



TenStep Supplemental Paper

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Effective HR Practices

Change is an ongoing phenomenon in every organization. Organizational change promotes activity in the workplace and is a sign of positive growth. Why should HR practices be evaluated? HR practices need to be evaluated to know how effective they are and if the objectives are being achieved.

Reasons for evaluating the HR function include:

- Marketing the HR function
- Providing accountability
- Promoting change and developing the current state of the organization
- Assessing the financial impact of implementing HR practices

There are two primary approaches to evaluating HR effectiveness:

1. **The audit approach** focuses on reviewing the various results of HR functional areas. Emphasis is on Key performance indicators and customer satisfaction measures.
2. **The analytic approach** focuses on either determining:
 - Whether the introduction of a program or practice has defined objectives and results
 - Estimating the financial implications of implementing a practice
 - The benefits to employees and the organization as a whole of implementing such practices.

Ways to improve the effectiveness of HR programs

1. **The change model perspective:** For new HR practices to be successfully implemented, acceptance by customers, managers, top management, and employees is essential. This will determine the success or failure of the HR practice.

The process of change is based upon the interaction among employees, formal organizational arrangements, and the informal organization.

What are the change-related problems that might arise when such programs are implemented?

- Resistance to change from employees or external members
 - Control of the whole program
 - Owners responsible for monitoring change
 - Task redefinition
2. **Benchmarking:** Benchmarking is another practice to improve organizational performance standards. The practice of finding examples of excellent products,



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services, or systems is called "best practices." This technique can help companies learn from one another and compare one another's standards.

Managers need to consider several things when benchmarking:

- Information about internal processes should be collected to compare with best practices of other companies.
- The purposes of benchmarking must be clearly identified, as must the practice to be benchmarked.
- Top management must be committed to the project.
- Descriptive and quantitative data should be collected to implement benchmarking.
- To ensure broad coverage, managers should gather data from companies within and outside of their industry.

What is the best way to implement HR practices?

1. Overcome resistance to change by involving employees as much as possible.
2. Manage the transition using effective communication
3. Shape the political dynamics by seeking support of key, powerful people.
4. Redefining tasks by using training