

# 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 from 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

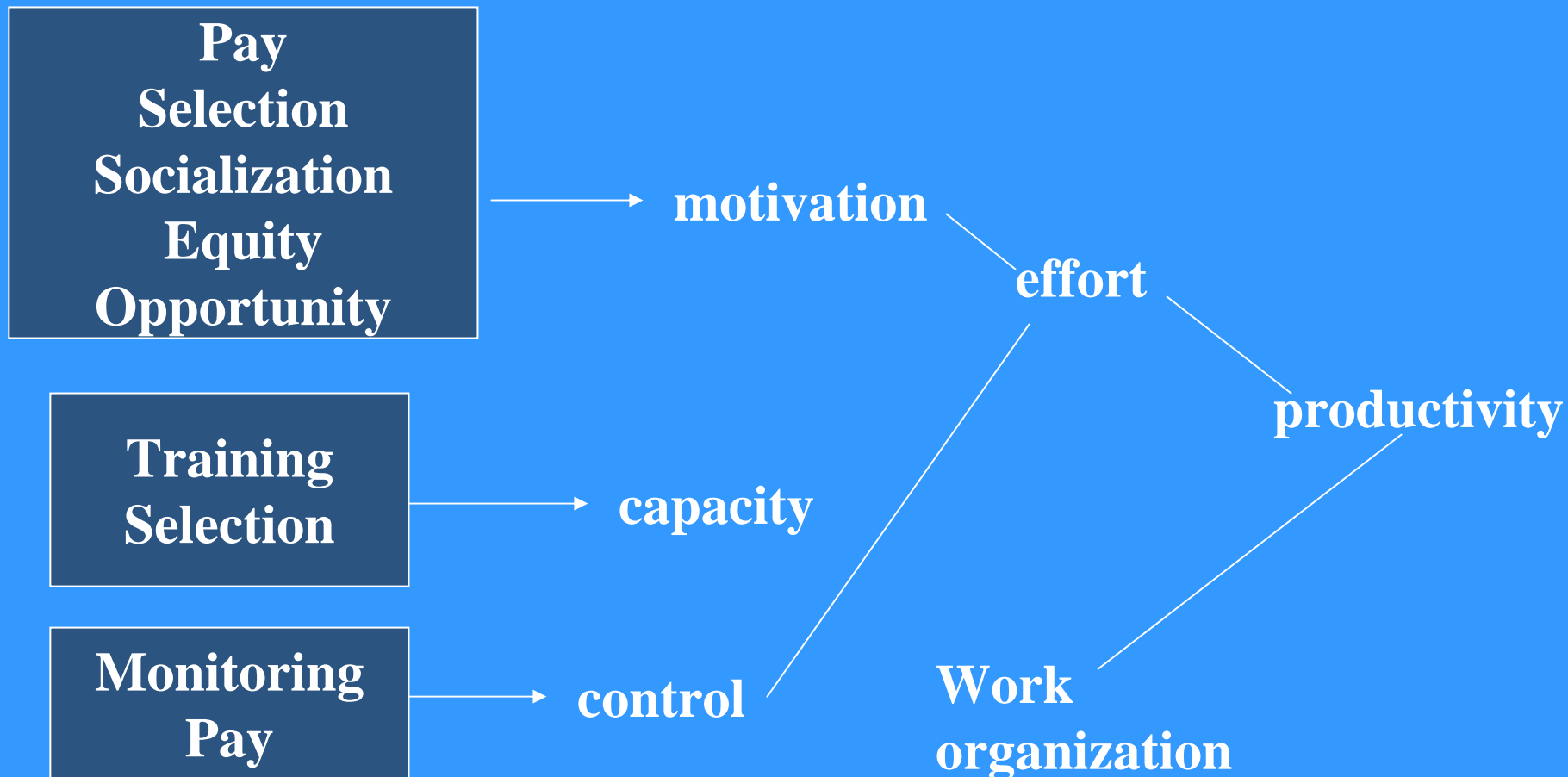
## EXTERNAL FACTORS

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

## INTERNAL FACTORS

- Technology/Work Organization
- Business Strategy/Markets
- Values

# A MODEL OF HUMAN RESOURCES

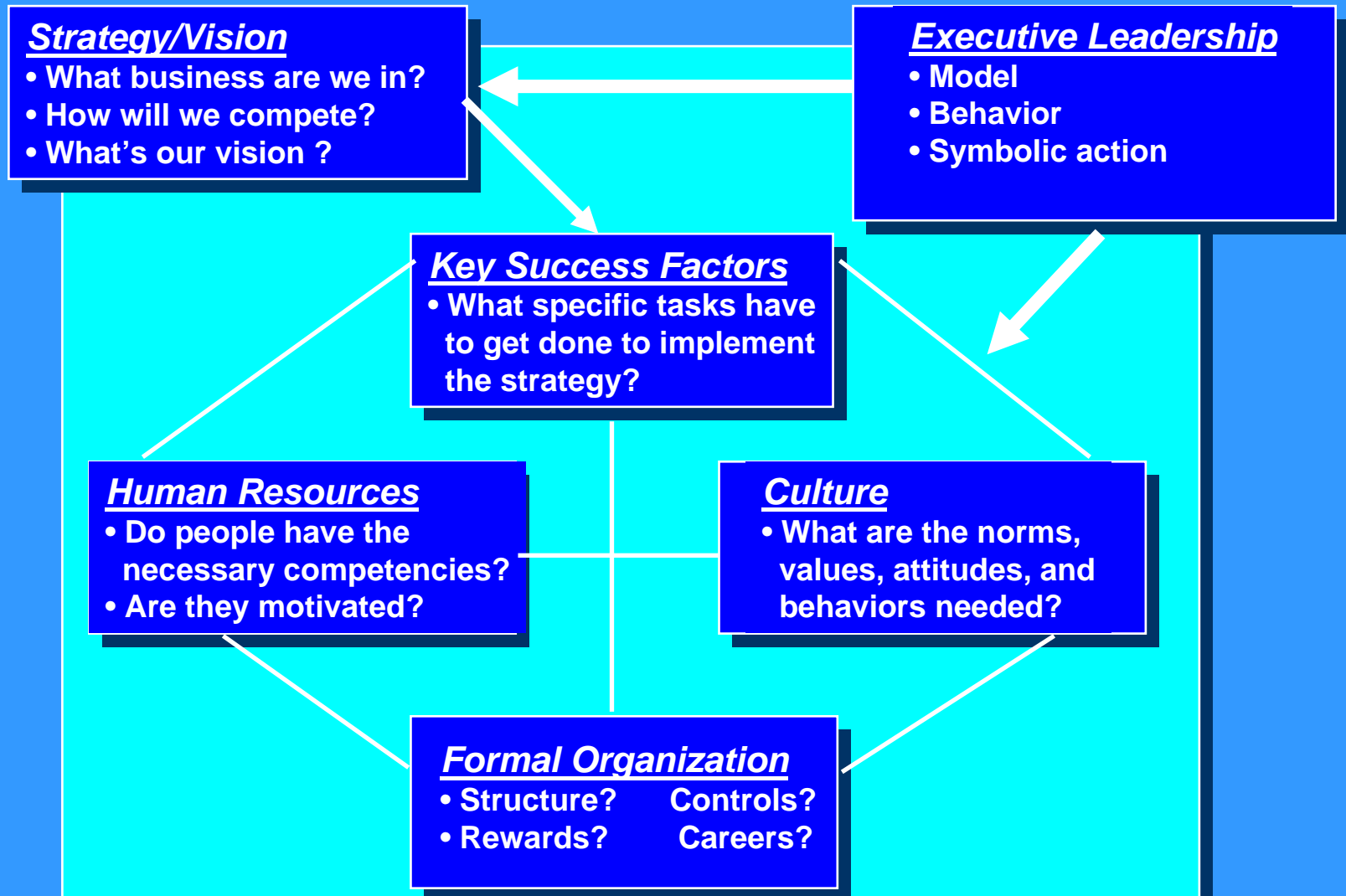


# HR LEVERS





# ORGANIZATIONAL ALIGNMENT



# TWO BIG LESSONS

- **CONSISTENCY:** e.g. wages and work organization (teams v. individuals)
- **INTEGRATION:** the whole is greater than the parts