



Course Learning Outcomes for Unit V

Upon completion of this unit, students should be able to:

7. Discuss the value of human capital in an organization.
8. Relate resource management to strategic planning in an organization.

Reading Assignment

In order to access the following resource(s), click the link(s) below:

Hammill, G. (2005). Mixing and matching four generations of employees. *FDU Magazine*. Retrieved from <http://www.fdu.edu/newspubs/magazine/05ws/generations.htm>

Employee safety a necessary consideration. (2015). *Hotel Management*, 230(9), 85. Retrieved from <http://go.galegroup.com.libraryresources.columbiasouthern.edu/ps/i.do?p=AONE&sw=w&u=oran95108&v=2.1&it=r&id=GALE%7CA431533457&asid=17ed8575b1e8818d643a2bc92be1422b>

Wright, P. M. (1998). Strategy HR fit: Does it really matter. *Human Resources Planning*, 21(4), 56–57. Retrieved from <http://go.galegroup.com.libraryresources.columbiasouthern.edu/ps/i.do?p=AONE&sw=w&u=oran95108&v=2.1&it=r&id=GALE%7CA54035902&asid=c1f118afab5196fde09c4ad9bb196151>

Mazumdar, N. (2015). HR lessons from start-ups. *Business Today*, 24(21), 132–135. Retrieved from <https://libraryresources.columbiasouthern.edu/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=110236598&site=ehost-live&scope=site>

Pynes, J. E. (1998). The changing role of the human resource manager. *PA Times*, 21(5), 1. Retrieved from <https://libraryresources.columbiasouthern.edu/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=563572&site=ehost-live&scope=site>

Ramsey, R. D. (2015). Getting the most from today's millennials in the workforce. *Supervision*, 76(11), 3–5. Retrieved from <https://libraryresources.columbiasouthern.edu/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=110417825&site=ehost-live&scope=site>

Unit Lesson

YouTube Video for Unit V

Click [here](#) to view the video for Unit V (1m 28s).



Click [here](#) to access a PDF of the video transcript.

As reliable sources indicate, managing employees in the early Industrial Age was a relatively simple matter for simpler times. A supervisor had to document where a new hire was to work and ensure that the portfolio holding the new employee's records had accurate information. As organizations' capabilities grew over the years, so did managers' responsibilities, including the requirement to manage human capital in a complex, information technology-supported environment. Times changed, and so did societal expectations of management. It now involved efficient management of human capital both as resources and as people, support of organization members (including health promotion), and operational risk management to maintain safety in the work place.

Human resources (HR) management in the 20th century was a personnel file-holding, record-keeping, complaint-receiving, organizational chart-maintaining office. It has now evolved into a dynamic, staff-proponent office led by HR managers who leverage technology to serve the organization's people and support managerial decisions with transformational HR management. Gone are the days when employees had to wait weeks for their training records to be updated or pay corrected. Most functions will be completed with an on-the-spot request. Those requiring decisions will be completed shortly after the employee makes



How medical and business records were once organized by the human resources department
(Jackhsiao, 2008)

the request. Clearly, technological advancements and shifts in values have brought a widespread increase in consideration of an organization's people and oversight of their welfare. With these changes, the stereotype of meek personnel managers who remain in the background during executive conferences is fading. Indeed, we should expect good HR managers of today to boldly assert their position on behalf of those they represent. What other ideas can we gather about HR management as it is today?

The Present: Multiple Generations at Work

Various management approaches across generations of organizational members may be a good idea. With people living longer, we may have people from several generations in

our workforce. Millennials, the youngest generation and now the generation with the most people in our workforce, do not wish to continue traditions without a good reason. They tend to avoid situations involving long commutes or environmental waste. They are accustomed to career instability, so they may not automatically want to stay put in one organizational situation. Greg Hammill (2005) of Fairleigh Dickinson University wrote that there are four generations in the workplace today. The range of worldviews at workplaces of such a spread of people can be stereotyped from accepting that the boss's word is law and final to a professional form of chronic skepticism. From a chart Hammill (2005) developed, this is a summary of four generations' outlooks on money:

- Veterans (1922-1945): Put it away; pay cash.
- Baby Boomers (1946-1964): Buy now; pay later.

- Generation X (1965-1980): Be cautious and conservative: save, save, save.
- Millennials/Generation Y (1981-2000): Earn to spend.

The Scope of HR Management

HR management is a life-cycle process that focuses on an employee's professional growth and welfare from recruiting practices to retirement. Few employees will belong to one organization for their entire working life. Regardless of how long they have been at the company; the HR manager is still responsible for supporting their career aspirations. The organization must put its people first before all company goals. HR management includes training to suit employees' needs, progressive assignments to support employees' planned career patterns, and reliance on information technology (IT) as a primary data bank and processing method.

The five components of management (planning, organization, staffing, directing, and controlling) have HR management integrated into them. In a few cases (such as staffing), it *dominates* the management approach to the component:

- Planning as a management component includes an estimate of the organization's staffing situation. Does the organization have sufficient properly trained people who can prepare in time to implement the plan?
- Organization as a management component refines the supervision of human capital. Do we have the right people assigned to the right places in the organization? Do we need to move people or reorganize to fulfill our vision?
- Staffing as a management component is closely linked to organizing. Did we acquire the right people on our teams and sections? Can we still acquire them?
- Directing as a management component supports HR management as much as the reverse is true. Are we leading effectively? Are our methods burning out employees or not using some of the employees effectively?
- Controlling as a management component is somewhat associated with directing. Are our controlling techniques eroding personnel effectiveness or supporting it?

HR management rarely supports only the operations of today; in its true form it supports a strategic view.



FEMA Region VII Administrator, Dick Hainje; Region VII Federal Coordination Official (FCO), Bill Vogel; FEMA Public Assistance (PA) official, Walter Estep; U.S. Army Corps of Engineers, Mississippi River Division, Gary Stangeland and City of Cedar Rapids Solid Waste manager, Mark Jones work on Linn County's waste issues.

(Bahler, 2008)

HR Participation in Strategic Planning?

HR management both includes and supports strategic planning. People perform the plan. Failure to integrate HR management into strategic planning (or even crisis planning) will undermine successful results. The HR aspect of strategic planning may not have to be extensive if the HR plan is already strong. Even so, all things change with time, and an HR program not kept up-to-date will show signs of aging as it fails to support people in an expected way and employees begin to leave for better job situations (Pynes, 1998; Wright, 1998).

Employee health and wellness, often delegated to HR staff as a proponent responsibility, is a line of effort that can support the organization over the long term with healthier and longer-living members. As was the case for other employee welfare issues, historically this was not understood or emphasized as a manager's concern.

However, with the realization that the four main causes of disease are poor diet, lack of exercise, smoking, and excessive drinking, health maintenance as a personal value has influenced the workplace along with other aspects of life (Centers for Disease Control & Prevention, 2015). What programs can make a difference in employees' health?

Organizations such as Google have experimented with providing resources so employees can nap, work out, and conveniently buy healthy food. Smoking and alcohol abuse cessation programs contribute to health improvements over time, and their benefits far outweigh, in proportion, the funds invested in these efforts.

Safety in the workplace is a staff responsibility that may be vested with the HR department, or a separate safety office may be established with strong cooperation links to HR managers. Safety entails both educating employees on how to perform work (including operating dangerous equipment in a safe manner) and instilling in them a culture of *operational risk management*. Operational risk management (ORM) is the art of assessing risk, deciding a mitigation measure, and ensuring a safe alternative is practiced for any situation. Observing ORM, once trained, may make the difference between approving a procedure for stacking boxes a certain way that may topple and looking for an alternative that does not place employees at such obvious risk ("Employee Safety," 2015).

HR, health, and safety are a few important functional areas that, if mastered as a specialist, may make a new manager an attractive hire!

References

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- Centers for Disease Control & Prevention. (2015). Chronic disease overview. Retrieved from <http://www.cdc.gov/chronicdisease/overview/index.htm>
- Employee safety a necessary consideration. (2015). *Hotel Management*, 230(9) 85.
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