

EXAMPLE ONLY-PREPARED FOR A PARTICULAR ORGANISATION AFTER AN INITIAL EXAMINATION OF THEIR NEEDS,NEEDS WILL VARY WITH DIFFERENT ORGANISATIONS

Practical tips for implementing a new or revising an existing Human Resource Management System

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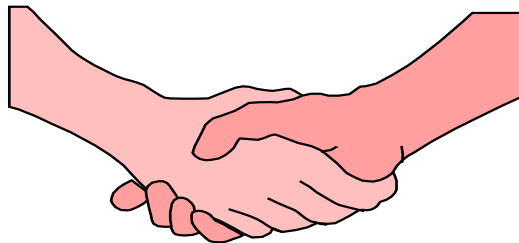
Quotable quote

“People do not care about how much you know until they know how much you care”

Guiding principle

INITIATING CHANGE

- When initiating change remember “People support what they create”



Introduction

The following presents a variety of approaches the author has seen work successfully in other organisations, it is realised not all of it may be required in particular organisations or may work in some. This represents the start with some suggestions that will have to be modified according to the identified needs of particular organisations. Smaller, less complex organisations may not need all of the following initiatives or need them on a low key basis.

General organisational effectiveness

Whatever you do make it SIMPLE & EASY, if it is too much like hard work, it will not happen.

Use a quality management approach to human resource management, with a continuous improvement philosophy.

Define the scope of any project before you start it, you cannot meet needs if you do not identify them.

Do the things that give you the biggest bang for your buck.

Minimise the bureaucracy and bull s—t.

Give and expect regular feedback.

Leadership from the top of the organisation is the key to success.

Communicate your expectations and react when they are not met.

Ensure organisation members learn about time management.

Have huge but realistic goals.

Celebrate success.

Differentiate yourself from others doing similar things.

Identify and respond to internal and external customer needs.

Have a balance with how much you tell members how good the organisation is, if you are really good they will figure it out for themselves.

It helps to have a credible champion of change and a high profile sponsor for your organisation.

There is a wealth of expertise amongst employees that often goes untapped, think about how to surface this expertise.

Do not forget the employees in remote locations.

Having been involved in successful and not so successful organisational change I find John P. Kotter's 8 steps for successful change useful.

Benchmark against known high performers.

Tell your people "Bring me solutions, not problems"

Whatever you decide to do, do it in bite sized chunks, trying to do too much at once may lead to unrecoverable failure.

Strategic

Leadership- As a young Corporal in the Australian Army a Regimental Sergeant Major with a chest full of medals that said he had been there, done that, said to me that that the most important thing in leadership is to look after your private soldiers because you are stuffed (not quite his words) without them. My belief is that leadership is the often forgotten key to excellence in organisations.

It has been suggested that the following must be in place AND seen to be in place to have an effective organisation-

1 Dynamic, visible, accessible, caring leadership

2 Open, honest, focussed and succinct communication

3 Transparent governance

If you do not have the above, you will have trust issues and when trust goes out the door you are in big trouble. People judge you by what they see you doing not by what you say you are doing.

Unleash the potential of your employees. Ensure you get and keep the best people. Thorough job analysis is essential as is development of detailed accountabilities and accountabilities. Recruitment and selection using behaviour based techniques that bring out the best in people and practical tests of skills are appropriate. Job enrichment must be practised. Do not neglect succession planning and have robust termination procedures. Give honest information about the organisation to attract the best and most appropriate people. When recruiting realise interpersonal and communications skills are just as important as technical skills. When it comes to employing people remember “If you pay peanuts you get monkeys “

Train leaders and followers in teambuilding principles and enact appropriate actions. Role clarity is vital.

It is essential to treat everyone you interact with in a caring, compassionate and respectful manner even if you disagree strongly with them. To not do so will build antagonism, weaken trust and in a litigious society will land you in a lot of trouble.

A learning needs analysis will be useful to guide development of learning programs/. Learning must be focused and interactive. There must be support programs for formal education and broader professional development.

Formal coaching / mentoring programs for organisation members can have excellent results. Often informal get together over a coffee or a beer provide significant learning and are not to be ignored. Networking requires time and effort to get the best results.

It sounds so basic I hesitate to mention it but responding quickly and thoroughly to member communications is often overlooked in my experience. Follow up appears to be the weakest link in the chain.

While criticism of the organisation may be unwelcome it may also be valid. Mature organisations will respond to criticism, engage the critic and build a solution. If there is a volume of criticism it may be that the organisation is doing things well but not being seen to do so.

Disputes often occur in organisations. Detailed rules, procedures etc must be developed consistently and fairly applied AND seen to be applied with compassion. Sometimes hard decisions have to be made and people will not like it, if processes were seen to be fair that will defuse a lot of the tension.

Those in management and supervisory roles must spend sufficient time in the field that they do not lose sight of reality. As a leader of soldiers I was told it was essential to keep in contact with the troops on the ground as they will not sugar coat the truth.

“Nothing is more central to an organisations effectiveness than its ability to transmit accurate, relevant and understandable information among its members” There is a big difference between saying you have open communications and actually achieving it. Keep all your communications

simple, focussed and succinct. Busy people do not have time to read lengthy documents and busy people do not have time to write them. Always check for understanding. Where ever possible use face to face communication, it is a big mistake to rely on e-mails for communicating major issues.

If a recent audit to guide strategy has not been carried out carry one out. Need to establish what is in place, what is working and what is not working. Sometimes it is appropriate to recognise the efforts of the past, thank the people involved but be very upfront that there is the need for considerable change.

Carry out a force field analysis with the senior management group to help develop objectives, goals, strategy etc.

Carry out a series of force field analysis with a cross section of managers, supervisors and workers. Be aware the presence of some managers and supervisors may inhibit worker discussion.

Based on the force field analysis a draft H.R.M. plan will be developed and circulated for comment. The pace of change can be quick, moderate or slow depending on need and the culture of the organisation. Sometimes H.R.M. & safety change can be the vehicles for other needed management change. Too quick and too large change can be counter -productive at times. The H.R.M. plan must have timelines for implementation.

Carry out a short Leadership workshop with senior managers, managers and supervisors.

Note

Senior management must not underestimate the power of their demonstrated commitment, example and expectation of high performance in H.R.M., they have to become forceful advocates for H.R.M..

Operational

Ensure people have required qualifications.

Beware of displacement activities, a displacement activity is something we do, something we put a lot of energy into, but when we examine it closely there is no valid reason to do it. Some professions have many displacement activities.

Develop an appropriate short induction program for new employees.

Introduce an effective performance appraisal and performance management system. These must be regular and clearly linked to the role.

Supervisors run regular, short, sharp meetings with workers.

Excellent performance must be recognised, monetary incentives are not usually a preferred option.

Appropriate rehabilitation programs are in place after injury.

An Employee Assistance Program provider should be sourced.

Wellness programs should be investigated.

A H.R.M. committee trained in its role & responsibilities should meet regularly. Giving committees substantive task to do will help stop minor issues being raised

Supervisors should be trained in appropriate H.R.M. procedures.

Those in high risk occupations should have regular medicals.

Appropriate procedures for E.E.O. and anti-discrimination must be in place. Appointment of referral officers and training is appropriate.

In our increasingly litigious society it is sad but true that every aspect of the human resource management system must be thoroughly documented in case you end up in court. Saying you have done something can mean very little if you do not have documented proof. A supervisors diary can be admissible in court if details are thoroughly recorded.

Note

Succinct paperwork is mandatory.