

Questionnaire For Human Resource Professionals

This survey examines reasons organizations resort to layoffs, how layoffs are conducted, and the subsequent effects on remaining staff. Survey data collection ended just prior to September 11, and therefore does not reflect conditions following the attacks. However, it does provide valuable information on employee response to layoffs and insight on how human resource professionals may help to assuage the stress of future staff reductions. Among its many conclusions, the survey finds that 20 percent of organizations announced layoffs through group meetings, while five percent issued written notice, and that following the reductions, organizations reported improved profits and productivity, but also increased gossip, decreased morale and loyalty, and a rise in resignations. Approaching the topic from the perspective of HR professionals, this survey report performs a comprehensive evaluation of ethical misconduct in today's workplace. Presenting an analysis of the most current results as well as applicable statistics from past surveys, the study is divided by industry, staff size, and employment sector, addressing six key themes--organizational ethics standards and practices; the roles of human resource professionals

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in organizational ethics; the ethical behavior of top management, supervisors, and nonmanagement employees; the pressures to compromise an organization's ethics standards; observing misconduct on the job; and the proper reporting procedures.

Despite clear evidence of a serious decline in morale, the major competitors in the law firm management marketplace have virtually ignored the motivational facet of current managerial theory and practice. In addressing human resources topics as they apply to the modern law firm, this book fills a genuine void in an area which is of major importance to law firms challenged to remain profitable in an increasingly hostile environment. Grounded in managerial theory and research, based on extensive practice, and exemplified by anecdotal "war stories," this book makes valuable reading for partners, associates, managers, and future members of law firms--and offers important ideas for motivating members of all professional service firms.

Prepare for career and HR success with the text that has set the standard for excellence in human resource management. HUMAN RESOURCE MANAGEMENT, 15th Edition, offers the most current look at HRM and its impact on the success of organizations today. A leading resource in preparing for professional HR certification, this edition ensures you address all major topics for the various

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professional examinations given by the Society for Human Resource Management and the Human Resource Certification Institute. The latest HR research and an effective blend of solid theory and contemporary practice highlight emerging trends driving change in HRM today, including technology, globalization, competencies and HR metrics.

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This survey report examines the prevalence of organizations with succession plans in place and insights from the perspective of HR professionals about these plans. The report also explores the differences between organizations with formal and informal succession plans in place and investigates HRs role in the succession planning process.

Faced with external and internal challenges such as globalization, social changes and responsiveness to customers, technological development, cost containment and structural changes, organizations now experience increasing levels of competition.

Evidence has shown a positive relationship between HR practices and business performance outcomes such as increased profitability and productivity.

Indeed, HRM practices influence employee skills through the acquisition and development of human capital. Also, the use of well-designed performance management systems and pay-for-performance

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incentives are important motivations in the workplace. Written by HR professionals, consultants, legal experts and academics with decades of professional experience, this volume covers the full spectrum of HRM practices in relation to their strategic contributions to organizations. In a hands-on and lively fashion, it provides up-to-date HRM knowledge and skills with practical guidelines. The purpose of the book is to enhance people management and gain competitive advantage in the fast-moving business environment.

Healthcare management is changing. Do you know which direction it's headed? HEALTHCARE HUMAN RESOURCE MANAGEMENT, 3E is written to be relevant to you, whether you're a student or currently working in healthcare. This text is current, topical, and informative. No matter your status, this is the human resources and healthcare textbook you need to stay ahead of the curve. Important Notice: Media content referenced within the product description or the product text may not be available in the ebook version.

Examining the importance of human resources outsourcing, this guide presents today's business leaders with valuable information on an often ignored concept. In addition to helping professionals determine whether HR outsourcing is right for their companies, it also provides information about the future of HR outsourcing and the implications for its organizational leaders.

In January 2007, the Society for Human Resource Management conducted an extensive survey asking human resource professionals about the impact of the Family and Medical Leave Act (FMLA) on their organizations. Given the survey's clear focus and the direct experience of the

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participants, this analysis provides substantive, relevant data upon which to base policy decisions, taking into account the different uses of the FMLA, the challenges that come with implementation, and the future provisions of the act.

HR thought leader Dave Ulrich — bestselling author of *HR Champions*, *The Why of Work*, *HR from the Outside In*, and more—is back with his international colleagues to unpack and distill the finest, most up-to-the-moment thinking from the HR world. Indeed, this book looks at best practices from companies on every continent, offering an expert survey of universal and regional HR dos and don'ts. Because new and developing global circumstances often require adaptability and changes in best practices, *Global HR Competencies* documents the decision and policymaking of some of the world's foremost, leading-edge HR practitioners. Together with his team of researchers, Ulrich has broken down all there is to know about best HR practices around the world—and how they might take shape in the future. *Global HR Competencies* will teach you: The guiding principles that HR's next generations can't afford to be without How HR professionals integrate across all levels of business life in each major region of the world HR's impact on short-term individual and business performance, and how it can have sustainable impact on customers and society as a whole How to best employ, develop, and make the most of HR professionals, giving you and your organization the maximum advantage — wherever you are in the world Advance Praise for *Global HR Competencies* "An invaluable resource for crafting sustainable organizations in a world of fast-moving technological change and innovation." -- Paul Norman, Chief Human Resources & Corporate Affairs, MTN Group (Africa) "[*Global HR Competencies*] brings important research to life with the injection of regional context and local knowledge, turning the findings into lessons for the profession globally." --

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Peter Wilson, National President, Australian Human Resources Institute (Australia) "Provides both the gold standard in global HR competencies, as well as a compelling overview of how these competencies apply to China. Outstanding!" -- Bo Lianming, President, TCL Corporation (China) "An invaluable guide to boosting the understanding of the nuanced role the HR function plays in different markets. . . . Highly informative." -- William S. Allen, Group Senior Vice President, Group HR, A.P. Møller – Mærsk (Europe) "An excellent research-based account of how contemporary HR practices are helping corporations across the world excel and globalize. . . . A must-read for CEOs and HR professionals alike." -- Adi Godrej, Chairman, Godrej Group, and President, Confederation of Indian Industry (India) "Should be read by any HR professional who has a true interest in the standards of excellence of the HR function in each region." -- Eduardo Villar, HR VP, Hochschild Mining (Latin America) "Will greatly assist any company achieve its strategic goals and objectives." -- Khalid S. Al-Mudaifer, President & CEO, Ma'aden Saudi Arabian Mining Co. (Middle East) "This is a must-read for any leader who is responsible for managing global businesses." -- Dennis W. Shuler, Chief HR Officer and Senior Vice President, The Kellogg Company (North America) "A must-read for HR professionals." -- Murat Ulker, Chairman of the Board of Directors, Yildiz Holding (Turkey)

The SHRM Workplace Forecast is published every two years by the Society for Human Resource Management. The structure of the report is based on a survey of human resource professionals on their views of key issues they feel will affect the workplace in the coming years. The report is divided into four broad sections covering demographics and society, economics and employment, public policy and law, and science and technology. The survey also asks HR professionals what actions they and their organizations are

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taking or are planning to take to address these trends, changes and challenges.

Updating the book since its last publication in 1985, this new edition of the landmark work on human resource accounting has been substantially revised to reflect the current state of the field through the late 1990s. The economies of many nations are increasingly dominated by knowledge- or information-based sectors driven by highly trained and specialized personnel. Whereas physical capital was of the utmost economic importance in the past, the distinctive feature of the emerging post-industrial economies is an increasing reliance on human and intellectual capital. The growing importance of human capital as a determinant of economic success at both the macroeconomic and microeconomic levels dictates that firms need to adjust to this new economic reality. Specifically, if human capital is a key determinant for organizational success, then investment in the training and development of employees to improve performance is a critical component of this success. This broad socioeconomic shift underscores a growing need for measuring and analyzing human capital when making managerial and financial decisions. Yet important human resource decisions involving hiring, training, compensation, productivity and other matters are often made in the absence of specific information about the different costs and benefits of these particular choices. Human resource accounting is a managerial tool that can be used to gain this valuable information by measuring the costs of recruiting, hiring, compensating and training employees. It can be used to evaluate employee training programs, increase productivity, and improve managerial decision-making regarding promotions, transfers, layoffs, replacement and turnover. Case studies illustrate, for example: How an insurance company evaluated a training program for claims adjusters

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and found that it would return two dollars for every one dollar spent. How a human resources accounting study revealed that an electronics firm's losses from employee turnover equalled one year's new income, and how the company initiated a program to reduce turnovers. The third edition presents the current state of the art of human resource accounting by (1) examining the concepts and methods of accounting for people as human resources; (2) explaining the present and potential uses of human resource accounting for human resource managers, line managers and investors; (3) describing the research, experiments and applications of human resource accounting in organizations; (4) considering the steps involved in developing a human resource accounting system; and (5) discussing some of the remaining aspects of human resource accounting that require further research.

Updated to provide coverage of present-day concerns in such areas as the economy, the job market and technological advances, an expanded second edition also includes revised sections on FMLA, health-insurance changes and the latest compensation laws.

Focusing on current workplace issues and employee and employer expectations of Human Resource Management in a rapidly changing business environment, this book examines current trends of HR practices and expands on current literature.

Providing comprehensive information on valuable workplace factors, this report focuses on the perspectives of both employees and human resource professionals to assess overall job satisfaction. More than 20 aspects are examined, including career development, relationship with management,

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compensation and benefits, and work environment. The current results are compared with the most recent job-satisfaction surveys, and changes in respondent perceptions are discussed in detail. Taking industry and organization size into account, this indispensable study also examines the facets of employee age, gender, and tenure.

In a turbulent, unstable era of severe financial pressures, the development of strategic human resource (HR) practices has become an urgent mandate in higher education. With significant and widespread institutional shifts resulting from globalization, heightened competition, and rapid innovation, educational leaders must optimize their most significant resource—human capital—and align HR strategies, structures, and processes with organizational goals. Due to substantial cuts in state appropriations and rapidly diminishing budgets, public institutions of higher education in particular are struggling to realign resources and programs to fulfill their educational missions and maintain academic quality, while simultaneously responding to complex external legislative and accreditation mandates. In light of these challenges, *Creating a Tipping Point: Strategic Human Resources in Higher Education* breaks new ground by presenting a research-based approach that supports the evolution of HR practices from siloed, transactional models to strategic operations that serve the entire university. This monograph provides a concrete, progressive road map to developing organizational capabilities in support of the university's academic mission and illustrates this

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pathway with examples drawn from public research universities. It offers strategies, tools, metrics, and action steps that support the development of an effective and efficient strategic HR operation in higher education. For institutions seeking to implement strategic HR, this book is a practical and invaluable resource.

Employee and human resource (HR) perspectives inform this recent survey on the factors important to employees when assessing their overall job satisfaction. More than 20 indicators of job satisfaction—including career-advancement opportunities, benefits, the flexibility to balance life and work, and compensation—are examined in terms of industry and staff size as well as employee age and gender. Additionally fascinating is the comparison between results of employee surveys and those of HR professionals.

The Brave New World of eHR is an important resource, filled with the most current information and practical advice on eHR for human resource professionals and industrial and organizational psychologists. Written by an expert group of scholars, practitioners, and subject matter experts, this book offers an overview of the major technological trends in eHR, and shows how to use technology to enhance organizational effectiveness. Comprehensive in scope, the book includes information on a wide variety of topics and

Reviews the transformation of human resources from manual processes to sophisticated CRM and ERP systems Examines the effectiveness of online strategies for attracting talent Offers valuable guidelines that can help organizations design, deliver, implement, and

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sustain e-selection systems Includes a review of the recent research on the effectiveness of distance learning in educational and organizational settings Analyzes the potential advantages and disadvantages of using eHR to manage employee performance Shows how technology supports the administration of compensation systems Outlines recent trends in delivering HR products and services Considers the functional and dysfunctional consequences of using eHR to attract, select, and manage the performance of employees in organizations Presents a fascinating and futuristic look at HR and technology for decades to come

The SHRM Workplace Forecast is published every two years by the Society for Human Resource Management. The structure of the book is based on a survey of human resource professionals' views on the key issues they feel will impact the workplace in the coming years. The book is divided into five broad sections covering demographics and society, economics and employment, global issues, public policy, and science and technology. The survey also asks HR professionals what actions they and their organizations are taking or are planning to take to address these trends, changes, and challenges.

This volume, first published in 1994, lays out and considers the evidence of trends in HRM in a variety of areas: overall strategy, the role and education of HR professionals, recruitment, training and development, pay, industrial relations, communication, flexibility, equal opportunities and

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EC social policy. Because the research examined data at the organisational level, the book is able to provide a unique analysis of what is happening in HRM in the very different cultures of European states, both EC and EFTA. This volume is an indispensable source for all teachers and students of European HRM practices and policies. This book will also be a key reference source for practitioners wishing to understand HRM in the various European countries and to 'benchmark' their organisation against current practice.

Book & CD. This fourth edition makes it clear that all who are interested in the sustainability of South Africa -- and Africa -- must put human resource management (HRM) at the very core of the management of organisations generally. The content is aligned to outcomes that are geared towards analytical and critical thinking about the theory and practice of HRM in South Africa. The African context is addressed, and ample information about HRM aspects 'elsewhere in Africa' is provided. This edition breaks away even further from the traditional structure of so many standard HRM textbooks. It challenges a broadening of the 'agenda' and scope of HRM work: HRM is not only about managing employees, but also about managing the work and the people who do the work of and in organisations. This may involve alternative ways of getting the work of organisations done superiorly. This book will help

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you to apply HRM effectively to achieve its ultimate aim, namely to add value to people, to organisations and to society. This comprehensive book is organised around themes such as: Developing an appreciation for the context of HRM in South Africa; Strategising, designing and planning as preparatory HRM work; Sourcing work talent; Facing the countrys people empowerment challenge; Meeting the reward and care challenge; Handling labour and employee relations challenges; Championing change and transformation; Managing HRM-related information, including HRM and sustainability reporting. Based on most recent theoretical developments, the emphasis is on the practical applications. Samples of relevant documents are included, and an accompanying CD contains a wealth of relevant resources as well as a continuing, integrating case study that serves as a basis for these applications, and individual and group activities. As a package, South African Human Resource Management will be extremely valuable to both current and aspirant managers, and human resource practitioners.

If you've ever wanted to tap a ready-to-use questionnaire the same day you recognize your organization needs a survey, then help is finally at hand. Authors Paul and Kathy Connolly have designed a must-have collection of proven, reliable organizational surveys that anyone--from specialist

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human resources professionals to line managers and team leaders--can put to use immediately. Employee Opinion Questionnaires includes short, ready-to-use surveys organized into three groups: Use Issue-Focused Surveys to determine employee opinion on topics such as diversity, communications, and adaptability to change. Use Mission-Focused Surveys to gauge opinion on critical organizational issues, including employee alignment with mission, quality, ethics, and customer care. And use Event-Related Surveys for new hires, exit interviews, and assessing peoples' attitudes following training. The international best seller Human Resource Champions helped set the HR agenda for the 1990s and enabled HR professionals to become strategic partners in their organizations. But earning a seat at the executive table was only the beginning. Today's HR leaders must also bring substantial value to that table. Drawing on their 16-year study of over 29,000 HR professionals and line managers, leading HR experts Dave Ulrich and Wayne Brockbank propose The HR Value Proposition. The authors argue that HR value creation requires a deep understanding of external business realities and how key stakeholders both inside and outside the company define value. Ulrich and Brockbank provide practical tools and worksheets for leveraging this knowledge to create HR practices, build organizational capabilities, design HR strategy, and marshal resources that

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create value for customers, investors, executives, and employees. Written by the field's premier trailblazers, this book charts the path HR professionals must take to help lead their organizations into the future. Ulrich is a professor at the University of Michigan School of Business and the author of 12 books and more than 100 articles on the subject of human resources. Brockbank is a clinical professor of business at the University of Michigan School of Business, the author of award-winning papers on HR strategy, and an adviser to top global organizations.

Employee Opinion Questionnaires20 Ready-to-Use Surveys That WorkPfeiffer

Competency-based HRM is a methodology adopted by various organizations to assess the current capacity of their resources based on competencies, against the capacity needed to achieve the vision, mission and business goals of the organization. This book comprehensively dwells on all the aspects of competency-based Human Resource Management, and its relevance in various industry verticals. The book has been organized into five chapters—each focusing on the tools and techniques to judge core competencies. Beginning with the fundamental theories and definitions of competency, the book goes on explaining the mapping methods like Repertory Grid, DACUM, competency card sort activity and so on. The book further presents the analytical tools that help to build competency models which help in establishing reliability. Benchmarking

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competency models and assessment tools are also dealt with in detail. The concluding chapter elaborates competency applications to Human Resource Management in the functional areas of recruitment training and development. The book is interspersed with the Case Studies to add practical insight to the subject. The book serves both as a textbook for management students and as a reference book for working HR professionals.

Companies and organizations are increasingly more aware of the importance of people and their knowledge for dealing with economic scenarios as well as their relationships developed both inside and outside of the company. Strategic Approaches for Human Capital Management and Development in a Turbulent Economy examines the useful information developed by individuals presented within organizational structures, routines, and company policies. This book is an international platform for academics, researchers, lecturers, decision makers, and policy makers in order to enhance their understanding and collaboration in issues of knowledge management and human resource management.

Conducted by the Society for Human Resource Management, the 2007 Change Management Survey asked upper-level human resource (HR) professionals in the United States about their experiences with major organizational changes. With HR professionals reporting the types of major changes their organizations planned or implemented, the ways that HR had been involved in the transition, how employees received communications and training, and the outcomes achieved as a result of

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HR involvement, this report presents a thorough analysis of the survey results and examines the differences between organizations' change management practices according to staff size and employment sector.

CISTI is a technical and scientific event, whose purpose is to present and discuss knowledge, new perspectives, experiences and innovations in the Information Systems and Technologies field

Based on a survey of randomly selected human resource (HR) professionals and employees, this survey report gauges HR and employee perceptions of their organizations' disaster preparedness plans, employee understanding of these plans, and HR's role in their organizations' preparedness efforts. Special sections are included on shelter-in-place plans, fire evacuation plans, business continuity plans, leadership roles, and how these plans affect employees with disabilities, easily empowering employers to take these issues into account when forming, revising, and communicating their organizations' plans.

Human resource managers will find the crucial information they need to make intelligent workforce decisions in these studies that include detailed statistical data, forecasts, and trend research on a variety of topics including employer benefits, intergenerational workforces, healthcare costs, and retirement investment plans. This survey explores the advantages and disadvantages that human resource professionals have observed regarding intergenerational workforces. An examination of the types, frequency, and severity of intergenerational conflict in the workplace, along with

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strategies for addressing and preventing future conflicts, is also provided.

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