

Example of report on human resource management in health care industry

[Business](#), [Management](#)



Which of the HR models appears most appropriate for managing personnel in a health care organization? Why?

There are three generally accepted 'ideal' models of Human Resource Management. These models have been agreed upon by management scholars but it is important to note that they may not work well for all organizations.

The first model is the control-based model. This model suggests that the management should have an employee management strategy that controls the workplace and directly monitors the performance of the employees. The model is meant to secure a high productivity level among its employees and thus a high profitability level for the organization.

The second human resource management model is the resource-based management model. This model suggests that a management should consider an effort-reward scheme for the employees. In this model, the management is to view its employees as an asset rather than a variable cost and thus good work should be rewarded. Upon such a realization and recognition of a good work, the organization can therefore distribute its resources according to the productivity level of its employees. That is to imply, a department that has a high productivity level should be rewarded with more resources to continue doing so (Fallon & McConnell, 2007).

The third and final proposed model is the integrative model. This model proposes a strategy that includes the control of a workforce by the management and at the same time the effort-reward strategy for the same.

This dichotomous approach provides a properly managed workforce and a rewarded one as well which is ideally the best model for any organization.

For health care organizations, scholars have differed on the strategy that works best. It has however been largely suggested that the integrative model is the best for the health sector. This is largely because the provision of health care is a delicate matter and a little professional autonomy is essential with some control in place. Health workers should be treated as an asset of the organization, but at the same time act responsibly and with much care (Fallon & McConnell, 2007).

Discuss at least three (3) reasons why a department manager should be familiar with the organization's compensation scales even though the manager is not expected to make specific salary quotations or negotiate salaries with prospective employees.

Compensation is the reward an employee enjoys for committing time and effort to an organization. While some may view pay and compensation to be identical, others argue that compensation is slightly more since it is an appreciation for the commitment and loyalty of the employee to the organization. Therefore, a department manager should know the scale paid to his/her subordinates so as to understand the attitude with which they have towards work or the desire to work under him/her.

Secondly, the manager should be aware of this compensation scale so as to work towards achieving internal consistency in performance. For example, in hospitals, nurse are said to do the hard work of taking care of the sick and are the primary health givers. But it is known that they are a poorly paid group of workers. Therefore the department manager should work towards standardizing the pay for the different groups to an acceptable level that will ensure a smooth running and internal consistency in service delivery.

Finally, a department manager should know the scale of the employees so that other compensatory activities can be instituted. When an organization feels it has paid its employees well then the department manager should find its internal reward scheme so as to bring cohesion and team spirit. This will also give the department a competitive edge in attracting a new workforce. Describe a health care organization or department that has a heterogeneous work group consisting of at least three (3) levels of staff that differ in their educational backgrounds and job responsibilities.

Organizations or departments are always expected to comprise of heterogeneous work groups with numerous staff levels that differ in their educational backgrounds. A good example is a hospital that has many departments. The hospital should for example have departments such Radiology (diagnostic imaging), food service and billing departments. The diagnostic imaging department will have staff levels such as clerks, special-procedure technologists, transport managers and physicians who make use of the imaging result. Each level of the staff named above has different level of education, training as well as expertise in the medical field.

Provide at least three (3) examples of activities that could thrive under production- centered management and discuss whether they are related to health care or not.

Production-centered management is a form of management that insists on doing the job so as to meet a preset target without regard to the employees. The strategy suggests that the job be done without fail and the employees who do not perform may have to be dealt away with and thus one only needs to show up for the job.

Business activities that are known to thrive with this management model include manufacturing activities such as factory work, business processing activities such data handling and processing and product implementation work in the technical field. This management strategy does not do well in the health sector. The sector requires someone fit to make proper judgment without the priority of simply finishing the job. It is a rigid system and perhaps neglectful of the employees it governs.

Provide at least three (3) examples of activities that proceed most appropriately under people-centered management and discuss whether they are related to health care or not.

The people-centered management strategy is a strategy that needs the concentration and commitment of the employee to the job that they are performing. The employee is to take initiative in performing his duties and rendering good judgment. These jobs do not only require a textbook judgment, but also an analysis of the situation and the ability to develop solutions to unique problems.

Examples of industries that use the people-centered management strategy are piloting, surgery and intensive sport. Technical fields in production and research also use this model of management. This model is common in health care systems since good judgment is necessary in the field. Doctors and surgeons have been known to blame overworking for poor or misjudgments.

Describe in detail at least three (3) important uses of complete and up-to-date job descriptions.

A complete up-to-date job description is important in Human Resource Management in many aspects. One of the most important uses of a complete job description is when hiring new personnel. A complete job description will help to formulate a selection criterion for candidates who wish to join the organization. It gives the hiring panel the minimum required qualifications, experience levels and anticipated salary scale.

A precise and complete job description is important in terms of the legal aspects of the organization. Apart from ensuring that promotions and hiring are done fairly, it also gives a base for salary scale and dismissing non-performing employees. This ensures that the employees understand what the management needs from them and expresses what the management rewards its employees for doing a job.

Reference

Fallon, L. F., Jr., & McConnell, C. R. (2007). Human resource management in health care: Principles and practice. Sudbury, MA: Jones and Bartlett.