SCHOOL-BASED ENTERPRISE INSTRUCTIONAL UNITS
HUMAN RESOURCES MANAGEMENT

EMERGING LEADERS AND ENTREPRENEURS IN MARKETING, FINANCE, HOSPITALITY AND MANAGEMENT
All businesses, regardless of their size, conduct human resources management. The owner of a very small company with five or six employees will probably oversee at least some, if not all, HR functions. A large organization with dozens or even hundreds of employees will dedicate an entire division of workers to the management of human resources. The human resources management function always begins with the hiring process, whether for a small or large organization. This involves writing job descriptions, reviewing résumés, conducting interviews, and selecting candidates for hire. An effective hiring process is critical, for it ensures that employers will be satisfied with their chosen hires and reduces turnover.

The HR management function continues with the onboarding of a business’s new employee. Onboarding refers to the period of time during which a new employee is introduced to and becomes familiar with the organization and all its facets. Onboarding comprises several steps including the completion of necessary paperwork (for payroll, benefits, taxes, etc.), formal training and meetings, and informal conversations and gatherings with new coworkers.

Training of a new employee can be conducted in many ways and by many people. An HR employee may coordinate and even conduct some of the training of a new hire at a large company, but a small organization may only train the employee briefly, preferring that the new hire learn “on the job.” A large business may have lots of money to spend on snazzy training presentations and packets, while a smaller business might not provide any materials. Whatever the approach to new-hire training an organization takes, the mission of an employer is to quickly and efficiently prepare a new employee to perform their job well.

Once a new employee is well established at their place of work, the HR management function shifts from onboarding processes to more routine ones. An employee will still receive paychecks and benefits and need training on new products/services, but they will eventually develop additional needs as they progress in their job. The employee inevitably transitions out of
their onboarding phase and begins to feel comfortable in the workplace and with their coworkers. As a result, the employee’s needs will shift from knowledge of the organization and acceptance from their peers as a fellow employee to a need for fulfillment in their job, enjoyment of their responsibilities, and a sense of community. The HR management function, then, becomes about ensuring that these new needs are met. Human resources management therefore also involves policies in place for a wide variety of issues including conflict in the workplace, professional development, family emergencies, retirement planning, and team building, among others. The human resources management function is not static but rather evolves as the employee’s experience in the workplace evolves.

Just as the human resources management function involves hiring, so too does it occasionally involve supervision of the exit process. Employees leave businesses for all kinds of reasons. Sometimes they are terminated for job performance or behavior at work or are laid off when their positions are eliminated. Often, though, employees leave their places of work because they have found a different job. In cases like these, it is to the benefit of the company to determine why the employee has found a new job. Did the employee not feel a sense of camaraderie with their colleagues? Did they disagree with some of the company’s values? Did they feel they were beat out of a promotion by someone less qualified? Knowing the answers to these questions will help the business better retain its future employees.

Human resources management in your SBE most likely does not take on the scope of the function as it is discussed here. But it still comes into play and is important to understand. Just like any business best performs when its employees show up on time and act like they enjoy their jobs, your SBE also best operates when students show up to work their scheduled shifts and are happy to be there. A punctual, motivated, and enthusiastic workforce doesn’t just happen, though, but rather is the result of instilling in those workers a sense of pride in their work.

OBJECTIVES
- Discuss the nature of human resources management.
- Conduct product “show and tell.”
- Foster “right” environment for employees.
- Train staff.
- Supervise staff.

KEY TERMS
- Hiring process
- Onboarding
- Exit process

REFERENCES

In an effort to better broadcast their HR policies to all personnel, large organizations are posting electronic versions of their human resources policy manuals online. Columbia University’s online manual is accessible through the school’s HR website, http://hr.columbia.edu/home. Here both employees and applicants can select different tabs to access information about the hiring process, benefits, professional development, and many other topics. The “policies” tab features links to the online HR manual, important updates, and various forms. The policy manual is a well-organized listing of the university’s HR rules, regulations, and procedures. Employees can read a brief overview of the manual and its purpose and then navigate between seven different sections of information:

1) **Employment Policies:** This section outlines topics relating to employment eligibility and the procedure for accessing personnel records. Topics are wide ranging and include logistical pre-hire processes (such as medical examinations, citizenship verification, and drug testing), unique employment situations (such as re-hiring and dual employment), and an explanation of employee seniority.

2) **Wages and Salaries:** This section discusses everything related to monetary compensation at the university. It includes explanations on base pay, pay ranges, overtime, bonuses, and pay alterations for both exempt and non-exempt employees.

3) **Providing Benefits:** This section actually links back to the benefits page of the university’s HR website. The provision of benefits to employees is the most logistically complex of a human resources department’s functions, and Columbia University is no exception. The benefits page on the school’s HR website is divided into several broad categories, each of which thoroughly explores various relevant topics. “Benefits Highlights” is the most comprehensive of the categories and discusses the various medical, dental, and retirement plans available to Columbia University employees. Other categories include “Tuition Programs,” “Information for Retirees,” and “Adoption Assistance Program.”

4) **Time Away From Work:** Sick leave, vacation time, and personal time are all discussed in this section, as are paid and unpaid leaves of absence for various reasons including medical situations, elder care, military service, and other personal issues.

5) **Employee Concerns:** This section discusses how and by whom HR policies are administered, how complaints are filed in the workplace, and the nature of the probationary employment period and performance reviews.

6) **Operating Policies:** This section discusses day-to-day operating procedures including operating hours, adherence to the university’s smoking and alcohol/drug policies, and the university’s rules of conduct. It also details the university’s stand on violence and sexual harassment.

7) **Separations:** This section deals with termination of employment with the university. It outlines voluntary termination (when an employee decides to leave), involuntary termination (when an employee is fired), and lay-offs (when job positions are eliminated), and the policies and procedures surrounding each situation.

By making its human resources policies readily available to its employees, a business is empowering those workers to be informed about their work environment and their roles within it. Transparent human resources procedures ensure a greater degree of adherence to company policy, employee camaraderie, and project completion.