

# HUMAN RESOURCE MANAGEMENT - INPUT

## INTRODUCTION

Human Resource Management is a function of the HR department designed to help individuals develop conducts and behaviours that it make it possible for them to fulfill the strategic priorities and consequently the mission of the organisation. The department is primarily concerned with the management of people within organizations, focusing on policies and on systems (OER Services).

## MAIN IDEAS

The functions of the Human Resource department are many and varied, they range from employee management, maintaining a good workplace atmosphere, developing public relations, labor law compliance, job safety, etc. In this section we will focus on the core function of this department: **the employment cycle**.

The employment cycle consists of three main areas: 1) Engagement phase 2) Development phase and 3) Disengagement phase. Before we start we need to take into consideration what capability we currently have in the organisation, what do we need, and how and when do I cover these needs.

### Engagement Phase

- **Planification:**
  - **Need analysis** - why exactly do we need an individual to work with us?
  - **Job description** - develop a document with the requirements (tasks and roles, responsibilities, profile requirements, reporting, timings, equipment, etc.)
  - **Establish timeline for the process** - deadline to apply, interview rounds, final decision
- **Recruitment:**
  - **Communicating the position** - internal (from the organisation) and external (contacts, social networks (LinkedIn), headhunters, etc.)
  - **Managing Candidates** - keep well organised and people informed of how the process is going
- **Selection:** The goal is to minimize the error, a bad selection can have negative consequences in the short and long term
  - **Tests and Interviews** - in order to gather own data. It is useful to contact past employers and colleagues of the individual
  - **Choosing the best candidate** - Variables to consider: what weight do we give to each indicator (e.g. shared values with organisation), probable evolution of the post, candidates with shortfalls, equilibrium of value of candidate / conditions offered, situation job market, etc.
- **Formalisation:**
  - **Contract:** there will need to exist a legal employment arrangement where the job is specified (type of activities, remuneration, perks, hours, etc.)

## Development Phase

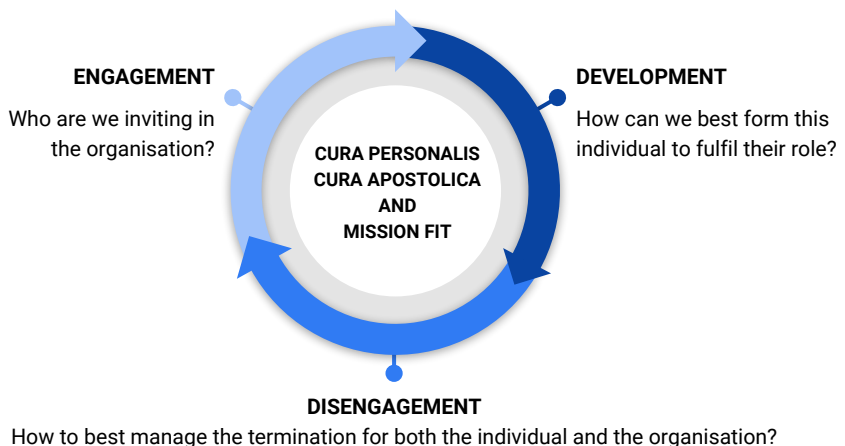
Once the person has been hired the development phase starts. The different parts are:

- **Induction:** period when individuals learn about their position and about the organisation. It is good to prepare document / meetings for them to grasp what it is like being a member of the institution and learning about their role in it
- **Formation:** getting people trained in aspects critical for their job or for roles that you expect them to fulfill in the future. They tend to require investment and it should be in strategic priorities.
- **Performance Management:** this includes the evaluation of how the person is performing their job, the rewarding systems and penalties, the policies for underperformance, engagement with the overall mission, etc.
  - **Disengagement:** low performance normally it comes down to reasons like: lack of challenging work, working too many hours, having no reason to work harder, feel unsatisfied, experience boredom, lack of match between institutions goal and personal goals, etc.
  - **Desires:** some of the things individuals want are: Ownership at work, challenges, feedback, flexibility, stable environment, compensation, advancement opportunities, respect, trust, benefits, job security, experimentation, clear expectations, recognition, goals and career path, comfortable workspace, emotional support, time for family, team building, conflict mediation, collaborative projects, healthy competition...
  - **Why do people quit their jobs:** there can be many reasons but most of the times it comes down to: lack of recognition, internal politics, bad management and leadership, lack of empowerment.

## Disengagement Phase

This is the phase in which the individual leaves the organisation.

- **Termination:** interruption of the working contract and of the psychological contract that will affect both organisation and individual. Take into account that this will be different for voluntary termination and for involuntary termination.
- **Transition:** it has to be for the individual by giving the person counselling and support (sometime offering opportunities elsewhere), and for the organisation by determining who is going to cover the position and the work the person did.



## IGNATIAN NOTE

What you have learned is not new. If there is something that the Constitutions of the SJ contain is rules and recommendations on how to deal with others, especially those who are members of this institution. There is immeasurable value in these lines written by the first fathers, one would need a lifetime to extract everything that is going on in each of the line line. We recommend those working in human resources to read them and pray on them. For the time being, we are going to offer you the index of the topics that the Constitutions contain so you can address the ones that suits you better:

**Part I - Admission to Probation:** This would link to the engagement phase mentioned before. Ignatius and the first Fathers divided it in 4 chapters:

- Chapter 1: The Person Who Admits
- Chapter 2: The Candidates Who Should Be Admitted
- Chapter 3: The Impediments to Admission
- Chapter 4: The Manner of Dealing with Those Admitted → Note: this part would be included in the “Development Phase” mentioned before.

**Part II - The Dismissal of Those Who Were Admitted but Did Not Prove Themselves**

**Fit:** This links to the disengagement phase mentioned before. The chapters here are:

- Chapter 1: Who Can Be Dismissed, and by Whom
- Chapter 2: The Causes for Dismissal
- Chapter 3: The Manner for Dismissing
- Chapter 4: the Society’s Way of Dealing with Those Who Leave of Themselves or Are Dismissed

**Part III - The Preservation and Progress and Progress of Those Who Remain in**

**Probation:** Finally, this section would be related to the development phase.

- Chapter 1: The Preservation Pertaining to the Soul and to Progress in Virtues
- Chapter 2: The Preservation of the Body

The amazing thing is that these three parts (and Part IV included) are only for those people on “Probation”, which are individuals which have still not professed their final vows. If you are lost on how the process to become a Jesuit works, you might enjoy reading: “Jesuit Formation and Lingo” by Fr. James Martin SJ ([link](#)). When the person has finished probation period, the Constitution still includes more recommendations:

**Part V: Admission or Incorporation into the Society**

**Part VI: The Personal Life of Those Already Admitted and Incorporated into the Body of the Society**

## EXPECTED LEARNINGS AND OUTCOMES

1. Clarifying what the Human Department in organisations does
2. Learning about the cycle of employment
3. Linking Human Resources management theories with the Ignatian tradition

*“He [Ignatius] did not judge the progress and virtue of any one by the good natural temperament and sweet disposition he had, but by the care and endeavour he took in overcoming himself.”*

**Pedro de Ribadeneira**