

Human Resource Management 2023

HRM and HRIS Model

Roya Anvari

Nur Naha Abu Mansor



VIEWS OF THE HRIS

HRIS has taken several different forms:

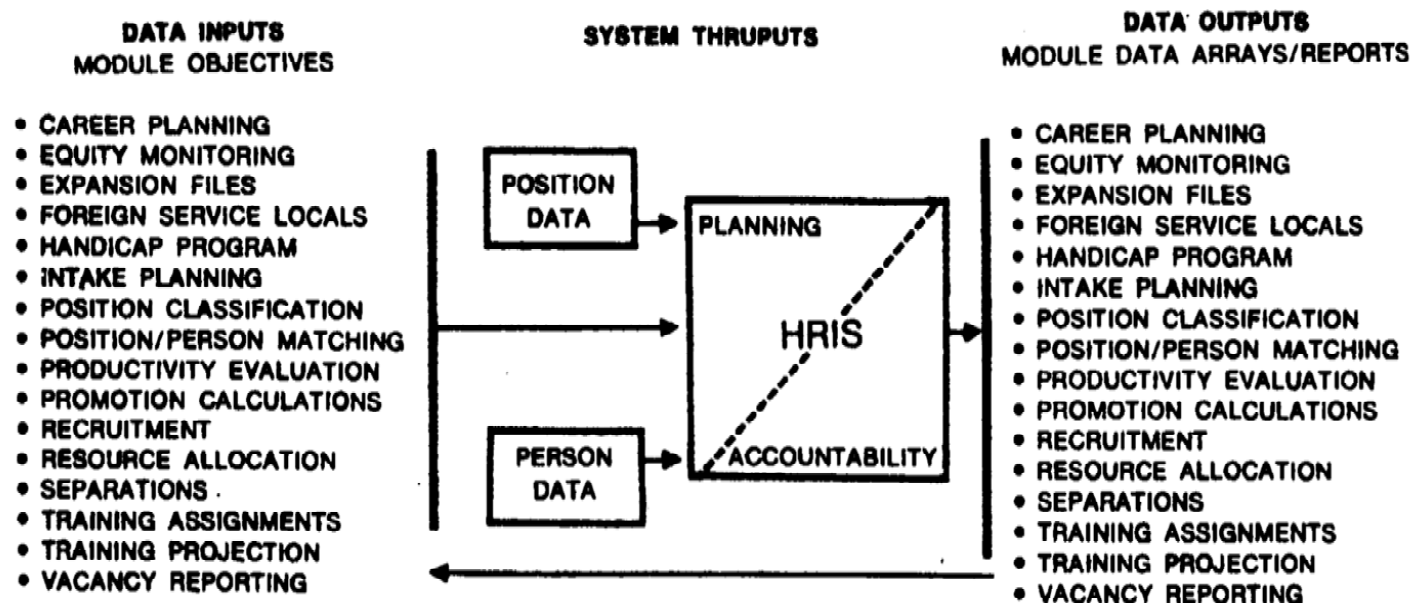
- Input modules
- System of input, maintenance
- output function, Integration of computing hardware,
- Collection of application modules,
- Automated Components

The Hyde-Shafritz notion of integrated Input and Output modules

- Rather than viewing their modules as internal component of HRIS. They view them as output and inputs.

FIGURE 1

The Hyde-Shafritz HRIS Model



Cont.

Career Planning. Charts career paths for all categories of employees based on current and future personnel needs.

Equity monitoring. Tracks the career progression for specified groups of employees to ensure that it is comparable for the overall workforce and consistent with legal mandates.

Expansion files. Maintains special data that meets needs of organizational subunits.

Foreign service locals. Maintains a database that describes foreign service nationals employed by the State Department.

Handicap programs. Identifies positions and work locations that are especially adaptable to handicapped employees.

Intake planning. Specifies the organization's future workforce requirements.

Position classification. Maintains position data and performs automatic monitoring in terms of job content and level of positions.

Position/person matching. Scores all employees as candidates for job openings and identifies the best positions for an employee, or the best employees for a position.

Productivity evaluation. Creates measures of performance for programs, offices, or positions.

Promotion calculations. Calculates the number of promotion opportunities for specific job categories.

Recruitment. Monitors qualifications of new employees, and analyzes retention and development trends.

Resource allocation. Provides a database that can be used for performing a budget analysis of human resource effort by both organizational and functional breakdowns.

Separations. Collects and analyzes data on separated employees.

Training assignments. Determines the training needed in order for certain employees to hold certain positions.

Training projections. Forecasts future training needs.

Vacancy reporting. Identifies and monitors present and potential job vacancies.

The Simon Input/Data Maintenance/Output Model

- The input function includes: procedure when it is provided, who provides it, and it should be processed
 - Maintenance: standard process of keeping
 - the HR database current (adding new records, deleting records).
 - Out put: produce information
-

The Fisher, Schoenfeldt, and Shaw Application Modules

Identified nine major application areas of the HRIS

TABLE 2

The Nine Fisher, Schoenfeldt, and Shaw HRIS Application Areas

Planning. Assists management in planning future human resource needs by identifying deficiencies in the current workforce so that hiring and training programs can be planned.

Job analysis. Analyzes job data for the purpose of identifying common characteristics and job families. This information is used to develop and refine job titles, salary structure, and promotion paths.

Equal employment opportunity (EEO). Monitors workforce data in terms of age, race, and sex to identify adverse impacts on certain groups so that corrective action can be taken.

Recruitment. Scans both external and internal databases for the purpose of identifying candidates for particular job openings.

Selection. Conducts computer-aided interviews, and scores performance on personality and cognitive ability tests as a means of determining which applicants will be hired.

Training and development. Enables employees to use the computer to engage in interactive training that is tailored to particular needs.

Performance appraisal. Assists raters in focusing on the important job-related criteria when conducting employee performance evaluations.

Compensation and benefits. Computes employee earnings by using attendance data, computes merit pay for performance-based jobs, and maintains and monitors benefits for both current and retired employees.

Organizational exit. Analyzes factors that influence turnover.

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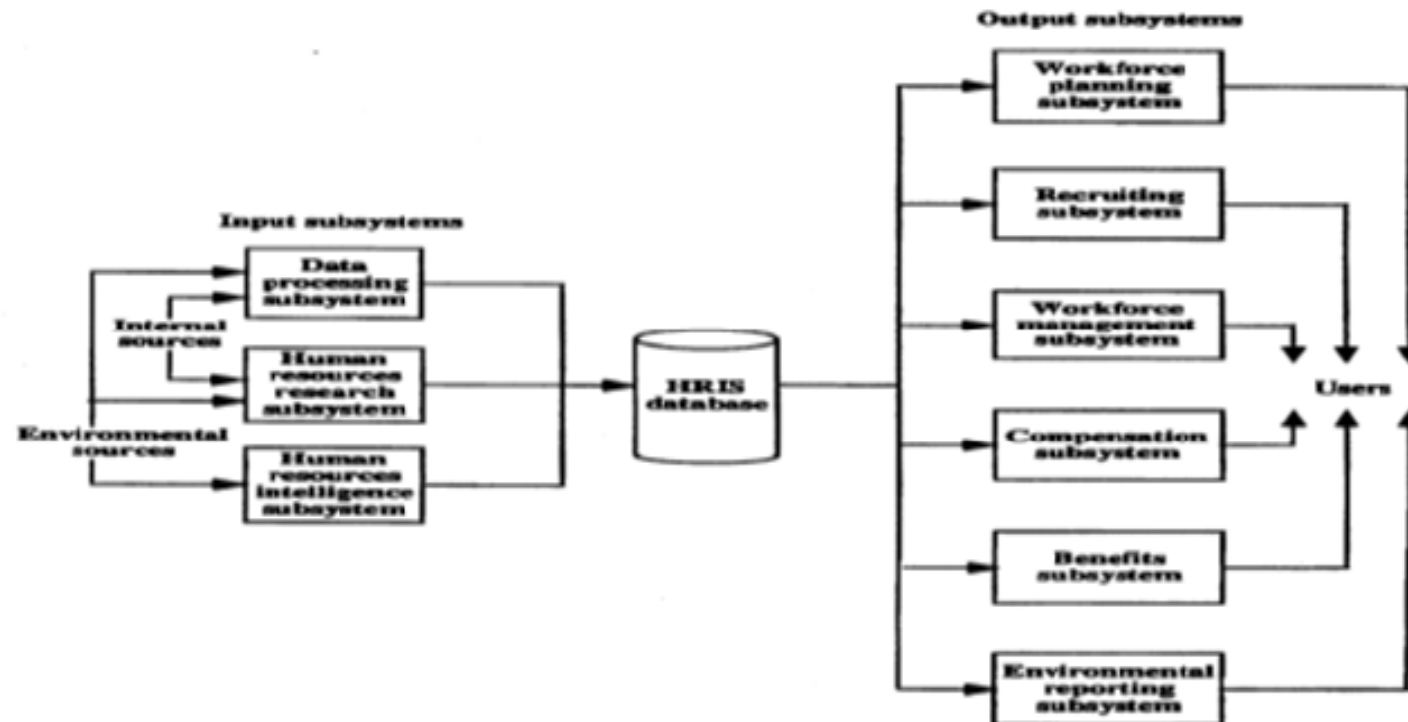
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RESOURCE FLOW THEORY

- Forrester used resource flows as a basis for his theory of industrial dynamics.
- Integrated the concept of flows organization theory.
- Flows of authority, material, information, and decision process between line and staff units

Cont.

FIGURE 3
A Resource-Flow HRIS Model



Modeling of HRIS

- There are 3 components in HRIS.
- 1) Input Subsystems
- 2) HRIS Database
- 3) Output Subsystems

Input Subsystems

- A) Data processing subsystem- accounting department and HR
 - – Personal information
 - – Payroll related information
- B) Human Resource Research Subsystem
 - – Job description and job specification
 - a) Succession Planning
 - Placement of employee
 - b) Job description and evaluation of work
 - Job description to be consigned
 - It helps the employee in understanding role of his job and needs especially in developing himself

HR Intelligence Subsystem

HR will collect data related to HR from organizational environment- environmental activities

These parties are:

- – Competitors intelligence
- – Financial institutions-
- – Union
- – Supplier
- – Government

HRIS Database

- HR related data
 - – Data regarding the work
- Non HR related data
 - – Public sector
 - – Non-government agencies
 - – Universities,
 - – Unions

Output Subsystem

- It contains output related to HR, subsystems and procedures in
- Consists of:
 - – a) Workforce planning subsystem
- Performance evaluation, power control, placement and current recruits
- Workforce management system
- Suitability of candidate
- Recruiting subsystem
- Organisational activities and needs analysis
- functions, job analysis and division of work, training and placement

Continued...

- d) Compensation subsystem
 - Payroll related information
- Benefit subsystem
 - – Current workers and future workers
- f) Environmental reporting subsystem
- Reporting to government agencies and other bodies which requires information related activities of the company

TABLE 4

The HRSP Components Realigned to Reflect Resource Flow

Workforce planning

- * Planning
- * Job analysis/evaluation
- * Workforce models
- * Organization charting
- * Salary forecast

Recruiting

- * Applicant tracking
- * Internal search

Workforce management

- * Position control
- * Skills/competency
- * Training
- * Performance appraisal
- * Disciplinary
- * Relocation
- * Succession

Compensation

- * Attendance
- * Payroll
- * Merit increases
- * Bonus incentives
- * Executive compensation

Benefits

- * Defined contribution
- * Defined benefits
- * Stock purchase
- * Flexible benefits
- * Claims processing
- * Benefit statements

Environmental Reporting

- * Union increases
- * Grievances
- * Health records
- * Toxic substance
- * EEO records
- * EEO analysis



Web Based Employee Self-Service

What is web-self service??

What is HR Self-Service??

Web-self Service

- Customers on the Internet (CSS).
 - CRM) and (ERM) used web self-service widely.
 - Online Employee Interactions (ESS)
 - No interaction between an enterprise's representatives with customers and employees on information access and perform routine tasks using Internet
 - E-support
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Cont.

- Challenges coming up to Human Resource managers continuously
- To level up the efficiency and provide improved employee services
- HR manager had taken dramatic way as response to this challenge which is by deploying Web-based
- solutions offering employee self-service giving
- critical information access,
- act as a way in attracting and retaining qualified employees.
- Makes the communication within the organization become effective

What is Employee Self Service?

- Employee Direct-access Systems.
- This human resource technology is known as Employee Self Service.
- Manager Self Service
- Technology and organizational change combination that enables users interacting directly with their human resource data to inquire, review and act upon transactions in the workplace

What Features are Usually Used?

- Within each category, various function can be executed "on demand" by employees using ESS.

Organizational Administration	Human Resource	Benefits	Payroll
Forms Request	Personal Information Maintenance	Benefits Inquiry	Time & Labor Reporting
Employment Verification	Emergency Contacts	Benefits (medical, dental, etc.) Enrollment	Duplicate W-2
Corporate Policies	Dependent/Beneficiaries Maintenance	Flexible Spending Account Selections	Federal and State Exemption Maintenance
Corporate Communications (newsletter, survey, annual report, company calendar, announcements, etc.)	Job Postings & Applications	Primary Care Physician Selections	Direct Deposit Set-up and Maintenance
Employee Directory (searchable by department)	Employee Development (training and skills improvement)	Retirement Plan Transactions	Electronic Pay Statement Inquiry
Organizational Chart (embedded pictures)		Summary Plan Descriptions	Paid Time Off Inquiry and Request
		Stock Purchase Plan Transactions	

- b) if the employee has management right
- a) if the information is regarding employee's own personal information and/or
- An implemented ESS company may choose to provide employees the ability in viewing and updating information. The updating information ability is dependent upon two factors:

Most Commonly Planned or Implemented Self-Service Applications

For Employees

- HR communications
- Benefits services
- Personnel data updates
- Job postings

For Managers

- Personnel changes
- Salary actions
- Job requisitions



HR management addressed by ES-S

- Personal data quality – employees validate
- Employee empowerment - new levels of over their own careers, development opportunities, options in reward systems, other amounts of information hat support informed choices.
- Process improvements – speed delivery o products and service to customers
- HR integration at the employee level – on system integration of related HR program

Main advantages

- Employee and Manager Self Service results in an important advantage for the HR department.
- When the administrative transaction processing is handled with self-service, issues of strategic importance can be focused more by HR team for the company.
- Personal data
- Empowerment
- Process improvements
- HR Integration

Class activity

- How to Implement a Successful Employee self-service program? (Public Sector)
 - Who can update personal data correctly better than the employee herself or himself?
 - Based on your personal experiences, list examples showing how you did use (or have used) employee self-service at work?
-

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- Hendrickson, A. R. 2003. Human Resource Information Systems: Backbone Technology of
- Contemporary Human Resources. *Journal of Labor Research*, 24(3): 381-394.