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
LOYALITY; 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

INTERNAL FACTORS

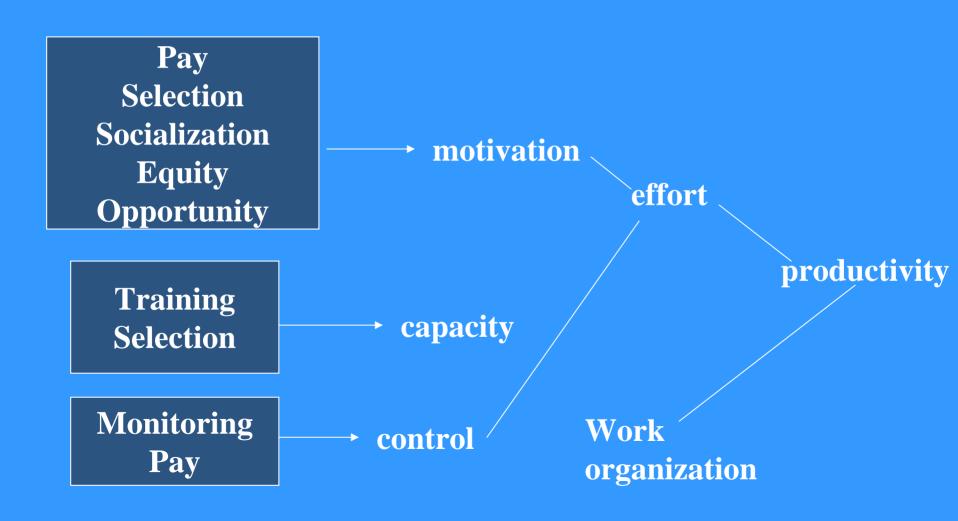
External Labor Market

- Technology/Work Organization
- Government Policy
- BusinessStrategy/Markets

Business and UnionOrganization

Values

A MODEL OF HUMAN RESOURCES



HR LEVERS



ORGANIZATIONAL ALINGMENT

Strategy/Vision **Executive Leadership** What business are we in? Model How will we compete? Behavior What's our vision? Symbolic action Key Success Factors What specific tasks have to get done to implement the strategy? **Human Resources Culture** Do people have the What are the norms, necessary competencies? values, attitudes, and Are they motivated? behaviors needed? Formal Organization **Controls?** Structure?

Careers?

Rewards?

TWO BIG LESSONS

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

INTEGRATION: the whole is greater than the parts