NEXT WEEK: BOARDS

- NAACP CASE
- READ BILL POUNDS MFA MEMO
- BILL POUNDS = GUEST
NON-PROFIT HR ISSUES

- Creating appropriate culture that is consistent with organization’s values
- Balancing values and good business and HR practice
- Attracting and retaining when pay is below market
- Managing volunteers
- Managing a diverse workforce
BEHAVIORS DRIVEN BY HR

- Recruitment and Turnover
- Commitment to Organization
  - Loyalty; Effort; Innovation
- Attitude Towards Customer
- Ability to Do the Job (Skill)
HR CHOICES: FUNCTIONAL

- Individual work v. team work
- Pay for job v. pay for individual v. pay for group v. pay for need
- Make or buy skills
- Promote form within v. recruit at all levels
- Job security v. no commitments
HR CHOICES: PHILOSOPHY

- Motivate by money v. peers v. the work
- Egalitarianism v. meritocracy
- Assume shirking v. assume inherent desire to do good work
- Centralized v. decentralized control
WHY DIFFERENT CHOICES ARE MADE

EXTERNAL FACTORS
- External Labor Market
- Government Policy
- Business and Union Organization

INTERNAL FACTORS
- Technology/Work Organization
- Business Strategy/Markets
- Values
A MODEL OF HUMAN RESOURCES

Pay
Selection
Socialization
Equity
Opportunity

Training
Selection

Monitoring
Pay

→ motivation

→ effort

→ capacity

→ control

productivity

Work organization
HR LEVERS

Strategic HR Leadership

- Recruitment and Selection
- Participation & Involvement
- Teams/Job Design
- Long-Term Perspective
- Training and Development
- Psychological Ownership
- Vision, Values
- Compensation
- Rewards and Recognition
- Information Sharing
- Measurement
- Symbolic Management
- Long-Term Perspective
ORGANIZATIONAL ALIGNMENT

**Strategy/Vision**
- What business are we in?
- How will we compete?
- What’s our vision?

**Executive Leadership**
- Model
- Behavior
- Symbolic action

**Key Success Factors**
- What specific tasks have to get done to implement the strategy?

**Human Resources**
- Do people have the necessary competencies?
- Are they motivated?

**Culture**
- What are the norms, values, attitudes, and behaviors needed?

**Formal Organization**
- Structure?
- Controls?
- Rewards?
- Careers?
TWO BIG LESSONS

- CONSISTENCY: e.g. wages and work organization (teams v. individuals)

- INTEGRATION: the whole is greater than the parts