

Quality Management

Human Resource Development

Human Resource Development

- The whole employee involvement process springs from asking all your workers the simple question, “***What do you think?***”
 - » Donald Peterson
 - » Former Chairman of Ford

Human Resource Development

- 1 Leadership
 - 2 Strategic Planning
 - 3 Customer and Market Focus
 - 4 Measurement, Analysis, and Knowledge Management
 - 5 **Workforce Focus**
 - 6 Process Management
 - 7 Results
- Diagram illustrating the components of Human Resource Development and their relationship to two triads:
- Items 1, 2, and 3 are grouped under the **'leadership triad'**.
 - Items 4, 5, and 6 are grouped under the **'results triad'**.
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graph LR; L1[1 Leadership] --> LT['leadership triad']; L2[2 Strategic Planning] --> LT; L3[3 Customer and Market Focus] --> LT; L4[4 Measurement, Analysis, and Knowledge Management] --> RT['results triad']; L5[5 Workforce Focus] --> RT; L6[6 Process Management] --> RT;
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# Human Resource Development

- 5.0 Workforce Focus
  - 5.1 Workforce Engagement
    - How do you enable employees to accomplish the work of your organization?
      - Describe how your organization's work and jobs enable all employees and the organization to achieve high performance.
      - Describe how compensation, career progression, and related workforce practices enable employees and the organization to achieve high performance.

# Human Resource Development

- 5.0 Workforce Focus
  - 5.2 Workforce Environment
    - How do you contribute to employee learning and motivate employees?
      - Describe how your organization's employee education, training, and career development support the achievement of your overall objectives and contribute to high performance.
      - Describe how your organization's education, training, and career development build employee knowledge, skills, and capabilities.

# Human Resource Development

- 5.0 Workforce Focus
  - 5.2 Workforce Environment continued
    - How do you contribute to employee well-being and grow employee satisfaction?
      - Describe how your organization maintains a work environment and an employee support climate that contribute to the well-being, satisfaction, and motivation of all employees.

# Human Resource Development

- Often the best way to achieve organization effectiveness is by involving employees at all levels.
  - Effective employees are the ones who understand how their jobs fit into the overall scheme of providing products and services to customers.
  - Effective organizations are able to tap into the knowledge and skills of their employees.

# Human Resource Development

- Deming's Fourteen Points - HR
  - 6. Institute training on the job
  - 7. Institute leadership
  - 8. Drive out Fear
  - 9. Break down barriers between departments
  - 10. Eliminate slogans, exhortations, and targets for the workforce.
  - 11. Eliminate arbitrary work standards and numerical quotas. Substitute leadership.
  - 12. Remove barriers that rob people of their right to pride of workmanship.
  - 13. Institute a vigorous program of education and self-improvement.



# Human Resource Development

- Assessing Corporate Culture and Employee Attitude
  - Making change in any organization will be difficult, if not impossible, without the involvement and cooperation of the employees.
    - Employees at all levels must be involved in decisions that affect their jobs.

# Human Resource Development

- Leaders need to know and understand:
  - employee attitudes related to work life
  - employee attitudes concerning pay and benefits
  - employee attitudes concerning communications
  - employee attitudes concerning leadership and supervision
  - employee attitudes concerning appraisals

# Human Resource Development

- Leaders need to know and understand:
  - Employees behave according to their interpretations of the signals corporation leadership sends them.
    - What signals are employees receiving and interpreting through the day-to-day actions of the corporation?
    - What signals are employees receiving and interpreting through employee policies?

# Human Resource Development

- To assume that you know what employees think flies in the face of basic TQM concepts.
  - Must rely on facts and data, not hunches and guesses

# Human Resource Development

- “Nothing will happen without change. Your job as a leader is to manage the change necessary.”

» Dr. W. Edwards Deming

# Human Resource Development

- Employees can not meet the needs and expectations of customers without support from all areas of the corporation.
  - Must assess the internal customers' perceptions
    - How do employees feel about the support they receive from other internal operational units on whom they depend?

# Human Resource Development

- Behavioral Change
  - A person will take an action that will produce a result. The result is seen and interpreted as either positive or negative. Based on the interpretation of the result, the person modifies his or her attitude and acts differently the next time in order to produce an *appropriate* result.

# Human Resource Development

- Behavioral Change
  - Too often, management tries to change the culture by describing the new attitudes it seeks as “quality first” but fails to take the steps needed to influence the action employees take.
    - How does the reward system reinforce behavior?
    - Are expectations aligned with rewards?



# Human Resource Development

- Behavioral Change
  - It takes only moments to proclaim new attitudes, but it takes a great deal longer to get hundreds of people to act differently.
  - If you think change is easy, try to change one thing about yourself.

# Human Resource Development

- Employees are looking to leaders and asking the question: “What do you want me to do tomorrow that is different from what I am doing today?”
  - Communicating through leadership actions and examples is paramount to changing behavior.
  - Reward systems must match with expectations in order to change behavior.

# Human Resource Development

- Good Human Resource Practices follow these general guidelines:
  - Leadership involvement
  - Supportive leadership actions
  - Continuous learning and training
  - Rewards, recognition, and celebration
  - Constant, on-target communications
  - Tracking of the right indicators (good measures)
  - Utilization of teams
  - Utilization of planning

# Human Resource Development

- Modify existing reward systems by considering:
  - Customer expectations, not the job description when generating the individual's job expectations.
  - Results expectations meet different criteria than management-by-objectives statements.
  - Performance expectations include behavioral skills that make the real difference in achieving quality performance and total customer satisfaction.
  - The rating scale reflects actual performance.
  - Employees are active participants in the process.

# Human Resource Development

- Need to create alignment between rewards, expectations, leadership actions, and customer needs.

# Human Resource Development

- How?

## Leadership

- Is our leadership knowledgeable about employee attitudes?
- Are our leaders converting policies to actions related to our employees?

# Human Resource Development

How?

## - Strategic Plan

- Has our strategic plan identified employee education and training supportive of our business objectives?
- Has the strategic plan mapped out a strategy for improving our employee performance?

# Human Resource Development

How?

## - Customer and Market Focus

- Are we communicating useful customer and market information to our employees in a manner that improves their job performance and enhances customer service?



# Human Resource Development

## How?

### - Measurement, Analysis, and Knowledge Management

- How are our employees gathering, analyzing, disseminating and using information related to our key processes?
- Does the organization have communication systems in place that enhance employees ability to obtain and use information?

# Human Resource Development

How?

## - Workforce Focus

- Do our employee policies and reward systems support improvement activities related to our key processes?
- Do our employee policies and reward systems support education, training and self-improvement?
- Do our employees link their day-to-day activities to the overall financial health of the organization?
- Do our employees 'own' the quality of their work?

# Human Resource Development

How?

## - Process Management

- Have the key processes supporting a customer focus been identified and improved by enhancing employee involvement, skills, and capabilities?
- What process does our organization use to improve the work environment?

# Human Resource Development

## How?

### - Results

- Does our skill at managing our key processes include utilizing our employees skills, knowledge, and capabilities?
- Have the changes we have made to employee policies improved our business results?
- Have we successfully integrated employee policies, strategic planning, and customer and market information as shown by our business results?