

Chapter 7

Public Human Resource Management



What is HRM?

- ***Definition*** of Human Resources Management:
 - It is a process that recruits, selects, and hires employees with developing and training them in order to be effective within the organization.
 - Examples: Employees/workers, managers, leaders, individuals working within the organizationetc.

The difference between Public personnel management and HRM

- **There is no big difference between personnel management & human resources management.**
 - Personnel management often focuses more on routine administrative functions such as employees' records keeping and laws following.
 - However, HRM is much broader that has proactive strategies to recruit and develop employees. It is much broader concept than personnel management.

The functions of HRM

- **There are three important functions of HRM:**

1- Human Resources Recruitment and Selection.

2- Human Resources Development.

3- Proper Use of Human Resources.

Human Resources Recruitment and Selection.

- Before attracting and employing people into the organization, it is important, first, to analyze and classify jobs that are needed to fill out.
- ***Job analysis*** can be defined as “the process of studying jobs in order to gather, analyze, and report information about job requirements”
 - Job requirements identify tasks, KSAOs, and others related to that job, with putting the expected salary for that job.
 - This can be used to create ***Job Description*** (JD is helpful to compare employee’s abilities with the job)

Human Resources Recruitment and Selection.

- After analyzing the jobs, and planning on workforce size needed for the organization, there will be three processes of hiring employees:
 - 1- Recruitment.
 - 2- Selection.
 - 3- Employment.

Human Resources Recruitment and Selection.

1- Recruitment:

- It is a process that organization finds and attracts certain people to fill out job vacancies. **Examples**: advertising in newsletters, emails, organization's website etc.

2- Selection:

- It is a process that organization assesses and evaluates applicants' abilities and skills who applied to a job vacancy in order to choose the best applicant. **Examples**: interviews, intelligence tests, GRE/GMAT etc.

3- Employment:

- It is a final decision for choosing specific persons who perfectly match job requirements and offering the job to that person.

Human Resources Development

- **Training** is important because it will improve skills, abilities, behaviors and knowledge of the workforce so that they will be able to work effectively and to increase their level of productivity at the possible limit.

Human Resources Development

- **Two kinds of training:**

1- Training During Service:

- Meaning that new employees will be directed/educated within the same job.
- New employees will be directed/educated by their directed manager/supervisor in order to show the mistakes and tasks to effectively perform the job.

Human Resources Development

2- Official training outside the job:

- this training will be established in an official program, meaning that it will create training programs and provides certifications.
- This kind would occur outside the workplace. In other words, it could be at an independent department of the organization or even outside the organization. ***For example: Institute of Public Administration (IPA).***

Proper Use of HR

- It is not enough to select the best employees to the organizations or develop them.
- It is important to use the best and proper management of those resources in order to make sure that they will continue working and renewing their loyalty at the organization.
- **Functions of using HR include:**
 - A) Salaries, B) Incentives, C) Performance Appraisal, D) Promotion, F) Transfer.

Salaries

- In Saudi Civil Service, they implement the system of **15 classification** (the public employees scale.) for public ministries.
 - It includes 15 steps and 15 grades.
 - Includes basic salaries for each step and grade.
 - Includes annual (Yearly) bonuses for each step. For example:
 - **Employee in step 7 grade 1**: In the new year, he receives bonus of 365 RS and goes to the next grade (grade 2). And next year, he goes to grade 3 and so on.

15 Classification

سلم رواتب الموظفين العام

المعتمد بالأمر الكريم رقم (٤٠٩٧/م ب) وتاريخ ١٤٣٢/٦/٢٥ هـ اعتباراً من ١٤٣٢/٦/٢٥ هـ

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Salaries

- **Allowance:**
 - It is an amount of money that is granted to employees because of the job itself or situations within the workplace. In other words, money is granted for a specific reason.
 - Examples: transportation allowance, risk allowance etc.

Incentives

- ***Incentives:***
 - meaning that employee receives an important thing from the organization because of the performance he reaches.
 - It is important that organizations provide continuous monetary (e.g. money, promotion) and non-monetary (e.g. appreciation) incentives to their employees in order to encourage them to continue working and do the best in the future.

Performance Appraisal

- **Performance Appraisal:**
 - It is a process of evaluating the performance of employee for the job he/she performs within the organization.
 - It is important because it will show the positives and negatives of an employee performance so that organization will train the employee if there is any problem of his performance, or promote him if he has a high performance score.

Promotion

- **Promotion:**

- Meaning that an employee will get a new job that is higher than his previous job at the organization, which may increase the salary and get higher status and responsibility.

- **Promotion may be based on two systems:**

- 1) Seniority (the older will get promotion).
- 2) Efficiency (the effective person gets promoted)

Transfer

- **Transfer:**

- Meaning that employee will transfer from a career to another career, and this new job may have the same level with the previous job (98% the same status).
- The transfer process could happen for many reasons (training reason, punishing reason etc.), and it could be a temporary transfer or permanent transfer.