

# Sample Answers

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## Chapter 1: The New Human Resource Management Process

### Answers to Applying the Concept Exercises

#### Applying the Concept 1-1: HRM Past and Present View

Identify each statement as being a present or past HRM view.

- a. Past view of HRM
- b. Present view of HRM

1. The organization uses productivity centers.

*B. Present View. Productivity centers are listed under present views.*

2. The organization focuses on answering the question “Did we do the right things?”

*B. Present View. This is effectiveness, listed under present views.*

3. The organization uses cost centers.

*A. Past View. Revenue centers are listed under past views.*

4. The organization focuses on answering the question “Did we do things right?”

*B. Present View. This is efficiency, listed under present views.*

5. The organization uses revenue centers.

*A. Past View. Cost Centers are listed under past views.*

#### Applying the Concept 1-2: Critical Dependent HRM Variables

Identify each statement by its variable.

- a. productivity
- b. employee engagement
- c. turnover
- d. absenteeism

6. I got tired of the poor management, so I left for a better job.

*C. Turnover. Leaving one firm for another results in turnover.*

7. Most of us don't really like management, so we only do enough work to stay out of any trouble with the boss.

*B. Employee engagement. Doing the minimum results from a lack of engagement.*

8. I'm fed up with management continuing to lay off employees and expecting the rest of us to do their work to maintain production quotas.

*A. Productivity. Doing the same amount of work with fewer employees results in productivity increases.*

9. I'm a good worker, you aren't really going to fire me, are you?"

*C. Turnover. Firing an employee results in turnover.*

10. Of course I take all my sick days, if I don't I'll lose them.

*D. Absenteeism. Taking sick day results in absenteeism.*

### **Applying the Concept 1-3: HRM Skills**

Identify each activity as being one of the following types of HRM skills and write the letter corresponding to each skill before the activity or activities describing it.

- a. technical
- b. human relations
- c. conceptual and design
- d. business

11. The HR manager is working on the strategic planning process.

*D. Business. Strategy planning is a business skill.*

12. The HR manager is working on determining why more employees are coming to work late recently.

*C. Conceptual and Design. Figuring out the problem takes conceptual and problem solving skills.*

13. The HR manager is filling out a complex government form.

*A. Technical. Filling out the form is a technique to complete a task.*

14. The HR manager is talking socially with a few of her staff members.

*B. Human Relations. Talking with staff members socially is a people skill.*

15. The HR manager is praising a staff member for finishing a job analysis ahead of schedule.

*B. Human Relations. Thanking someone is a form of motivating the employee to continue doing a good job.*

16. The HR manager is assigning projects to various staff members.

*C. Conceptual and Design. Assigning projects requires the manager to make decisions.*

17. The HR manager is communicating with employees throughout the company via e-mail.

*B. Human Relations. Using e-mail is a form of communications.*

### **Applying the Concept 1-4: HRM Disciplines**

Identify each HRM discipline and write the letter corresponding to it before the activity involving it.

- a. Legal Environment: EEO and Diversity Management
- b. Staffing
- c. Training and Development
- d. Employee Relations
- e. Labor and Industrial Relations
- f. Compensation and Benefits
- g. Safety and Security
- h. Ethics and Sustainability

18. The HR manager is writing an ad to recruit a job candidate.

*B. Staffing. Recruiting and then hiring is an important part of staffing.*

19. The HR manager is investigating an employee complaint of racial discrimination.

*A. Legal. Racial discrimination is an illegal activity that HR must resolve.*

20. The HR manager is taking a class in preparation for the exam to become certified as a Professional in Human Resources (PHR).

*C. Training and Development. The course develops knowledge and skills for PHR certification, leading to career advancement.*

21. The HR manager is working with an insurance company to try to keep the high cost of health insurance down.

*f. Benefits. A health plan is a very important benefit.*

22. The HR manager is replacing the office copier with a more energy-efficient model.

*h. Sustainability. The new copier is more environmentally friendly.*

23. The HR manager is having a new software program installed to protect employee records from theft.

*g. Security. Software provides security of the employee records.*

24. The HR manager is working on the new collective bargaining contract with the Teamsters Union.

*E. Labor and Industrial Relations. Dealing with union contracts is labor relations.*

25. The HR manager is looking for potential new employees at the LinkedIn website.

*B. Staffing. Recruiting new employees is a staffing function.*

26. The HR manager is filling out an accident report with a production worker who got hurt on the job.

*g. Safety. Companies have to comply with OSHA safety standards and report accidents.*

27. The HR manager is reviewing a report that compares its wages and salaries to other businesses in the area.

*F. Compensation. Wages and salaries are compensation.*

28. The HR manager is giving priority to promoting a member of a minority group to a management position.

*A. Diversity Management. This may be part of an Affirmative Action plan.*

29. The HR manager is teaching the new employee how to use the HR software program.

*C. Training. Teaching someone to do their job is training.*

30. The HR manager is referring an employee to a marriage counselor.

*D. Employee Relations. Getting employee counseling is an employee relations task.*

## Answers to the Skill Builder Exercises

### SKILL BUILDER 1-1 IDEAS

#### Getting to Know You

Note: Before doing this exercise, decide if you will use permanent class groups for all exercises. Use of permanent groups was discussed in the introduction to this Instructor's Manual. If you elect to use permanent groups, but have students add or drop the course, you may want to wait a few classes before setting up the groups. You can do this exercise after finishing Chapter 1 or before starting.

I recommend doing this exercise so students can get to know you a little better as a person. Since students don't usually buy the book before the first class, I just read the exercise to them and write the three question categories on the board during Procedure 3.

Total Time (up to 50 min)

Times will vary with class size. Select a time limit and allot times for each procedure. Below is a sample time schedule for a 30-min period.

Recommended approximate time for a 30-min period:

(Remember: Your class may need more or less time for each procedure.)

8:00 Procedure 1 6 min

8:06 Procedure 2 6 min

8:12 Procedure 3 6 min

(I tell students they do not have to have all three types of questions, but to focus on what they want to know.)

8:18 Procedure 4 12 min

8:30

(I take only one question from a group and go to all groups for Question 1. Then I do the same for Questions 2 and 3. I also tell the class that if they think of other questions to ask as they listen to other groups' questions, to add the question when I get to their group.)

If your class is slower, you can finish the exercise during the next class. If your class is faster, you can spend more time on the discussion, and/or do the Apply It section.

#### Procedure 2 Discussion Question Answer

Most students realize the importance of calling people by name. One technique they can use to help remember people's names when they first meet them is to address the other party with a greeting that states his or her name, such as "How do you do, Bill?" Then call the person by name two or three times during the conversation. It takes a conscious effort to develop the ability to remember names. If you forget a person's name after meeting him or her, ask someone who knows the person what the person's name is. Then address the person by name.

## SKILL BUILDER 1-2 IDEAS

### Comparing HR Management Skills and HR Responsibilities

Total Time (5–20 min)

Select a length of time and option to use.

Doing Skill Builder 2 in Class

Objective

To better understand the importance of good HR management skills and HR responsibilities.

Preparation

Students should have completed the preparation comparing good and poor managers, or it could be done in class.

Experience

Have students discuss the characteristics of good and poor managers. The students should realize that a major difference in good and poor managers lies in their skills and effective implementation on HR responsibilities.

Procedure (5–20 min)

Option 1. As a class, discuss preparation answers to the best and worst manager.

Option 2. Break into groups of 4–6 and have students discuss their preparation answers to the best and worst manager.

Option 3. Same as Option 2, but select a spokesperson to briefly share the groups' answers. All groups report their answers. You, or a student, may write answers on the board.

# Case Notes

## Case 1-1

### Summary

At Zynga, a very strict and rigid control system was utilized that focused on the bottom line over employee health, welfare, and satisfaction. Zynga, known for FarmVille and CityVille, employed a CEO, Mark Pincus, who thrived under authoritarian watch over his employees, utilizing top-down management strategies to increase employee productivity.

Former employees began expressing concerns regarding the culture and how a negative culture may prohibit growth and employee retention, specifically from higher level software engineers and computer programmers. The external perception of Zynga was much different than the internal perception, which focused on data-driven decision-making and metrics to make decisions regarding employee performance.

Despite the culture struggles, Zynga was regarded as a highly successful company. However, other companies were looking to attract some of Zynga's talent who may not fit with the employee culture, after the initial public offering, as many of the employees who had stock or company options would more than likely wait until the IPO to pursue other lines of employment.

### Analysis

This case introduces many of the HR concepts that are discussed throughout this text including employee motivation, organizational culture, ethics, employee retention, compensation, and employee management. Because this is the case for the first chapter of the text, the instructor may wish to refer to **Exhibit 1–3 The Practitioner's Model for HRM** to reference all of the topics which could be discussed in this case study.

For students who have not taken introductory business courses, it may be necessary for the instructor to discuss start-up companies and how IPOs are executed and the purpose of stock and employee options.

### Questions

1. Imagine you are the new HR director at Zynga. What do you think you might do in this situation to limit the potential loss of a large number of very talented employees?

First, try to talk with Pincus about the cost of driving away talent. Your job as the HRM is to "advise" him concerning people matters. Talk to him about *the costs* of low productivity, low satisfaction, and high absenteeism and turnover. Since he is numbers-driven, use the numbers to show how much he is harming the company.

Second, discuss grievances with employees and try to resolve at least some problems immediately. See if they have suggestions on how to make the workplace more adaptable to various talent levels that could be carried out. Bring the best suggestions to Pincus for discussion. If he *is* intelligent (and chances are high that he is!), you should be able to find a way to make him listen.



Longer term, the culture needs to be modified. Respect is a necessary part of any high-performance culture, and there isn't much respect being shown right now.

2. Are there any benefits or incentives that you can think of that might make more people want to stay on at Zynga after the IPO is complete and they can "get their money"?

The best incentive in this case would be to change the work environment. It is unlikely that anything else will work to get people to stay, unless they feel that their concerns about management are going to be taken into account.

Traditional benefits might include flexible work schedules, telecommuting which can also lower stress.

Stress management benefits of various types might help. These can go all the way from providing yoga classes at lunch to providing laundry and dry-cleaning services, dog sitting, and elder care. The level of stress here appears to be bordering on "distress."

Any incentives should be tiered so that you don't have to be the absolute top performer in order to meet a goal and receive some reward.

3. HR managers frequently have to teach other senior managers how to deal with their employees better. What do you think you can do about Mr. Pincus? Is there anything you can do? Can you coach him concerning his management style? Do you think this will be effective?

First, remember that he is the CEO!

However, Mr. Pincus needs some executive coaching on leadership and motivation. He is highly talented, but he has never been taught to manage others. Management is NOT intuitive! So your job would be to get him to understand that such coaching would actually likely save the company money in the longer term.

The first thing you can do is show him how much he loses when he drives a talented employee away.

Second, you can show him that competition is not always going to bring out the best in people. Sabotage and cutthroat coworkers easily occur in this environment.

Third you may be able to show him the value of praise for performance.

He needs to see the evidence that threats and coercion DO NOT work well in getting people motivated to do more than the minimum.

Make him understand that the company's reputation heavily affects the ability to recruit the best employees.

Longer term, it may be necessary or desirable to build a buffer between Mr. Pincus and his employees. Many entrepreneurs are very good at getting a business going, but not very good at all at running it on a daily basis. Make him the "creative director" who works only with senior managers who are able to stand their ground and interact with him, and then translate his ideas into action with the rest of the company. In other words--keep him out of everyone's hair.

4. Do you think that big cash and stock rewards for top performers and "the boot" for poor performers are the appropriate ways to manage talent in this type of high-tech business? Why or why not?

This is not the best thing to do, simply from a turnover cost standpoint. With this type of high-tech, knowledge-based company, it would not be unusual to spend \$100,000 or more to recruit and select a new employee. To then lose them almost immediately is an unnecessary expense. And many of the absolute best people would leave quickly once they found out that the CEO would be constantly looking over their shoulder, micromanaging their every move, and waiting for them to mess up.

A better option may be to provide the opportunity for training to make good employees even better. This shows loyalty to the employee which will be returned to the organization over time.

A “stick-only” approach to managing and leading does not work. Similarly, a “carrot-only” approach doesn’t work either. You need both positive and negative potential measures to shape behavior in people. Mr. Pincus has been using only the stick and does not understand the negative consequences of that approach.

Later, we will talk about the coaching, counseling, and disciplinary process. This is probably the model we need to follow here--at least to some extent.

# Discussion Questions

## Chapter 1: The New Human Resource Management Process

1. Experts say that managers need to improve both effectiveness (a function of getting the job done whenever and however it must be done) and efficiency (a function of how many organizational resources we used in getting the job done) in order to improve employee productivity. In your own experience, has it been easier to improve employee effectiveness or employee efficiency? What tools/processes do you believe can be used to increase either employee effectiveness or efficiency?
2. One of the most critical issues that HR managers face is the fact that technology is outpacing our ability to use it. What examples of technology have you seen implemented in the workplace that have outpaced employees abilities to use it?
3. Turnover and absenteeism are routinely listed as some of the most important issues that managers deal with. What do you believe causes turnover and absenteeism and what role do you believe managers should play in addressing these issues?
4. In the last 30–40 years, HR management has gone from reactive to proactive in nature. Good HR managers are constantly looking at processes within the organization and, if there is something going wrong, figuring out how to assist the line management team in fixing the problem. What processes do you believe HR managers are in the best position to evaluate and how you believe they can best partner with line management to improve these processes?
5. There are a number of specific HR disciplines that someone can pursue listed below. Which discipline(s) are you most interested in? Which disciplines do you think would be most difficult to specialize in?
  - a. EEO and Diversity Management
  - b. Staffing
  - c. Training and Development
  - d. Employee Relations
  - e. Labor and Industrial Relations
  - f. Compensation and Benefits
  - g. Safety and Security
  - h. Ethics and Sustainability

# Lecture Notes

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## Chapter 1: The New Human Resource Management Process

### Learning Objectives

- 1-1 Identify the difference between the traditional view of human resource management (HRM) and the present view.
- 1-2 Identify the major challenges that HR managers face in a modern organization; note especially where we are not doing well.
- 1-3 Identify and briefly describe the four critical dependent variables that managers must control in order to compete in a 21<sup>st</sup> century organization.
- 1-4 Describe the four major HRM Skill sets.
- 1-5 Discuss the line manager's six HRM responsibilities.
- 1-6 Identify and briefly describe the eight major HRM discipline areas.
- 1-7 List some of the major resources for HRM careers.
- 1-8 Explain the five parts of the practitioner's model for HRM and how the model applies to this book
- 1-9 Describe how employee engagement affect productivity.

### Annotated Chapter Outline

- I. Why Study HRM?
  - a. Competitive advantage
  - b. Employee engagement
    - i. Job satisfaction
    - ii. Willingness to perform
  - c. Organizational success
    - i. Employee engagement
    - ii. Effective management
    - iii. Productivity
    - iv. Profit

*To learn how to engage employees more effectively. Employee engagement is a combination of both job satisfaction and a willingness to perform for the organization at a high level over an extended period of time.*

*Organizations that engage and manage their people more successfully than their competitors have a much greater chance of being more productive and profitable than their competition.*

- II. HRM Past and Present

- a. Past
  - i. HR managers were paper pushers and simply organized personnel files.
  - ii. HR functioned more as a cost or revenue center.
- b. Present
  - i. HR managers improve organizational revenues and profits by creating the right working environment.
  - ii. HR functions more as a productivity and profit center.

### III. HRM in the 21st Century

- a. Advocate for workers
  - i. Support employees
  - ii. Reinforce value of workers and their skills
  - iii. Improve working conditions and benefits
- b. Communicate the company's values and directives
- c. Maintain best practices and stay within established budget

*HR professionals fill a vital role in business:*

*They are advocates for the workers, that is, support initiatives that reinforce the value of workers and the skills they provide that enhance the success of the company (improve working conditions and benefits).*

*But HR professionals also are beholden to the company's values and directives that require them to maintain best practices within the confines of established budgetary constraints.*

### IV. Consider This

Imagine the future of two comparable companies with similar revenues and identical market share:

<b>Company A</b>	<b>Company B</b>
Fails to recruit top talent	Recruits better
Does not nurture talent	Trains and develops better
Has high turnover	Retains talent
Spends time defending their practices in court	Avoids lawsuits

### V. Productivity

- a. What is it?
  - i. Amount of output organizations receive per unit of input.
- b. What does it require?

- i. Effectiveness in getting the job done.
  - 1. Think “Did we do the *right* thing?”
- ii. Efficiency in using resources to get the job done.
  - 1. Think “Did we do things *right*?”

## VI. Challenges for HR Managers

- a. Challenges
  - i. Job satisfaction: the extent to which people like their jobs and the environment in which they work.
  - ii. Turnover: the permanent loss of workers, which costs the organization in many ways.
  - iii. Absenteeism: failure of an employee to report to work as scheduled.
- b. Effects
  - iv. Productivity
  - v. Employee and organizational performance
- c. Challenges for HR Managers
- d. HR managers have no direct control over employees’
  - i. Productivity
  - ii. Job Satisfaction
  - iii. Turnover
  - iv. Absenteeism
- e. Therefore, HR managers should
  - i. foster employee willingness
  - ii. create a desire to work
  - iii. assist in effective and efficient performance.

*HR managers have no direct control over people, specifically their:*

*productivity, job satisfaction, turnover, and absenteeism.*

*Therefore, they must create workplace conditions that foster employee willingness and desire to come to work and perform effectively and efficiently.*

## VII. Types of Turnover

- a. Functional turnover: loss of a poor performer
- b. Dysfunctional turnover: loss of an effective performer
- c. Avoidable turnover: loss of a good worker that could have been avoided

- d. Unavoidable turnover: loss of an employee that could not have been avoided

*Turnover can be both voluntary and involuntary*

### **VIII. The HRM Strategic View**

- a. Took hold within the past 30 years.
- b. Shift from *reactive* to *proactive* (i.e., taking on a strategic role).
- c. Gives organization a sustainable competitive advantage.
- d. Carries out organizational ideas and reaches goals of the overall strategic plan.

*HRM's shift from reactive to proactive (i.e., taking on a strategic role), which took hold within the past 30 years, gives the organization a sustainable competitive advantage, because HRM efforts are critical to being able to carry out organizational plans and reach goals that have been defined by the overall strategic plan.*

- e. Gain of HR leaders having a "seat at the table" as it pertains to strategic planning.
- f. Enhance value of HR to be viewed as part of the solution and not the problem.
- g. Dissolution of "us" versus "them" mentality.
- h. Collaboration allows companies to progress rapidly in their pursuit of success.

*In addition to the movement that has resulted in the role of HR as a proactive force in the business world, there has also been a movement whereby the leaders in HR have gained a "seat at the table" as it pertains to strategic planning.*

*As HR has come to enhance its value as and been viewed as part of the solution and not the problem, there has also been a dissolution of "us" versus "them" mentality.*

*This collaboration has allowed companies to progress more rapidly in their pursuit of success.*

### **IX. Main Goals of Strategic HRM**

- a. Encourage employees through:
  - i. Motivation
  - ii. Leadership

- iii. Environmental analysis
- iv. Organizational changes

- b. Engage employees
- c. Increase productivity and job satisfaction
- d. Lower absenteeism and turnover

*To encourage employees through motivation, leadership, environmental analysis, and organizational changes that work to improve job satisfaction.*

*Doing so engages employees, which in turn increases productivity and job satisfaction, and lowers absenteeism and turnover.*

#### **X. Personnel of Organizations**

- a. HR has positioned itself as a force that supports a well-managed and people-centric business.
- b. Senior executives realize their “personnel” are not headcount, overhead, or subordinates. They are investors and stakeholders in the future potential and prosperity of their business.

*As HR has become instrumental in the development of company initiatives and positioned itself as a force that supports a well-managed, people-centric business, senior executives have reached the realization that their “personnel” (as the antiquated term was once used) are not headcount, not overhead, not subordinates; but instead are investors and stakeholders in the future potential and prosperity of their business.*

#### **XI. Technology and Knowledge**

- a. HR managers are experiencing a shift in labor-intensive talents to technology-intensive and knowledge skills.
- b. Technology enhances effectiveness, efficiency, and productivity while “doing more with less.”

*The job of the HR manager changed from administrator to strategic partner primarily because the type of work we do today has changed from requiring labor-intensive skills to technology-intensive and knowledge skills.*



*Technology is a tool that is capable of enhancing both effectiveness and efficiency. When used to its greatest advantage it allows knowledge workers the ability to be more productive while “doing more with less” which is the modern day business mantra.*

## **XII. Talent Pool and Demographic Challenges for HR**

### a. Talent pool

i. HR managers compete to hire and retain technologically skilled employees. There is a shortage of employees with the knowledge to perform these increasingly complex jobs.

### b. Demographics

i. HR managers must be culturally conscious of employees with different work ethics, cultural norms, and language differences.

*They will compete to hire and retain technologically skilled workers due to a shortage of people with the knowledge to perform these increasingly complex jobs.*

*They will need to be more culturally aware and able to deal with individuals with significantly different work ethics, cultural norms and even language differences.*

*Advances in preventive medicine are allowing older workers, with high-value skills, the opportunity to be productive later in life.*

*It is estimated that some 90% of growth in the U.S. labor force between 2006 and 2016 will be from workers over the age of 55.*

## **XIII. Skills for Successful HRM**

a. Technological skills: methods and techniques to perform a task.

b. Human relations skills: ability to work well with individuals and groups.

c. Conceptual and design skills: ability to evaluate a situation, identify and select reasonable alternatives, and make decisions that implement solutions.

d. Business skills: analytical and quantitative skills that help the manager understand and contribute to the profitability of the organization.

e. Communication skills: ability to effectively write, speak and present. This requires clear, concise communication skills.

f. Social media skills: ability to capitalize on the benefits of social networking.

g. Perceptive and spatial thinking skills: ability to develop lateral thinking and honing a sense perception. This clarity of thinking is valued for senior level managers.

*Technological skills--using methods and techniques to perform a task.*

*Human relations skills--the ability to work well with individuals and groups.*

*Conceptual and design skills--the ability to evaluate a situation, identify and select reasonable alternatives, and make decisions that implement solutions.*

*Business skills--analytical and quantitative skills that help the manager understand and contribute to the profitability of the organization.*

*Communication skills--of paramount importance among the many skills required to be successful in all future business endeavors, the ability to effectively write, speak and present using clear, concise communication skills is of greatest value..*

*Social media skill--the ability to capitalize on the benefits of social networking through the effective use of social media will be a critical skill necessary for success in the 21st century.*

*Perceptive and spatial thinking skills--the ability to develop lateral thinking and honing a sense of being perceptive will also prove valuable in many business settings. People with strengths in these areas have the innate ability to "see how all of the pieces of the puzzle" fit together enterprise wide and this clarity of thinking is valued for senior level managers.*

#### **XIV. Line Versus Staff Management**

##### a. Line managers

- i. Control what the organization does by creating processes and assisting employees who produce what the business sells.
- ii. Usually depicted in an organization chart with a straight line of responsibility.

##### b. Staff managers (HR managers)

- i. Advise line management on issues within their fields of specialized knowledge.
- ii. Usually depicted on an organization chart using a dotted line.

#### **XV. HR Responsibilities of Line Management**

- a. Legal considerations
- b. Labor cost controls
- c. Leadership and motivation
- d. Training and development

- e. Appraisal and promotion
- f. Safety and security of employees
- g. Ethics and sustainability

**XVI. Disciplines with HRM**

- a. Legal: EEO and diversity management
- b. Staffing
- c. Training and development
- d. Employee relations
- e. Labor and industrial relations
- f. Compensation and benefits
- g. Safety and security
- h. Ethics and sustainability

**XVII. HRM Careers**

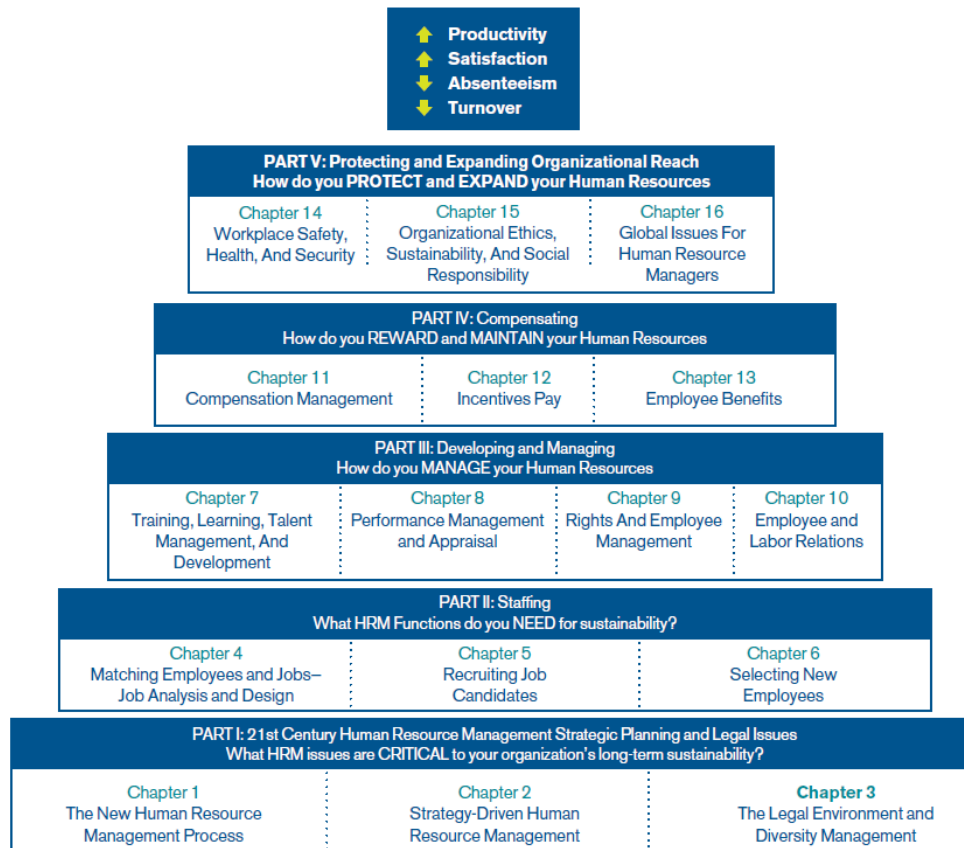
- a. These are professional associations and certification programs that help employees obtain and advance in HR careers:
  - i. The Society for Human Resource Management (SHRM)
  - ii. American Society for Training and Development (ASTD)
  - iii. WorldatWork.

**XVIII. Professional Liability**

- a. The organization and managers can be sued by employees who feel their rights under employment laws have been violated.
  
- b. For this reason, it is important to understand HRM concepts as thoroughly as possible.

*The organization and managers with authority to make organizational decisions can be sued by employees who feel their rights under employment laws have been violated. Therefore, you need to understand HRM concepts as thoroughly as possible.*

**XIV. Practitioner's Model for HRM**



*Strategy, the legal environment and diversity management are the basis for everything else that a 21st century HR manager does; they are the most critical to the organization's basic stability and success.*

*Getting the right people into the right jobs allows the organization to get its work done successfully over long periods of time.*

*Managing people through training, evaluation, development, counseling, and employee and labor relations to keep them satisfied and productive.*

*Rewarding and maintaining workers through compensation and benefits packages, and protecting worker safety and health, to ensure ongoing organizational success.*

- I. Strategy, the legal environment, and diversity management are critical to the organization's stability and success.
- II. Pair employees with fitting jobs to allow the organization to achieve success over longer periods of time

- III. Maintain employee satisfaction and productivity through training, evaluation, development, counseling, and employee and labor relations.
- IV. Reward employees through compensation and benefits packages.
- V. Protect and expand the reach of the organization.

*Getting the right people into the right jobs allows the organization to get its work done successfully over long periods of time.*

*Managing people through training, evaluation, development, counseling, and employee and labor relations to keep them satisfied and productive.*

*Rewarding and maintaining workers through compensation and benefits packages, and protecting worker safety and health, to ensure ongoing organizational success.*