Contents

LIST OF FIGURES AND TABLES vii

CONTRIBUTORS xi

BOOK MAP xviii

Chapter 1 Introduction
By Richard Croucher, Susan Leigh and Michael Muller-Camen (Eds) 1

HRM IN CONTEXT

Chapter 2 The Context of HRM
By Paul Higgins and Philip Frame 7

Chapter 3 People and Human Resources Strategies
By Andrew Mayo 25

Chapter 4 HRM and Technological Innovation
By Anna Kyprianou 51

Chapter 5 Labour Law
By Malcolm Sargeant and David Lewis 69

Chapter 6 Equality and Diversity
By Doirean Wilson, Matt Flynn and Philip Frame 91

EMPLOYEE RESOURCING

Chapter 7 HR Planning
By Andrew Mayo 113

Chapter 8 Recruitment
By Ian Favell 139

Chapter 9 Selection
By Tracey Cockerton 161

Chapter 10 Flexibility and Work-Life Balance
By Ian Roper and Suzan Lewis 181

MANAGING EMPLOYEE PERFORMANCE AND DEVELOPMENT

Chapter 11 Psychological Contract, Absence and Turnover
By Susan Leigh 203

Chapter 12 Performance Management and Appraisal
By Patricia Chase and Sebastian Fuchs 221
List of Figures and Tables

Chapter 2  The Context of HRM
Table 1  The existence of an employee relations specialist within different types of organisation 11
Figure 1  A systems model of car manufacturing and servicing 12
Figure 2  The PEST model 13
Figure 3  Dimensions of environmental analysis 16

Chapter 3  People and Human Resources Strategies
Table 2  The existence of strategic business plans in British organisations 28
Figure 4  A model of the strategic planning process 28
Figure 5  The drivers of an HR strategy 30
Table 3  HR implications of business strategy: example 1 31
Table 4  HR implications of business strategy: example 2 31
Table 5  HR implications of business strategy: example 3 32
Figure 6  Options in people management beliefs 34
Table 6  Example of an integrated sub-strategy for 'organisation and culture' 37
Figure 7  Prioritisation of demands 39
Table 7  List of HR processes 43
Table 8  Some of the tools used in HR 44

Chapter 4  HRM and Technological Innovation
Table 9  Technological innovations and HR: a 40-year chronology 54
Table 10  The application of technology in support of HR 55
Table 11  ‘What type of HR Information System do you have?’ 55
Table 12  ‘If you have e-HR facilities, what is the level of HR web deployment?’ 56
Table 13  ‘In which of the following areas is the HR System used?’ 56
Table 14  Success in meeting objectives for the introduction of HRIS 58
Chapter 6  Equality and Diversity
Table 15  The incidence of equal opportunity policies in UK workplaces  97
Table 16  The incidence of regular organisational reviews, by workforce characteristics  97
Figure 8  The dynamic of conflict, as shown by Tuckman’s team development theory  103
Figure 9  The three steps that encourage better awareness of difference  105

Chapter 7  HR Planning
Figure 10  Factors that affect a resourcing plan  116
Figure 11  Flows in and out of a job family  119
Figure 12  Integrating the manpower flows horizontally and vertically  120
Figure 13  Core skill profile of assistants in a retail store  122
Figure 14  The three dimensions of ‘potential’  124
Figure 15  Options for assessing potential  125
Figure 16  Mapping critical positions in an organisation  127
Table 17  Talent pool: Limassol Manufacturing Company  134
Figure 17  Organisation chart: Limassol Manufacturing Company  135
Table 18  Succession plan (January 2007): Limassol Manufacturing Company  136

Chapter 8  Recruitment
Table 19  Application methods and their use  145
Table 20  Recruitment channels, by workplace characteristics  149
Table 21  ‘How are management positions most commonly filled?’  150

Chapter 9  Selection
Table 22  Most popular selection methods used for managerial staff  164
Table 23  Selection tests, 1998 and 2004  173

Chapter 10  Flexibility and Work-Life Balance
Figure 18  Staff morale at LonBoro  182
Table 24  Changes to regulation and the impact on flexibility  186
Table 25  UK employment growth, 1992–2002  187
Figure 19  Percentage of workplaces with flexible working arrangements, 2004  189
Table 26  Percentage of employees with flexible working patterns, by sex, 2004  191
Table 27  ‘Does your organisation use the following working arrangements?’  192
List of Figures and Tables

Chapter 12  Performance Management and Appraisal
Figure 20 The performance management system cycle 227
Table 28 Percentage extent of performance appraisals, by workplace characteristics 233
Table 29 ‘Is the performance appraisal system used to inform the following?’ 234
Table 30 ‘Who is formally expected to input/provide data for the performance appraisal process?’ 237

Chapter 13  Reward Systems
Table 31 Aggregate collective bargaining coverage, 1998 and 2004 248
Table 32 Job evaluation systems compared 249
Table 33 Profit-sharing, employee share ownership and stock options in different national contexts 254

Chapter 14  Training and Development
Table 34 Off-the-job training in British organisations 266

Chapter 16  People-related Measures and High-Performance HRM
Table 35 Displaying the value in a group 299
Figure 21 Motivation and engagement 299
Figure 22 A human capital monitor 303
Table 36 Example of a ‘people balance sheet’ 304
Table 37 The contribution of an HR function to stakeholder added value 306
Figure 23 A model for an HR scorecard 311

Chapter 17  Employment Relations
Table 38 Percentage extent of trade union recognition and joint consultative committee coverage 323
Table 39 The incidence of union recognitions by voluntary agreement, 1996–2001 325
Table 40 Employee involvement and employee participation 327
Table 41 Issues dealt with by employee representatives 329
Table 42 Most common grievances raised in WERS, 1998 and 2004 331

Chapter 18  Health and Safety at Work
Table 43 Health and safety consultation arrangements, 2004 351
List of Figures and Tables

Chapter 19  Employee Communication
Table 44  The incidence of direct communication methods, 1984–1998  363
Table 45  Use and breadth of direct communication by ownership sector, 1990–1998  363
Table 46  Briefing on business strategy for different employee categories  364
Table 47  Briefing on financial performance for different employee categories  364

Chapter 20  Changing Roles in HRM
Figure 24  The parties to HRM  379
Figure 25  Ulrich and Brockbank’s model of HR roles  380

Chapter 21  The Organisation of Work
Table 48  Hourly compensation costs (in US dollars) for production workers in manufacturing, 2004  395

Chapter 22  International HRM
Figure 26  The expatriate assignment cycle  424

Chapter 24  Creating Corporate Capability: A New Agenda
Figure 27  The systematic training cycle  452
Figure 28  DIY Solutions organisation chart  465

Chapter 25  CSR and Sustainable HRM
Figure 29  What are our key relationships?  470
Figure 30  What does success look like?  472
Table 49  Social disclosure on selected items in CSR reports by Fortune 100 companies  473
Figure 31  Products of the three-legged stool: mission accomplished – sustainability  477