



# How Effective Are Your Human-Resource Practices?

When you invest in people, the returns will more than justify any costs. Follow these seven steps for success.

By Jalal Armache

Without people, organizations can't exist. Without satisfied workers, organizations won't produce at optimal levels. That's why putting time and money into good human-resource practices is an indispensable investment in your organization's future.

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How can you tell if your organization has good human-resource practices? Signs include motivated employees, minimal turnover rates, low absenteeism, and high employee performance. Here are seven steps to success:

**1. Review and maintain systems and procedures.** Well-thought-out systems are the pillars on which to

build your human-resource manuals, policies, organizational charts, evaluation system, job descriptions, application forms, and salary scale. These pillars are crucial for legal compliance and for your organization's well being.

**2. Focus on training and development.** Start each new employee with a thorough orientation, including specifics about your organization's mission and culture. Prepare educational plans for all employees so they'll have every chance to hone the skills they need to meet current and future job demands.

**3. Pay attention to staffing activities (recruitment, selection, and placement).**

Only 12% of employees leave their jobs for pay-related reasons.

Well-thought-out systems are pillars that are crucial for legal compliance.

*Find* the best people for current and future openings.

*Evaluate* applicants to make good selection and placement decisions.

*Focus* not only on attracting the most qualified people but also on retaining them and motivating them to do their best work.

*Predict* how changes in management strategy and environmental factors will affect future human-resource needs.

**4. Follow health, safety, security, and anti-discrimination policies.** Be sure all decisions affecting hiring, training, evaluating, and compensating employees are equitable. Develop a "due process" through which employees can address their problems and grievances.

**5. Implement a fair salary and benefits system.** Perform frequent surveys to ensure that compensation remains competitive with other organizations similar to yours.

**6. Analyze each job to get to the heart of what's needed to perform it well.** Here are the steps to analyzing jobs:

*Interview* your organization's

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## Prepare educational plans for all employees.

top achievers to understand why they're productive.

**Identify** key objectives of each job, and write them into your job descriptions.

**Make sure** employees agree on what they need to do to perform their jobs well.

**Ascertain** what training is needed for each job.

**7. Use performance appraisals to maintain accountability throughout the organization.** Help supervisors coach employees to fulfill their highest potential. Manage performance using these tips:

**Identify** people with promotion potential, and pinpoint their needs for training and development.

**Give** employees constant feedback on their performance.

**Maintain** back-up data for management decisions concerning merit increases, transfers, dismissals, and so on.

**Ask** employees if they need anything further to perform their jobs well. Follow up on their suggestions. ■

## Start each new employee with a thorough orientation.



### The Seven Hidden Reasons Your Employees Leave

When people leave an organization, it's usually not because of pay, according to Leigh Branham, founder of Keeping the People ([www.keepingthepeople.com](http://www.keepingthepeople.com)). A Saratoga Institute study finds that only 12% of employees leave their jobs for pay-related reasons; the rest resign for one of seven "hidden" reasons. Here are those reasons and Branham's cures:

**1. Job not as expected. Cure:** Give every candidate a realistic job preview.

**2. Job doesn't fit talents and interests. Cure:** Hire for fit. Match people's talents to your needs.

**3. Little or no feedback. Cure:** Coach and mentor employees, encouraging them and letting them know how they're doing.

**4. Little hope for career growth. Cure:** Provide training and self-improvement tools.

**5. Feel devalued and unrecognized. Cure:** Listen and respond to employee input.

**6. Feel overworked and stressed out. Cure:** Create a culture that promotes life-work balance.

**7. Lack of confidence in leaders. Cure:** Develop leaders who care about workers and communicate with them directly and honestly.



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- [www.tdvglobal.com/hrmgmt.htm](http://www.tdvglobal.com/hrmgmt.htm)
- [www.astd.org/astd/Publications/ASTD\\_Links/Links\\_Archive/Practice\\_ROI\\_Phillips.htm](http://www.astd.org/astd/Publications/ASTD_Links/Links_Archive/Practice_ROI_Phillips.htm)
- [www.mindtools.com/stress/WorkOverload/JobAnalysis.htm](http://www.mindtools.com/stress/WorkOverload/JobAnalysis.htm)

#### BOOKS

- *Core Concepts of Management* by John R. Schermerhorn, Jr., Wiley Higher Education ([www.wiley.com/college/bxs](http://www.wiley.com/college/bxs))
- *Fundamentals of Human Resource Management* by David A. Decenzo & S. P. Robbins, John Wiley & Sons ([www.wiley.com](http://www.wiley.com))
- *Managing Human Resources* by George Bohlander & Scott Snell, Thomson South-Western ([thomsonservicesites.com](http://thomsonservicesites.com))

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