



HUMAN RESOURCE MANAGEMENT MEETING STRATEGIC & FUNCTIONAL OBJECTIVES OF BUSINESS

Objectives

To elevate understanding of the benefits of strategic and administrative human resource management.

To change perspectives on the function of human resource teams. Many companies continue to view human resources as a mere administrative function. Human resource staff are perceived as the company's 'controller' that hires and fires personnel and ensures that salaries are properly paid. At best, the focus is at the level of the individual employee or job, and human resource practice is based on the premise that improvements in individual employee performance will automatically improve organizational performance.

Benefits

The FLA Toolbox on Human Resource Management deals with both strategic and administrative aspects of HR functions and shows how it can contribute to

enhancing the overall enterprise competitiveness. It supports factories in their quest to move beyond only administering their employees to understand them as a valuable resource.

The Toolbox of Human Resource Management presents an integrated approach to managing the enterprise's employees based on people management policies, programs and practices leads to sustainable business advantage. It is suggested that employees differ from other resources because of their ability to evaluate and to question management actions, and as a consequence, their commitment and cooperation has to be gained.

The FLA Human Resource Management Toolbox also serves as a good starting basis from where further capacity on people management, e.g. Employee Relations, Grievance Procedures, Retention and Discipline, can be built and an optimum personnel turnover rate be effectively reached.

3 Steps to Effective Human Resource Management

Step 1 Identify the needs of your workplace, through:

- Management Self-Assessment Tool

Step 2 Conduct Capacity building, via:

- Face-to-Face Training
- Online human resource training and guidance
- Consultation

Step 3 Evaluate the implemented changes by:

- Management Self-Assessment*
- Progress Tracking Charts

*Before and after analysis



The **Fair Labor Association (FLA)** is a collaborative effort to improve working conditions in factories around the world. By working cooperatively with forward-looking companies, NGOs and universities, the FLA developed a workplace code of conduct based on ILO standards, and created a practical system of monitoring, remediation and verification to achieve these standards. For more information on the FLA, our processes, or the participants, please visit our website at <http://www.fairlabor.org>.

CAPACITY BUILDING TOOLS



TRAINING COURSE: HUMAN RESOURCE MANAGEMENT

Objective

The objective of this training is to help managers understand the importance of designing and implementing human resource practices that contribute to the achievement of an organization's business objectives. The course helps human resource professionals set up and run effective Human Resource Departments that will contribute to making their organizations more effective.

Approach

In the training, participants review the core functions of human resource management and learn that effective human resource management requires a combination of strategic and functional objectives. The course covers the fundamentals of the roles and functions of human resource departments and personnel, including an overview of what an human resource department can look like, what it does, who it should report to, and what are the necessary competencies of department staff.

The FLA has additional training modules available to allow participants to become more deeply involved in each of the core functions, complementing their knowledge with modules on hiring, employee

relations, conflict management and grievance procedures, retention, discipline and retrenchment.

Methodology

The training course is strategic, highly action-oriented and very interactive. A methodology combining theory presentations, group discussions, case studies and role plays enables participants to gain a better understanding of the concepts and principles of human resource strategic management, and learn how apply these concepts in practice within their organizations.

Audience

The training is specifically designed for businesses that have either no current HR function or have a Personnel Department that deals with routine administrative duties and payroll. The audience can be HR/administrative staff as well as senior managers who are in positions of authority to take strategic action on human resource department's function, structure and management within their organizations. It is important that participants in the training be receptive to change and open to dialogue during and after the course.

ONLINE TOOLKIT: HUMAN RESOURCE MANAGEMENT

Objective

Similar to face to face training, the online toolkit shows how to design and implement human resource practices that contribute to the achievement of an organization's business objectives, and how to set up and run a effective Human Resource Department both at the factory and institutional levels.

Content

The online toolkit summarizes important aspects of the function and nature of HR departments, and gives an overview of important aspects of human resource management such as human capital, job descriptions, hiring, rewards and compensations, appraisal, training and managing. employee relations

The Human Resource online toolkit can be accessed by all FLA members on <http://tp.fairlabor.org/intranet/courses/hr>

OUTLINE OF THE INSTRUCTIONAL MATERIAL

- ◆ HUMAN RESOURCE MANAGEMENT: CONCEPTS, ROLES AND COMPETENCIES
 - Why is Human Capital important?
 - What is strategic human resource management?
 - What does your human resource department do & where is it located?
 - What is the role & value of human resources?
 - What a human resource professional needs to know
 - How do others see the human resource department?
 - How to develop a human resource strategic plan
 - Record keeping & monitoring
- ◆ HUMAN RESOURCE MANAGEMENT: SPECIFIC FUNCTIONS
 - Why & how to plan human capital?
 - Job descriptions
 - Hiring "right"
 - How to compensate employees
 - Performance appraisals
 - How to invest in training
- ◆ WHAT IS EMPLOYEE RELATIONS ABOUT?
- ◆ WHAT IS A FRAMEWORK OF RIGHTS & OBLIGATIONS?
- ◆ ARE MEDIATION AND GRIEVANCE PROCEDURES IMPORTANT?

SUSTAINABLE COMPLIANCE ASSESSMENT TOOLS



Management Self-Assessment Tool

The Management Self-Assessment tool on Human Resource Management* evaluates a factory's human resource management performance. It focuses on aspects directly related to managing human resource functions such as HR department and data organization, and HR management key process, and other issues such as change management and motivation. The risk of having imbalanced human resource functions is raised significantly if any or several of these factors are missing or are incomplete.

Methodology

The Management Self-Assessment tool on Human Resource Management is a quantitative tool consisting of multiple-choice questions. The answers to the questions score either in favor or against good performance in HR function terms. The data generated by the self-assessment displays a factory's human resource system score at a glance. A score below three (on a five-point scale) indicates substantive inefficiency in human resource management.

Sincerity, Support, Progress

The Self-Assessments are embedded in a comprehensive problem solving process that starts with an analysis of needs, offers capacity building tools to address those needs and communicates measurement of progress. Measurement of progress is only possible if the starting point is identified correctly and candidly.

After an average 12 months of capacity building, the self-assessment is repeated in order to assess the impact. The results of the Self-Assessment can be compared to those of the workers survey to verify the integrity of the data.

SCOPE Workers' Survey:

The views of workers are essential to ensure the consistency and sustainability of compliance. Workers' perspectives, gathered through the Sustainable Compliance Workers' Perspectives Survey (SCOPE), are a part of the baseline study. Workers should also be involved in capacity building. Their experience and perception of change is essential criterium when measuring impact.

Method & Organization of Interviews

SCOPE is a standardized quantitative survey. Workers complete a questionnaire comprised mainly of multiple-choice questions. All workers' interviews are anonymous, and the FLA ensures participating workers' protection.

Sample

Workers participating in SCOPE are chosen randomly from a list of factory workers. The sample size correlates with the size of the factory's workforce. The survey instrument covers Human Resource Management from a workers' perspective.

Comprehensive Picture

Whenever possible, the SCOPE topics mirror the Management Self-Assessment tool (e.g., policy, procedure, training, etc.) to collect comparable data. Each of these factors is measured through 5 to 10 questions (items) that add up to a final score. The results are then directly compared to those from the Management Self-Assessment. The SCOPE survey and the Self-Assessment can be repeated after a period of time to explore a factory's progress.

Progress Tracking Charts

Indicators measure a factory's progress during the capacity building phase. They provide a picture on whether what was

learned during capacity building is actually implemented on the factory floor. The indicators for hiring are turn over rates, vacancies to be filled and training for new employees. Factories collect the necessary indicator data monthly and thus allow the preparation of periodic reports on progress and issues during the project.

Factors measured

- ◆ Organization
 - Personnel Department
 - HR Data Documentation
 - Facilities & Equipment
- ◆ Key Processes
 - Recruitment
 - Careers Management
 - Skills Development & Training
 - Work Organization & Schedule
- ◆ Change Management: Social Relationship and Labor Representation
- ◆ Motivation
 - Innovation & Creativity
 - Compensation & Recognition
 - Job Satisfaction Indicators
 - Working Conditions, Health & Safety

For more information please visit

the [FLA TRAINING PORTAL](http://tp.fairlabor.org)

tp.fairlabor.org

[FLA ASSESSMENT PORTAL](http://ap.fairlabor.org)

ap.fairlabor.org

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*The HR Management Self-Assessment was created by FLA and Alain Meignant (www.alain-meignant.com).