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# Session One: Course Overview

Course Overview

In today’s fast-moving world, many managers and supervisors are expected to deal with some human resource issues. They may be asked to take part in developing job descriptions, sit in on interviews, or take responsibility for discipline. This three-day workshop will introduce those managers to human resource concepts. We will walk you through the hiring process, from performing a skills inventory to conducting the interview; discuss orientation; and cover some issues that arise after the hiring (such as diversity issues, compensation, and discipline).

Learning Objectives

At the completion of this workshop, you will be expected to know and understand:

* The latest trends in the human resource field and the changing role of the human resource professional.
* How to write job specifications and identify core competencies.
* Methods of finding, selecting, and keeping the best people using behavioral description interviewing techniques.
* How to get employees off to a good start.
* How to deal with compensation and benefits.
* How to maintain healthy employee relations.
* How to make performance appraisals a cooperative process.

# Session Two: Defining Human Resources

## The Basics of HR Management

What is Human Resources?

What is your HR role?

In your position, can you be a strategic partner with the organization?

Discuss the pros and cons of being a human resource professional.

Pros

Cons

## Case Study: Expansion Staffing

Case Study

As the Director of Human Resources for KBH Video Stores in New York, Virginia Todd knew that she had her work cut out for her. Company management was moving forward with a goal of opening ten new stores in twelve months.

KBH already employed 480 people in 35 stores across the state in addition to the headquarters staff of 31. Virginia knew that staffing the 10 new stores would require hiring and training about 150 people. She felt that her own small office was inadequately funded and staffed to handle this task. She sat at her desk mulling over how to present a recommendation for her own staffing needs.

One of her concerns was broaching the subject with her boss, because she had not officially been told of the expansion plans. Virginia had learned about them through the office grapevine. While she did not like being kept in the dark, she was not surprised that she hadn't been told. Glenn Sullivan, the president of KBH, was noted for his autocratic leadership style. Virginia had been warned early on that Glenn told his managers only what he wanted them to know and that he expected everyone who worked for him to follow orders without question.

He was not an unkind person, though, and Virginia had always gotten along with him well enough. She had never confronted Mr. Sullivan about anything so it was with some concern that she approached him in his office later that day.

“Mr. Sullivan,” she began, “I hear that we are going to be opening 10 new stores next year.”

“That's right, Virginia,” said Mr. Sullivan. “We've already arranged the credit lines and picked out several of the sites.”

“What about staffing?” asked Virginia.

“Well, I assume you will take care of that, Virginia, when we get to that point.”

“What about my own staff?” asked Virginia. “I think I will need at least three or four more people. And we are already crowded for space so I hope you plan to expand the human resource office.”

“Not really,” said Mr. Sullivan. “The new demands on the human resource staff will be temporary. It wouldn't be cost effective to hire and train additions to your staff that will only be cut the next year. I am counting on you to plan the expansion staffing within our current proposed budget allowances for the human resource department. It may require some reallocations but I'm sure you can handle that.”

Discussion Questions

What should Virginia do? Explain.

Can you put an effective argument together for Virginia to convince Mr. Sullivan she needs additional help?

Have you dealt with any similar situations, where you needed help but were unable to convince the higher-ups that it was necessary?

# Session Three: Skills Inventory

One of the buzz words out in the marketplace right now is emotional intelligence. In simple terms, that really means making the most of the knowledge, skills, and abilities of your employees.

How? By doing a skills inventory, for starters. A skills inventory evaluates an employee’s:

* Knowledge
* Skills
* Abilities
* Qualifications
* Interests
* Motivation to learn new skills
* Future plans (retirement, advancement)
* Attitude

# Session Four: Forecasting

Introduction

Human resource forecasts are attempts to predict an organization's future demand for employees. If you know your department is going to grow, you’ll want to pay attention to these tools.

Extrapolation

For this technique, you must first have data for the same time period that you’re forecasting. Let’s say we want to predict how much our company is going to grow over the next four years. We’ll say our current year is Year 4.

|  |  |  |
| --- | --- | --- |
| Year | Revenue | Employees |
| 1 | $10,000 | 10 |
| 2 | $15,000 | 10 |
| 3 | $30,000 | 20 |
| 4 | $90,000 | 20 |

We can easily see a trend: revenue grew by 50% in Year 2 and employees stayed the same, while revenue and staff doubled in Year 3. From Year 3 to Year 4, revenue tripled but staff stayed the same. Let’s use the same chart and fill in the known data for the current year, Year 4.

|  |  |  |
| --- | --- | --- |
| Year | Revenue | Employees |
| 4 | $90,000 | 20 |
| 5 |  |  |
| 6 |  |  |
| 7 |  |  |

If we look at the first table of actual data, you can see that from Year 1 to Year 2, our revenue increased by 50%, but our employees stayed the same. If we presume that the same thing will happen in the next four year period, we can apply that formula to Year 4 to come up with figures for Year 5.

|  |  |  |
| --- | --- | --- |
| Year | Revenue | Employees |
| 4 | $90,000 | 20 |
| 5 | $135,000 | 20 |
| 6 |  |  |
| 7 |  |  |

If we continue applying the trend, we can extrapolate the remaining years.

|  |  |  |
| --- | --- | --- |
| Year | Revenue | Employees |
| 4 | $90,000 | 20 |
| 5 | $135,000 | 20 |
| 6 | $270,000 | 40 |
| 7 | $810,000 | 40 |

This shows us how significantly our staff should develop (if the past trends continue) and how the revenue stream should also flow. Of course, this isn’t guaranteed to be accurate, but it may help you plan for the future.

Indexation

Indexation matches employee growth with another factor (such as sales or revenue). Let’s say that the Acme Widget company indexes its employees by widgets sold. They know that they need ten employees for every hundred thousand widgets sold. So, if they forecast that they are going to sell 400,000 widgets next year, they know that they will need forty employees. Then, human resources can look at that number and determine what hiring and recruitment processes need to be put into place.