management** Personnel management makes sure employers are following all the rules. It requires human resource teams to monitor changes in the regulatory environment. For example, laws that change how companies must maintain privacy require employees to be trained on any new policies and procedures. Hot topics in diversity might instigate tension in employees and the HR department might launch a series of workshops and training to foster understanding and teamwork. Recruiting and onboarding is the first part of personnel management. The HR department maintains open communications with department managers to ensure there are no problems and is prepared to address them if there are. Managers must work with each department to determine promotions and pay increases with personnel. It will also track and monitor any licensing requirements or continuing education needs that a person must comply with in order to do the job.

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For example, a nurse needs to complete annual continuing education credits. The HR department monitors this as part of personnel management. Human resource management maintains all employee files with any positive or negative actions taken. This means if an employee is given an award, the file records it. If someone complains about the employee, the file notes it and records the action taken set forth in the employee handbook guidelines. The file becomes a permanent record for the employee at the company.

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## Chapter 6 : What is Human Resources | HR | What is Human Resource Management

*This dictionary offers over 6, key terms covering all aspects of human resources, including recruitment and selection, appraisals, payment systems, dismissals and industrial relations. Ideal for all professionals who work with personnel terminology, particularly those in HR departments, recruitment consultants and employment lawyers.*

The responsibilities of a human resource manager fall into three major areas: Essentially, the purpose of HRM is to maximize the productivity of an organization by optimizing the effectiveness of its employees. This mandate is unlikely to change in any fundamental way, despite the ever-increasing pace of change in the business world. Gubman observed in the *Journal of Business Strategy*, "the basic mission of human resources will always be to acquire, develop, and retain talent; align the workforce with the business; and be an excellent contributor to the business. Those three challenges will never change. This recognition of the importance of HRM extends to small businesses, for while they do not generally have the same volume of human resources requirements as do larger organizations, they too face personnel management issues that can have a decisive impact on business health. Personnel problems do not discriminate between small and big business. You find them in all businesses, regardless of size. Perhaps the paramount principle is a simple recognition that human resources are the most important assets of an organization; a business cannot be successful without effectively managing this resource. Another important principle, articulated by Michael Armstrong in his book *A Handbook of Human Resource Management*, is that business success "is most likely to be achieved if the personnel policies and procedures of the enterprise are closely linked with, and make a major contribution to, the achievement of corporate objectives and strategic plans. Other HRM factors that shape corporate culture-;whether by encouraging integration and cooperation across the company, instituting quantitative performance measurements, or taking some other action-;are also commonly cited as key components in business success. It is devoted to shaping an appropriate corporate culture, and introducing programs which reflect and support the core values of the enterprise and ensure its success. Individual management entails helping employees identify their strengths and weaknesses; correct their shortcomings; and make their best contribution to the enterprise. These duties are carried out through a variety of activities such as performance reviews, training, and testing. Organizational development, meanwhile, focuses on fostering a successful system that maximizes human and other resources as part of larger business strategies. This important duty also includes the creation and maintenance of a change program, which allows the organization to respond to evolving outside and internal influences. Finally, there is the responsibility of managing career development. This entails matching individuals with the most suitable jobs and career paths within the organization. Human resource management functions are ideally positioned near the theoretic center of the organization, with access to all areas of the business. Since the HRM department or manager is charged with managing the productivity and development of workers at all levels, human resource personnel should have access to-;and the support of-;key decision makers. In addition, the HRM department should be situated in such a way that it is able to communicate effectively with all areas of the company. HRM structures vary widely from business to business, shaped by the type, size, and governing philosophies of the organization that they serve. But most organizations organize HRM functions around the clusters of people to be helped-;they conduct recruiting, administrative, and other duties in a central location. Different employee development groups for each department are necessary to train and develop employees in specialized areas, such as sales, engineering, marketing, or executive education. In contrast, some HRM departments are completely independent and are organized purely by function. The same training department, for example, serves all divisions of the organization. In recent years, however, observers have cited a decided trend toward fundamental reassessments of human resources structures and positions. This increases the likelihood that HR is viewed and included as an integral part of the business process, similar to its marketing, finance, and operations counterparts. However, HR will retain a centralized functional relationship in areas where specialized

expertise is truly required," such as compensation and recruitment responsibilities. HRM, then, is engaged not only in securing and developing the talents of individual workers, but also in implementing programs that enhance communication and cooperation between those individual workers in order to nurture organizational development. The primary responsibilities associated with human resource management include: Job analysis consists of determining-;often with the help of other company areas-;the nature and responsibilities of various employment positions. This can encompass determination of the skills and experiences necessary to adequately perform in a position, identification of job and industry trends, and anticipation of future employment levels and skill requirements. Bateman and Carl P. Staffing, meanwhile, is the actual process of managing the flow of personnel into, within through transfers and promotions , and out of an organization. Once the recruiting part of the staffing process has been completed, selection is accomplished through job postings, interviews, reference checks, testing, and other tools. Other responsibilities in this area include safety and health and worker-management relations. Human resource maintenance activities related to safety and health usually entail compliance with federal laws that protect employees from hazards in the workplace. Maintenance tasks related to worker-management relations primarily entail: Performance appraisal is the practice of assessing employee job performance and providing feedback to those employees about both positive and negative aspects of their performance. Performance measurements are very important both for the organization and the individual, for they are the primary data used in determining salary increases, promotions, and, in the case of workers who perform unsatisfactorily, dismissal. Reward systems are typically managed by HR areas as well. This aspect of human resource management is very important, for it is the mechanism by which organizations provide their workers with rewards for past achievements and incentives for high performance in the future. It is also the mechanism by which organizations address problems within their work force, through institution of disciplinary measures. Aligning the work force with company goals, stated Gubman, "requires offering workers an employment relationship that motivates them to take ownership of the business plan. These training programs can range from orientation programs, which are designed to acclimate new hires to the company, to ambitious education programs intended to familiarize workers with a new software system. In the realm of performance appraisal, HRM professionals must devise uniform appraisal standards, develop review techniques, train managers to administer the appraisals, and then evaluate and follow up on the effectiveness of performance reviews. They must also tie the appraisal process into compensation and incentive strategies, and work to ensure that federal regulations are observed. Responsibilities associated with training and development activities, meanwhile, include the determination, design, execution, and analysis of educational programs. The HRM professional should be aware of the fundamentals of learning and motivation, and must carefully design and monitor training and development programs that benefit the overall organization as well as the individual. Research has shown specific benefits that a small business receives from training and developing its workers, including: Of course, human resource managers have always contributed to overall business processes in certain respects-;by disseminating guidelines for and monitoring employee behavior, for instance, or ensuring that the organization is obeying worker-related regulatory guidelines. Now, increasing numbers of businesses are incorporating human resource managers into other business processes as well. But as Johnston noted, the changing character of business structures and the marketplace are making it increasingly necessary for business owners and executives to pay greater attention to the human resource aspects of operation: In some cases, completely new work relationships have developed; telecommuting, permanent part-time roles and outsourcing major non-strategic functions are becoming more frequent. Chief among them was new technologies. These new technologies, particularly in the areas of electronic communication and information dissemination and retrieval, have dramatically altered the business landscape. Satellite communications, computers and networking systems, fax machines, and other devices have all facilitated change in the ways in which businesses interact with each other and their workers. Telecommuting, for instance, has become a very popular option for many workers, and HRM professionals have had to develop new guidelines for this emerging subset

of employees. Changes in organizational structure have also influenced the changing face of human resource management. Continued erosion in manufacturing industries in the United States and other nations, coupled with the rise in service industries in those countries, have changed the workplace, as has the decline in union representation in many industries these two trends, in fact, are commonly viewed as interrelated. In addition, organizational philosophies have undergone change. Many companies have scrapped or adjusted their traditional, hierarchical organizational structures in favor of flatter management structures. HRM experts note that this shift in responsibility brought with it a need to reassess job descriptions, appraisal systems, and other elements of personnel management. A third change factor has been accelerating market globalization. This phenomenon has served to increase competition for both customers and jobs. The latter development enabled some businesses to demand higher performances from their employees while holding the line on compensation. Other factors that have changed the nature of HRM in recent years include new management and operational theories like Total Quality Management TQM , rapidly changing demographics, and changes in health insurance and federal and state employment legislation. Nonetheless, even a business that carries only two or three employees faces important personnel management issues. Indeed, the stakes are very high in the world of small business when it comes to employee recruitment and management. No business wants an employee who is lazy or incompetent or dishonest. But a small business with a work force of half a dozen people will be hurt far more by such an employee than will a company with a work force that numbers in the hundreds or thousands. Nonetheless, "most small business employers have no formal training in how to make hiring decisions," noted Jill A. Rossiter in *Human Resources: Mastering Your Small Business*. And they know they need someone they can work with, who is willing to put in the time to learn the business and do the job. The first step the small business owner should take when pondering an expansion of employee payroll is to honestly assess the status of the organization itself. Are current employees being utilized appropriately? Are current production methods effective? Can the needs of the business be met through an arrangement with an outside contractor or some other means? Are you, as the owner, spending your time appropriately? As Rossiter noted, "any personnel change should be considered an opportunity for rethinking your organizational structure. Efforts to manage this can be accomplished in a much more effective fashion if the small business owner devotes energy to defining the job and actively taking part in the recruitment process. But the human resource management task does not end with the creation of a detailed job description and the selection of a suitable employee. Indeed, the hiring process marks the beginning of HRM for the small business owner. Small business consultants strongly urge even the most modest of business enterprises to implement and document policies regarding human resource issues. To hold problems to a minimum, specific personnel policies should be established as early as possible. These become useful guides in all areas: In any case, a carefully considered employee handbook or personnel manual can be an invaluable tool in ensuring that the small business owner and his or her employees are on the same page. Moreover, a written record can lend a small business some protection in the event that its management or operating procedures are questioned in the legal arena. The need for such educational supplements can range dramatically. A bakery owner, for instance, may not need to devote much of his resources to employee training, but a firm that provides electrical wiring services to commercial clients may need to implement a system of continuing education for its workers in order to remain viable. Finally, the small business owner needs to establish and maintain a productive working atmosphere for his or her work force. Employees are far more likely to be productive assets to your company if they feel that they are treated fairly. The small business owner who clearly communicates personal expectations and company goals, provides adequate compensation, offers meaningful opportunities for career advancement, anticipates work force training and developmental needs, and provides meaningful feedback to his or her employees is far more likely to be successful than the owner who is neglectful in any of these areas. Kogan Page Limited, *The Small Business Handbook*. Managing the Knowledge Culture. Human Resource Development Press, March

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## Chapter 7 : Human Resource Management - Encyclopedia - Business Terms | calendrierdelascience.com

*2 Foreword This Glossary provides definitions for human resources terms used by Division of Personnel Management.*

*NOTE: It is intended that this document will be updated as terminology, policies, statutes, codes, rules, and regulations are.*

## Chapter 8 : Dictionary of Human Resource Management - Oxford Reference

*noun (used with a plural verb) people, especially the personnel employed by a given company, institution, or the like.(used with a singular verb) human resources department.*

## Chapter 9 : Human resource management - Wikipedia

*Human Resource Management (HRM) is the process of managing people in organizations in a structured and thorough manner. HR manager is responsible for managing employee expectations vis-À-vis the management objectives.*