Human Resource Management 15th edition Mathis Solutions Manual

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CHAPTER 2

Human Resource Strategy and Planning

CHAPTER SUMMARY

Chapter 2 examines strategic planning for an organization and HR's role in the strategic plans. First, the chapter describes the strategic planning process, including the formulation of effective strategies. Next, the chapter explains how HR's strategies fit into the organization's strategic plans and the contributions HR can make. Human resource planning determines and plans for the availability of employees and external workers needed to meet the organization's strategies. Some strategic challenges are presented: managing a talent surplus, legal considerations for workforce reductions, and managing a talent shortage. HR planning activities in mergers and acquisitions before the deal, during integration, and post integration are discussed. The chapter closes with measuring effectiveness of HR initiatives. The development and use of HR metrics is explored and specific strategic HR effectiveness tools such as benchmarking, the balanced scorecard, return on investment (ROI), and HR audits are discussed.

LEARNING OBJECTIVES

After students have read this chapter, they should be able to:

- Summarize the organization's strategic planning process.
- Explain the key differences between effective and ineffective strategies and suggest ways to implement strategic asset reallocation.
- Outline how HR's strategies are merged with organizational strategies and give two examples.
- Discuss how to forecast the supply and demand of Human Resources.
- List options for handling a shortage and a surplus of employees.
- Identify how organizations can measure and analyze the effectiveness of HR management practices.

The chapter opens with a feature describing the current trends in HR strategy and planning. Trends include the rising importance of strategic planning, emerging strategic issues, challenging issues in globalization, new approaches needed in strategic planning, and the increasing number of mergers and acquisitions.

LECTURE OUTLINE

HR Headline: HR Planning and the North Dakota Oil Boom

An oil boom in North Dakota has changed the HR rules for local companies. Oil companies pay from $25 to $35, so other local companies must pay similar rates to compete for workers. Good planning can help HR professionals compete in this type of environment.

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A *strategy* is a plan an organization follows for how to compete successfully, survive, and grow. The plan may be formal or informal.

2-1. Organizational Strategic Planning

Strategic planning is the process of defining organizational strategy, or direction, and allocating resources toward its achievement.

Teaching Tip: Use Figure 2-1 to help students understand the strategic planning process. Ask students to suggest actions HR can perform during each stage.

2-1a. Strategy Formulation

An *organizational mission* is the core reason for the existence of the organization and what makes it unique.

The SWOT starts the planning process by giving managers a clear picture of the business environment.

2-1b. Good versus Bad Strategy

Effective strategies come from managers who are well-informed and dedicated to the organization's success.

HR Perspective: Encouraging the Evaluation and Reallocation of Strategic Assets

Different units in an organization can be classified into different categories (grow, maintain, or dispose) based on their market opportunity and performance. Exxon Mobile required the disposal of 3% to 5% of the company's assets each year, which resulted in healthy turnover and upgrades.

1. If you were given the task of evaluating and reallocating the strategic assets of your employer, how would you approach these duties?

   Answers will vary. Students should consider a well-defined strategy as the first step. Students could allocate resources to accomplish the strategic goal before disposing if anything.

2. How should HR professionals assess human resources as strategic assets? Should they be treated any differently in the assessment process than other assets of an organization?

   Answers will vary. Students should consider the specific skills needed to meet a company's strategic goals.

2-2. Human Resources and Strategy

The HR department must demonstrate that it helps the company.

Strategic HR management is the appropriate use of HR management practices to gain or keep a competitive advantage. Talent acquisition, deployment, development, and reward are all strategic HRM approaches that can affect an organization's ability to achieve its strategic objectives. HR can form strategic partnerships that inspire managers and employees to support an organization's strategic goals.

Teaching Tip: Use Figure 2-2 to help students visualize the role of HR as a strategic partner.

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2-2a. Human Resource Contributions to Strategy

HR leaders included in an organization's strategic planning should know about the company's business, focus on the future, prioritize, and use the right metrics to measure performance.

Organizational sustainability is a growing concern that HR can affect by providing expertise, as shown in Figure 2-3.

2-2b. Human Resources Strategies for Global Competitiveness

Globalization means an organization operates across borders. A *multinational corporation (MNC)* is an organization that has facilities and other assets in at least one country other than its home country.

Offshoring and global staffing are two ways HR can support an organization's strategies. *Offshoring* is a company's relocation of a business process or operation from one country to another. Examples of global staffing strategies are shown in Figure 2-4.

Competencies & Applications: Latin American Firms Face Staffing Problems

Key Competencies: Global & Cultural Effectiveness (Behavioral Competency) and Organization (Technical Competency)

A survey of large Latin American firms showed that many have expanded into international markets through mergers and acquisitions. They face problems in cultural differences and staffing.

1. How would you focus HR leaders on the development of positive strategies for expansion? What HR issues do you think deserve the most attention?

   Answers will vary. Students should consider the role of cultural differences in many of the issues faced after a merger or an acquisition that involves a firm in a different country. Differences such as communication styles and attitudes toward management can cause problems.

2. What other steps would you take to help a global company expand into new markets?

   Answers will vary. Students should consider the benefits of learning about cultural differences

2-3. Human Resource Planning

Human resource planning is the process of analyzing and identifying the need for and availability of people so that the organization can meet its strategic objectives.

2-3a. Human Resources Planning Process

The HR planning process, which is shown in Figure 2-5, includes four steps: (1) review organization's environmental analysis/strategic plans, (2) assess external and internal workforce, (3) compile HR planning forecasts, and (4) develop HR staffing plans and actions.

2-3b. Environmental Analysis

Environmental scanning is the assessment of external and internal environmental conditions that affect the environment. The HR factors in the SWOT analysis are shown in Figure 2-6. One of the most important HR contributions is the strength of the talent pipeline. *Succession planning* is the process of identifying a plan for the orderly replacement of key employees.

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2-4. Planning for External Workforce Availability

Factors that affect the external pool of potential employees include economic and governmental factors, geographic and competitive factors, and changes in the workforce.

2-4a. Economic and Governmental Factors

The general cycles of economic recession and economic boom in different businesses affect HR planning. A broad array of government regulations affects the labor supply, which affects HR planning.

2-4b. Geographic and Competitive Evaluations

The net migration into a particular region, direct competitors, and international competition are important external forces in HR planning.

2-4c. Changing Workforce Considerations

Changes in the workforce include aging, diversity, female workers, desire for work–life balance, availability of contingent workers, and outsourcing possibilities.

2-5. Planning for Internal Workforce Availability

HR must compare the needs of the organization against the existing labor supply and the potential labor supply available outside the organization.

2-5a. Current and Future Jobs Audit

Audit the jobs that need to be done in the organization by asking about the current and future jobs as well as the skills and employees needed to perform the jobs.

2-5b. Employee and Organizational Capabilities Inventory

HR planners should conduct a detailed audit of current employees and their capabilities. Then, HR staff can use the data gathered to create a profile of the current workforce. This reveals the strengths and weaknesses of the workforce and highlights potential problems.

2-6. Forecasting HR Supply and Demand

Forecasting is using information from the past and present to predict future conditions

2-6a. Forecasting Methods and Periods

Forecasting methods may be either judgmental or mathematical, as shown in Figure 2-7. Forecasting is still a combination of quantitative methods and subjective judgment that can be performed for three time periods: short-range forecast (6 months to 1 year), intermediate-range forecast (1 to 3 years), and long-range forecast (more than 3 years).

2-6b. Forecasting the Demand (Need) for Human Resources

Calculate the demand for employees for an organization and for individual positions. An analysis is used to develop decision rules (or “fill rates”) for each job or level.

2-6c. Forecasting the Supply (Availability) of Human Resources

Forecasting availability considers both external and internal supplies.

The external supply of potential employees is affected by complex factors that are often available from state or regional economic development offices.

The process for calculating internal labor supply is shown in Figure 2-8.

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Competencies & Applications: Using Workforce Planning to Improve Hiring

Key Competencies: Critical Evaluation (Behavioral Competency) and Strategy (Technical Competency)

A goal for HR professionals should be hiring high-quality employees quickly. Examine bottlenecks and delays to speed up the process.

1. What other challenges do you think companies face when trying to manage HR planning?

   Answers will vary. Students should consider issues such as shortage of specific skills and company-specific skills that require a long training period before the new employee can make a significant impact.

2. In what other ways could workforce planning be used to improve the hiring process?

   Answers will vary. Students should consider the benefits of long-term planning or programs such as internships.

2-7. WORKFORCE SUPPLY ≠ DEMAND

Managers should evaluate and revise the strategic plan on a periodic basis. Often, too many or too few of the needed workers are available. Figure 2-9 identifies several ways to handle an imbalance of available workers.

2-7a. Managing a Talent Surplus

A talent surplus can be handled in different ways: reduction in work hours or compensation, attrition and hiring freezes, voluntary separation programs, and workforce downsizing. After downsizing, companies may offer severance benefits, outplacement services, and employee assistance programs to cushion the shock of layoffs and protect the company from litigation. *Severance benefits* are temporary payments made to laid-off employees to ease the financial burden of unemployment.

Teaching Tip: Ask students to describe scenarios in which each method would be most useful.

2-7b. Legal Considerations for Workforce Reductions

HR's role during workforce adjustments is to ensure that the organization does not violate any laws governing workforce reductions. HR must consider Title VII of the Civil Rights Act, the Age Discrimination in Employment Act, the Americans with Disabilities Act, the Older Workers Benefit Protection Act (OWBPA), and the Worker Adjustment and Retraining Notification (WARN) Act.

The federal Consolidated Omnibus Budget Reconciliation Act (COBRA) enables displaced workers to retain group medical coverage for a period of time after becoming unemployed.

2-7c. Managing a Talent Shortage

Several methods can be used to handle a talent shortage: overtime, outsourcing, alternate work arrangements, bringing back recent retirees, increasing contingent workers, and reducing turnover.

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Outsourcing is transferring the management and performance of a business function to an external service provider.

Alternate work arrangements are nontraditional schedules that provide flexibility to employees.

Discussion Starter: Use Figure 2-10 to discuss why this order is most commonly used.

2-8. Human Resources Planning in Mergers and Acquisitions

A merger or acquisition generates growth by combining two existing companies and acquiring products, intellectual property, or capabilities. Many M&As fail because HR issues were not properly addressed. Figure 2-11 shows HR tasks during each stage of the process.

2-8a. Before the Deal

Due diligence is a comprehensive assessment of all aspects of the business being acquired.

2-8b. During Integration

During the first 60 days after the acquisition, HR provides administrative and operational support and prevents culture-based conflict. HR can affect four important factors in changing culture: defining desired behaviors, deploying role models, providing meaningful incentives, and providing clear and consistent messages.

2-8c. Post Integration

HR follows through on tasks that optimize the workforce and establish new culture for the integrated company.

2-9. Measuring Effectiveness of Human Resources and Human Capital

Effectiveness is the ability of a program, project, or task to produce a specific desired effect or result that can be measured. *Efficiency* is the degree to which operations are carried out in an economical manner.

Discussion Starters: Ask students why it is important to measure effectiveness.

The benefits of HR practices are not always immediately visible, which is what makes measuring HR's impact such a challenge. However, successful efforts can usually be made to assess HR practices. HR managers should understand financial and operational measures that drive the business and relate decisions to key performance indicators (KPIs). Metrics, benchmarking, balanced scorecards, and audits can help firms track HR performance

2-9a. HR Metrics and Analytics

HR metrics are specific measures of HR practices. A metric can be developed using costs, quantity, quality, timeliness, financial data, and performance and turnover data.

HR analytics is an evidence-based approach to making HR decisions on the basis of quantitative tools and models. There is not yet a standard for the implementation and reporting of HR measures. Managers choose what and how to report.

Teaching Tip: Use Figure 2-12 to highlight metrics that can be used in different areas. Ask students to suggest additional data that can be used as metrics.

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HR Perspective: A Tale of Two Cultures: Vocon and Conant Architects

When they merged, Vocon, a "fun" company, and Conant Architects, a "traditional" company, overcame many problems caused by different corporate cultures. Such problems are common when organizations merge.

1. What specific cultural challenges do companies face during mergers and acquisitions?

   Answers will vary. Students should consider cultural differences in corporations and nations.

2. What unique strategies could be used to reduce the anxiety experienced by employees during mergers and acquisitions? How could an HR department help with these efforts?

   Answers will vary. Students should consider unique solutions such as setting up workers with similar tasks in the two companies as work partners.

2-9b. Human Resources and Benchmarking

Benchmarking is the process of comparing an organization's business results to industry standards or best practices. Benchmarking gives results, but not reasons for the results, so benchmarking is a starting place for making improvements.

2-9c. Human Resources and the Balanced Scorecard

The *balanced scorecard* is a framework organizations use to report on a diverse set of performance measures. It measures performance in four areas: financial measures, internal business processes, customer relations, and learning and growth activities; as shown in Figure 2-13.

2-9d. Human Capital Effectiveness Measures

Both the cost and the benefit of human capital should be measured.

Teaching Tip: Remind students that, as stated in Chapter 1, human capital is the collective value of the capabilities, knowledge, skills, life experiences, and motivation of an organizational workforce.

Revenue per employee is a basic measure of human capital effectiveness. The formula is Revenue/Head Count (full-time employee equivalents).

Return on investment (ROI) is a calculation showing the value of investments in human capital. The following formula calculates the potential ROI for a new HR activity:

$$\text{ROI} = \frac{C}{A + B}$$

where:

A = Operating costs for a new or enhanced system for the time period

B = One-time cost of acquisition and implementation

C = Value of gains from productivity improvements for the time period

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Human capital value added (HCVA) is an adjusted operating profitability figure calculated by subtracting all operating expenses except labor expenses from revenue and dividing by the total full-time head count. The following formula calculates HCVA:

$$\frac{\text{revenue} - (\text{operating expenses [compensation + benefit costs]})}{\text{full - time head count}}$$

Human capital return on investment (HCROI) directly shows the amount of profit derived from investments in labor. The following formula calculates HCROI:

$$\frac{\text{revenue (operating expenses - [compensation + benefit costs])}}{\text{(compensation + benefit costs)}}$$

Human economic value added (HEVA) is the wealth created per employee. The following formula calculates HEVA:

$$\frac{\text{net profit after taxes - cost of capital}}{\text{full - time head count}}$$

2-9e. Human Resources Audit

An *HR audit* is a formal research effort to assess the current state of an organization's HR practices. Audits assess how well HR is performing and it enables management to identify areas for improvement. The following levels are common: compliance audit, benefit programs audit, I-9 audit, specific program audit, and a full HR audit.

CRITICAL THINKING CHALLENGES

1. Discuss how globalization has changed jobs in an organization where you have worked. What are some HR responses to those changes?

   Answers will vary based on individual experiences. Most jobs have been affected by the increased pressures from foreign competitors, foreign business practices that influence operations in the domestic country, and the technological advances that have eliminated many barriers to operating on a global scale. To effectively compete on an international scale, the organization needs expertise to administer all HR activities in a wide range of nations. HR responses to globalization could include offshoring the company's operations in order to lower costs or following a global staffing strategy that best fits the company's culture and strategic goals.

2. What steps can HR professionals take to ensure that mergers and acquisitions are successful? How can HR help during the integration process?

   Students can refer to Figure 2-11 that lists the HR activities during mergers and acquisitions to help identify what steps HR professionals can take to ensure that M&As are successful. After the deal has been closed, the focus of HR activity switches to the orderly transition of basic HR processes such as payroll and benefits migration. Early in the transition, HR focuses on identifying key talent and establishing initiatives to retain these critical employees.

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3. How can an organization maintain its image while dealing with a talent surplus? If layoffs are necessary, what would you recommend managers do to ensure that survivors remain committed and productive?

   Best practices for companies carrying out layoffs include:

   - *Identify the work that is core to sustaining a profitable business.*
   - *Identify the knowledge, skills, and competencies needed to execute the business strategy.*
   - *Protect the bottom line and the corporate brand.*
   - *Constantly communicate with employees.*
   - *Pay attention to the survivors.*

4. As the HR manager for a multinational corporation, you want to identify HR competencies that are critical for global companies. Visit the website for the World Federation of People Management Associations (www.wfpma.com) to research the topic and to identify differences in the body of knowledge in different parts of the world.

   At this website, students can get information about the competency project that was done by WFPMA. Answers will vary. Students could consider topics such as immigration and sustainability.

5. As the HR Director of a U.S.-based company that is looking at global opportunities in China, you have been asked by the company president to prepare an outline for an HR strategic plan as part of the company's expansion process. You need to develop an HR strategic plan that will integrate the goals, objectives, and strategies of the HR department with those of the company. The plan also needs to support the objectives of other departments within the company. To get ideas on how to develop an HR strategic plan, go to www.workinfo.com.

   A. What is the process to use for identifying the components of the HR strategic planning process?

      Most students will probably refer to the Strategic Planning Process shown in Figure 2-1—organizational mission, SWOT analysis, establish goals and objectives, formulate organizational strategy, formulate supporting functional strategies, implement, and evaluate and reassess. This process can be used to look at the HR function in the organization, how it is tied to the organizational mission, and the strengths, weaknesses, opportunities, and threats.

   B. What other company strategic objectives must the HR strategic plan integrate and support?

      Organizational productivity, customer service and quality, and financial contributions are three strategies that are identified in the text. However, there might be others related to globalization, mergers/acquisitions, technology changes, etc.

CASE: HR'S PERFORMANCE CONSULTING AT INGERSOLL RAND

HR can become more valuable in helping organizations meet their strategic goals by getting involved with performance consulting. At Ingersoll Rand's Climate Solutions, the HR group worked with managers to create positive talent plans and developed a talent solutions framework that identified and corrected the causes of performance problems.

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1. Why do HR personnel need to think more strategically in companies? Why might such an approach enable HR to be taken more seriously by other managers?

   Answers will vary. Organizations focus on accomplishing strategic goals. The HR department becomes more valuable if it helps the organization accomplish its goals. Other managers will take HR more seriously if HR can help their departments solve problems and accomplish their goals.

2. How would you evaluate the talent solutions framework developed for the Climate Solutions unit at Ingersoll Rand? Is the approach something that you could use as a line manager or as an HR professional, or should it be changed or developed further?

   Answers will vary but students should consider the success of the HR department's actions. It became more valuable to the company.

   Suggestions for changing and developing the approach will vary but students should consider the needed skills.

SUPPLEMENTAL CASES

Analytics at PricewaterhouseCoopers

This case illustrates how turnover in a company was dealt with by surveying current and former employees to develop better HR strategies. (For the case, go to www.cengage.com/management/mathis or visit the instructor companion website.)

1. Why do more companies not use analytics to solve such problems? How would you argue to make the case for analytics in an old-line HR department?

   Students could identify different reasons, but some possible answers include the following:

   - *The HR staff is not knowledgeable about using HR analytics.*
   - *Senior management doesn't realize the value of HR analytics and doesn't ask or expect that type of analysis from HR.*

   To make the case for adopting HR analytics, the HR staff could calculate some metrics and do some analysis to show senior management how the power of HR metrics and analytics is an untapped resource.

2. What resources could an HR professional consult to begin building expertise in this area of analytics?

   HR metrics classes are available through professional associations such as Society for Human Resource Management (SHRM) and the HR staff could use many articles, books, and software to educate themselves. Also, the HR staff could work through their local SHRM professional association to find other companies that are using HR metrics.

Where Do You Find the Bodies?

This case identifies problems associated with HR planning and recruiting in a tight labor market. (For the case, go to www.cengage.com/management/mathis or visit the instructor companion website.)

1. How does this case illustrate the lack of HR planning?

   Answers will vary. The corporate headquarters did not consider the gap in the wage offered and the acceptable wage rate in the city. Analyzing the jobs that need to be done and the capabilities

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of people who are currently available in the organization to do them is an important part of HR planning, which the headquarters of the automobile service center failed to do. When the employees started quitting their jobs, the company should have taken a cue from it and corrected the salary offered to the employees in order to retain the rest of the employees.

2. What approaches could be used to recruit mechanics?

Answers will vary. Because the objective of strategic planning is to anticipate future events and conditions, managers should evaluate and revise the strategic plan on a periodic basis. Attracting and retaining the right talent is an ongoing challenge because the needs of the business change over time. Organizations need to plan for both the quantity and quality of the workforce over the planning horizon. Having sufficient workers with the right qualifications is essential to achieve the strategic plan. Also, the potential employees should be offered competitive wages so that they do not quit their jobs to take jobs that pay better.

Comments

The situation described in Boomtown is very typical in several parts of the western United States. Unfortunately, there are no easy solutions that Milt can adopt. He might try recruiting mechanics from economically depressed areas elsewhere and Milt might design an incentive system for use with shop personnel. Another alternative is to start renting space in the center for individuals to work on their own vehicles. Also, Milt and his boss should convince headquarters that there must be greater flexibility available to the managers in Boomtown. In summary, the case emphasizes the need for planning, flexibility, creativity in dealing with personnel problems, and the effect of environmental forces.

Xerox

This case highlights the challenges of employee retention during stressful and unpredictable times when Xerox was undergoing a significant shift in its strategic focus. (For the case, go to www.cengage.com/management/mathis or visit the instructor companion website.)

1. Discuss the challenges faced by HR management when significant staff cutbacks occur and how they should be addressed.

When companies cannibalize the human resources needed to grow and innovate, disruption follows for some time. Downsizing can hurt productivity by leaving "surviving" employees overburdened and demoralized. Survivors need information about why the actions had to be taken and what the future holds for them personally. The more employees are involved in the restructuring, the more likely the transition is to be smoother. HR professionals and managers also, find downsizing stressful and may react negatively to being the bearers of bad news. The most common methods used when downsizing must occur include attrition and hiring freezes, early retirement buyouts, and layoffs. Voluntary separation programs appeal to employers because they can reduce payroll costs significantly over time. Using such programs is also viewed as a more humane way to reduce staff than terminating long-service, loyal employees. One drawback is that some employees the company wishes would stay, as well as those it wishes would leave, can take advantage of a buyout. Employers must also comply with WARN and other laws. It is often recommended that employers should provide outplacement services to give displaced employees support and assistance.

2. *Use of technology, employee retention, and HR development have been at the core of HR becoming more strategic at Xerox. Why have those areas been so key?*

These areas have been key because they illustrate to employees that Xerox is committed to professional development and continuous learning for its employees. These efforts should also help Xerox employees perform at a higher level to continue its rebound. Focusing on employee

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retention and HR development helps Xerox reduce its turnover, which is an expensive cost. Using the results of the employee surveys will also ensure that Xerox is actually providing the types of programs that lead to employee retention. It is very important when downsizing has occurred that the organization emphasize keeping its high-potential employees and managers.

Pioneers in HR Analytics

HR analytics at four different organizations helped solve several problems, and this case shows how analytics can be used. (For the case, go to www.cengage.com/management/mathis or visit the instructor companion website.)

1. What are some reasons that more organizations do not implement HR analytics? How would you make the case for adopting HR analytics?

   Answers will vary, but students should consider the expertise of the HR staff and the directives of HR managers.

   Examples from other companies and samples from their own company could convince managers to adopt HR analytics.

2. How can HR professionals develop the needed skills to analyze and interpret metrics? What resources could an HR professional consult to begin building expertise in this area?

   Professional associations provide classes and learning material that the HR staff could use to education themselves. The local SHRM professional association could find other companies that are using HR metrics.

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