



CHAPTER

8

CAREER OPTIONS IN MANAGEMENT:

Human Resources – Public Relations – Management Training

What jobs using management skills are available?



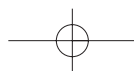
Many technical and nontechnical employees in all types of organizations aspire to management assignments as they progress in their careers. For very valid reasons few people start in management assignments, but through hard work and dedication those who desire positions in management can attain them.

In some industries and organizations, a few administrative-type jobs exist that do not have a close relationship with any functional management field. These positions are most often at the firms' headquarters and involve project information-processing rather than people-management. Employees' upward mobility is greatly advanced by moving to branches, plants, or other units that have a more direct line type of responsibility.

In most organizations, there are three functions that do not have counterparts in the marketing, finance, operations, engineering, and research areas. These three functions are:

- Personnel
- Public relations
- Legal staff

A few organizations also have very general management training programs that cross functional lines, and these are also explored in this section.



Typical Human Resource Positions

When HR is not outsourced, these are the most common job titles found in the profession in both public, private, and nonprofit organizations.

Vice President of Human Resources
 Chief Human Relations Officer
 Labor Relations Executive
 Compensation/Benefits Executive
 Labor Relations Director
 Director of Personnel Services
 Staffing Director
 Organizational Development Manager
 Compensation Manager
 Benefit Manager
 Safety Manager
 Personnel Manager
 College Relations Manager
 Affirmative Action Manager
 Recruitment/Employment Manager
 Employment Interviewer
 Training Coordinator
 Compensation Analyst
 Job Analyst
 Safety Inspector

Do any of these titles fit your interests and qualifications?

Figure 8.1

Human Resource Management

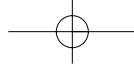
Personnel professionals are responsible for labor relations, employment, training, compensation, benefits, and personnel services. Personnel departments are rapidly becoming highly specialized, and a variety of experts are now being employed in each department. Specialized software and private vendors are permitting more outsourcing of the activities formerly done in-house.

Many organizations have changed the name of their department from personnel to human resources. The terms are interchangeable.

Legislation regarding labor relations, wage and hours, equal employment, safety regulation compliance, environmental health concerns, etc. has forced human resource management to become a much more technical area than it once was.

Many HR offices have become a major electronic-processing part of every organization, in contrast to its former emphasis on working with people and

The Human Resources Department (HRD) has replaced the old Personnel Department in many organizations.



reams of files. There is still a considerable amount of human interaction in these personnel offices, but much of the work carried out there is more related to meeting legal and technical requirements than it is with managing people.

The people managing process is now more the responsibility of managers in the finance, marketing, operations, engineering, and research functions.

More employers are seeing the need to bring highly trained staff into their organizations. The idea of transferring a promising manager working in another function into human resource management for a two- or three-year broadening experience is also a viable option. Other organizations prefer developing human resource specialists who want to remain in the human resource function throughout their careers.

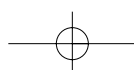
The technical nature of modern human resources management requires organizations to hire talent who are trained in labor relations or HR management.

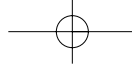
Even though the image of the HRD has improved greatly during the past decade, the number of people needed in the function is still quite small relative to the total number of employees an organization hires. There may be only one HR expert for several hundred other employees.

Because HR-related courses are some of the most popular courses on college campuses, there are many more qualified people with in-depth training in the field than there are jobs available. Many employers prefer to move people into human resources who have some supervisory experience in other functions.

The HR function goes by many different names in various firms. It is known as human resource management, employee relations, industrial relations, and the most widely used term: personnel management. Once the size of a firm grows to over 100 employees, an independent human relations department (HRD) is usually necessary.

Very large organizations may have several hundred people employed in the function with many subfunction specialists. Smaller organizations may have just one or two managers who wear many different hats. The major specialty areas are described below.





Employment. The employment department is responsible for the recruitment of personnel for factory, office, sales, technical, and professional positions. They analyze jobs, prepare job descriptions and job specifications, administer tests, interview applicants, and refer selected applicants to specific openings.

They seldom do the actual hiring, because this is usually the responsibility of department managers. They often do the initial screen.

They also assist department managers in appraisal procedures for employees and executives. They are involved in transfers, promotions, terminations, layoffs, and exit interviews.

The employment function is the typical entry-level position for college graduates in human resources. Entering candidates should be familiar with each of these operations and should have some course work in industrial relations, labor relations, industrial psychology, and labor economics.

The duties of an employment manager or assistant might include the following:

Hiring of hourly workers . . . screening of salaried personnel . . . coordinating college recruiting . . . writing classified ads . . . analyzing employment tests . . . conducting performance reviews . . . assisting in recommendations for reviews, promotions, and terminations.

Training. Training departments orient new employees into the organization and provide training for present employees that will improve their skills. They are usually involved in supervisory training, executive development, presentation of visual aids, maintaining the company library, developing suggestion systems, preparing training manuals, and providing appropriate education for employees.

Training specialists may develop curriculum materials and teach courses in general areas, but in most cases they simply set the stage by bringing in experts (from within or external to the firm) to instruct employees in technical areas related to their jobs.

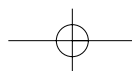
American Society for Training and Development www.astd.org

Training news/membership info/market place for training materials/job listings/very large membership.

Few organizations maintain a resident faculty as a college would. *A training department serves as a catalyst; it brings individuals needing training and those capable of providing training together.* Training is a coordinating and liaison function in most organizations.

Compensation. The function of the wage and salary administration department is to plan and administer an equitable wage and salary scale. *Consultation with managers determines the compensation policies, which are then administered in compliance with various laws and regulations.*

This department makes periodic reports and conducts wage surveys. It is responsible for developing wage systems and supplemental compensation plans for new employees as well as current employees.



Training Professionals

The training and development department of most large organizations that have 100 or more employees at a given site usually employs a staff member to assist with training activities. The American Society for Training and Development (ASTD) estimates that their members teach about 20 million courses each year. Staff professionals most frequently report to the human resources department but can report to other line managers as well.

Nearly all professionals hold at least a bachelor's degree, and the most favored majors include business, psychology, and education. A high percentage hold master's and some even doctor's degrees.

A trainer is not always the teacher. They are responsible for helping organize materials, recruit instructors, assist top management in instruction (both content and techniques), set up facilities, prepare audio and visual teaching aids, invite participants, arrange travel, and even assist in providing accommodations.

Sometimes the trainer is the instructor who must deliver a predefined body of knowledge to a group of people who are required by job descriptions to thoroughly know every detail of the material delivered. A logical extension of duties is the follow-up evaluation to ensure that the material was in fact learned.

Some of the specific duties of the training profession might include the following:

- conduct workshops and seminars
- teach employees to use, repair, or sell equipment
- teach employees to operate complex equipment
- teach employees how to manage and lead
- design and write course modules
- readapt commercial programs to unique situations
- instruct on decision-making techniques and planning
- facilitate communications in learning groups
- prepare sophisticated teaching aids via computers
- prepare teaching aids, such as videotapes and slides
- supervise and train other professionals
- consult with senior technical and managerial staff on materials
- teach others how to deliver complex materials
- organize and manage large conventions and conferences
- create and design exhibits and learning models
- act as a librarian for existing training programs
- maintain and set up teaching equipment, such as computers

There are many facets of this interesting career. Although the assignment only occasionally leads into "top management" positions, it offers an enjoyable career for the right person. The salaries are comparable to teachers and professors. You will not likely get rich in this occupation, but the pay is adequate and the job rewards intrinsically satisfying.

The competition to seek an entry-level position in this field is keen so many professionals start at other jobs in the organization and request a transfer to this area later.

Compensation experts conduct wage surveys, maintain employment compensation records, devise complex pay plans for executives, and basically keep the organization competitive yet profitable since labor costs are often a high percentage of an organizations expenditures.

They manage elaborate wage and salary schedules and classification systems to ensure fair and equitable treatment for all classes of employees. This activity usually requires some sophisticated advanced courses in compensation alternatives and knowledge of how laws are administered.

Benefits. The benefits and services department administers the company insurance, disability, pension, and retirement programs, as well as a variety of other services for employees. It reviews requests for leaves, vacations, unemployment insurance, and severance pay.

Specialists in this field must understand social security regulations, administer fair vacation plans, and design legal, medical, and insurance policies. They administer pension plans in accordance with the most recent legislation.

Specialists may be involved in designing and purchasing group medical and life insurance plans for thousands of employees. They must be aware of the tax implications of the various benefit plans proposed and adopted and be able to explain in written form the tax ramifications to employees.

Labor Relations. A complex set of laws, court decisions, and formal National Labor Relations Board rulings govern the relationship between management and labor. Labor relations people are experts on labor history and laws and on the interpretation of labor laws.

An elaborate system of management and labor relations has developed in our society over several decades, and over 20 million workers are now members of labor organizations.

Labor relations experts negotiate contracts periodically and then must live with the contracted rules and regulations until the next bargaining session.

Contract administration and interpretation constitute a form of private judicial arrangements in our labor force, which requires a sound understanding of what can and cannot be done in the work environment.

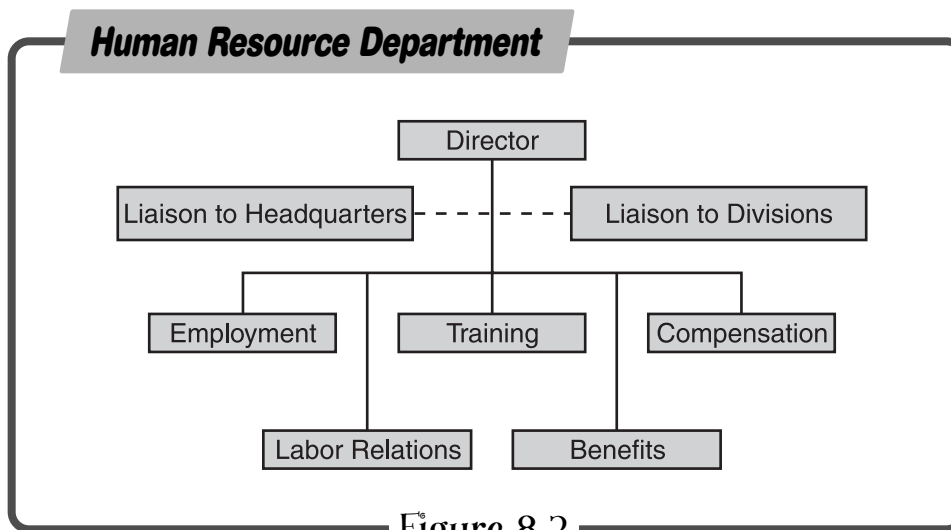
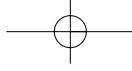


Figure 8.2



Labor experts are involved in all phases of settling labor disputes that can arise daily. Most contracts spell out detailed grievance procedures to which both sides must adhere. The final step is arbitration and it often requires people with legal training.

Duties of Human Resources Manager. The various duties in the human resources function require far more than the ability to deal with people. Satisfactory performance requires a working knowledge of sophisticated techniques, methods, laws, and compliance regulations.

A large organization may have over a hundred different job descriptions for people employed in HR. Some of these duties are summarized in the abstract below.

Direct personnel programs . . . administer policies . . . set personnel objectives . . . interview salaried and hourly candidates . . . refer qualified candidates to department managers . . . write classified ads . . . travel to recruit people . . . develop recruiting itinerary . . . prepare manpower plan . . . conduct wage and salary surveys.

Maintain employment records . . . compile statistics . . . devise complex pay structures . . . administer benefit programs . . . prepare payroll reports . . . know government wage regulations . . . know social security laws . . . handle employer grievances . . . participate in labor negotiations . . . understand workman compensation laws.

Design and give orientation programs to new employees . . . administer job classification system . . . write job descriptions . . . design job performance evaluation systems . . . design forms . . . manage government compliance reviews.

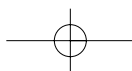
Requirements. Most organizations require a bachelor's degree for entry into human resources, but some experienced people may move into HR from other departments of the organization. Many employers require master's degrees in human resources.

Because complex government laws and regulations are creating a deep structure of specialists, most people will need some special training even after becoming employed with the organization. Hiring preferences are usually for those who are best trained and those with related human resource work experience.

Specific course work in industrial relations, labor relations, labor law, industrial psychology, HR management, employment, compensation, organizational development, and related areas greatly enhances your chances of finding employment in the field.

Some firms still hire generalists, but the trend is toward hiring specialists. You often must start as a specialist and work toward a career as a generalist later in your career.

Career Path. The entry-level job is usually as a personnel assistant or HR trainee. The first move may be to a position as an assistant department manager in one of the basic functions from which functional managers are selected.



Many firms rotate personnel between functional fields, but the increasing complexity of OSHA, ERISA, EEO, FLSA, etc., is forcing some specialization.

Some firms use the human resource department as a 12- to 30-month temporary, rotational assignment for line managers.

Most training is on the job, supplemented by training seminars sponsored by professional associations. The upward mobility route is usually that of staying within the HR function and moving into executive status there.

Outlook. The number of candidates needed annually is very low. The supply of candidates greatly exceeds the demand. Many applicants do not have the necessary credentials.

Because of the heavy walk-in and write-in applicant traffic, very few employers actively advertise and recruit candidates even when an opening exists. The openings are often filled internally or through professional associations.

Because of this supply and demand situation, starting salaries in HR are below average, and the salary progression is often slower than in more direct line management functions. The earnings are modest but more than adequate to maintain an excellent standard of living. Most experts enjoy the type of work they do and are willing to accept lower levels of compensation as a result.

Candidates trained in human resources or labor relations have the best shots at available jobs.

Society for Human Resource Management

www.shrm.org

Job descriptions in HR/job listings, classifieds/profession materials to explore.

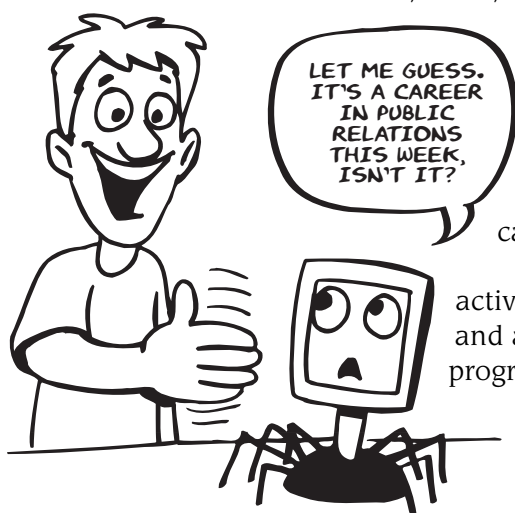
Public Relations

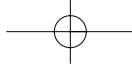
Public relations employees build and maintain positive images for employers. Most public relations workers are employed by manufacturing firms, public utilities, trade and professional associations, labor unions, and governmental agencies. Others are employed by consulting firms and provide public relations services to clients for fees.

Duties. Public relations personnel provide information to newspapers, magazines, radio, television, and other channels of communication. They also arrange speaking engagements and often write speeches for high-level officials. Much of their writing relates to news releases about promotions, retirements, and financial reports.

Many public relations people who are hired to work in the organization are writers or copywriters who have had experience with newspapers, magazines, or other communications media prior to joining the organization.

Beginners often maintain files of materials about company activities, scan newspapers and magazines for pertinent articles, and assemble information for speeches and pamphlets. As they progress, they get more difficult assignments such as writing press releases, speeches, and articles for publications. Some organizations publish internal publications.





Usually the promotion path is within the public relations function, although employees occasionally accept opportunities in marketing after gaining experience in public relations.

In addition to public relations departments within business and public service organizations, a number of other employers hire people with writing skills. Daily and weekly newspapers hire many of the people graduating from college with experience in reporting.

Newspaper reporters gather information on current events and use this to write stories for publication. Their reporting assignments can lead to jobs as editors.

Many newspapers require bachelor's degrees in journalism, although many of them will consider English majors or majors involving an extensive amount of writing experience. Professional courses in reporting, copywriting, editing, feature writing, and technical writing would be very worthwhile for persons aspiring to careers in newspaper work.

Some organizations hire technical writers. The technical writer organizes, writes, and edits material about science and technology in a form that is useful to those who need to use it.

Government agencies and business firms often must take some of their research and put it into terms that the average layperson or business executive can read and understand. For those graduates who have degrees in scientific areas and the ability to write well, this is an avenue to consider.

Other sources of job leads for writers are weekly and monthly magazines and publishing companies. Although magazines often obtain their material from freelance writers, much of it has to be edited before it gets into print. Publishing firms hire writers to edit books and solicit new manuscripts for publication.

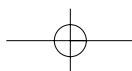
Requirements. Many people joining public relations departments or public relations firms hold college degrees with majors in English, journalism, mass communications, telecommunications, or public relations. Sophisticated word processing and graphic arts skills are also required by many employers. Web experience is also helpful.

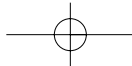
Individuals should have a measure of creative ability as well as the ability to express thoughts clearly and simply in speaking and writing. Employers always like to see some previous work experience in journalism or a related field, so it is advantageous for a candidate to have acquired some writing experience by working full- or part-time in an assignment that involves extensive writing.

Public relations jobs invariably require outstanding writing skills. Candidates who have majored in journalism, English, or radio and television will need a basic understanding of business and technical terms, but this should be easy for them to pick up. Whether they are writing copy, designing layouts, preparing news releases, or editing house organs or other internal publications, literary expertise is a major necessity.

Outlook. There are many more applications for jobs than there are opportunities, but graduates having experience and top grades should apply. Public relations firms and public relations departments within businesses

Given the keen job market, you must contact firms directly.





and government agencies do not usually advertise or recruit personnel openly, so special effort is required for finding an appropriate position.

Good writing skills are very valuable in many different occupations. If you have them, it is well for you to combine them with another functional field in management or an occupation that has more favorable employment prospects.

Legal Staff

The legal staff is almost always a very small department. Attorneys in the legal department deal with the organization's patent protections, law suits, real estate, tax considerations, labor contracts, and other legal concerns. Many firms do not have this function in-house because they prefer to hire an external (often prestigious) law firm to handle problems on a retaining or as-needed basis.

Employment in this function is quite limited and requires a law degree and admission to the bar. Most organizations hire experienced lawyers when they decide to add a person to their legal staff. Legal staff members are often recruited from the firm the organization uses for legal matters.

Management Training

Many firms offer well-structured management training programs. The programs teach you about the basic management functions.

A common practice is to rotate new employees through several different management-track assignments to give them an overview of the organization. Management trainees wander around through various assignments learning and growing. This concept is used by smaller employers.

The turnover in management training programs tends to be excessive. As colleges provide more technical and vocationally trained people, the need for the program is declining.

The dissatisfaction of people in the programs and the increasing availability of candidates trained in functional areas forced many large employers to abandon the concept.

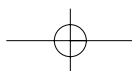
Several industries have found the rotational approach to be very satisfactory. Management training programs are common in the industries of transportation, insurance, retailing, and some government organizations.

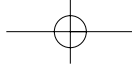
Most of these programs are short-term, lasting six to twelve months. Trainees tend to be moved into functional assignments as soon as possible.

For individuals who are undecided about their careers, these programs may be ideal. The number of them is limited, so it takes a great deal of searching to locate one. Many firms also call training programs in the marketing and sales function management training programs. You will find many training jobs in smaller firms.

U.S. Small Business Administration www.sbaonline.sba.gov

Need funds to get your business ideas off the ground? Find a directory of thousands of companies who have used SBA services. This site provides facts on federal aid and business counseling and has many tips on start-up financing and expanding your business. Great resource if your career aspirations lean to entrepreneurship or working for a small- to mid-size employer.





American Management Association (AMA)

www.amanet.org

This is one of the largest membership-based associations. It provides conferences, seminars, publications, training, etc., and classified career ads and other career information for management staff.

International Careers

The world has truly become a global interrelated economic powerhouse that significantly impacts careers. The Internet technology facilitates worldwide employment. For example, foreign students studying in the United States can find employment in their home region via an Internet-assisted job search.

The marketplace is indeed global. Yet, employment still tends to remain local. The slogan: "Think globally, act locally," operates in the career arena also. There is an important management segment, even if currently small, that moves you around the world as duty calls, especially if you work for a global enterprise.

Assignments. It is not unusual for these global enterprises to internally source experts for global assignment in nonhome countries. Governments often place "red tape" in the way of this trend to protect local employment. A growing employment segment tends to build a global executive workforce. They often do this with short-term, 6–18 months, nonhome country assignments.

You may be interested in these development rotations. You usually start in your home country that maintains the training and payroll commitment. After you gain 3–5 years' experience, language capabilities, and have a functional expertise like marketing, engineering, computer science, finance, etc., ask for the developmental transfer. These often put you in the "fast-track" career path within your organization.

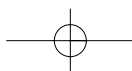
Whether you are a U.S. citizen or a foreign national, the web can facilitate your goals. The information on specific jobs in specific countries is printed on the web. An employment/international/your specialty/search via a search engine like YAHOO can generate ideas.

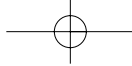
Due to legalities, the job search most often starts in your home country and, once employed in a global concern, the international HR specialists can assist in facilitating your visa requirements. You often need the leverage of an employer to get the necessary work permits. You can't do it alone.

Work Permits. Most governments will not allow a foreign national to replace a locally qualified applicant so your employer must run the political gamut to prove your unique talents cannot be found locally. It is tough to "play politics" in some countries but it is often done. That is why you need the clout (power) of a well-known employer, an expertise, applicable experience, and a burning desire from yourself and your employer to make the "global manager" idea work. Some industries carry more influence than others.

Regardless of your nationality, the wisest and most successful approach is initial employment in your home country in a functional specialty. You also need to know the visa laws. Many international websites can give you the knowledge you need to be successful. College recruiting and other employment methods are not nearly as productive as a web-based employment search which can focus your unique background to the direct international employment decision makers.

Managing your own business encompasses marketing, finance, operations, and administration.





Franchising for You

Every week in the classified ad section of *USA Today* and *The Wall Street Journal* scores of franchising ads appear: "Be Your Own Boss," "Chance of a Lifetime." For an increasing number of entrepreneurial-minded individuals, franchising can be the ticket to a job and to prosperity.

The evidence clearly supports that franchising vastly increases the likelihood of success for the small business person. A franchise offers both security and flexibility not possible with other business ventures. The franchiser system has usually been tested in several markets, and the need for the product or service thoroughly researched and proven by the real marketplace.

The franchise formula is quite simple. A business (the franchisor) with an innovative product, service, or business concept offers exclusive territories to individuals (the franchisee). The franchisee invests an up-front fee (\$15,000 to \$500,000) and agrees to pay a monthly royalty (5 to 10 percent of gross sales). In return, the franchisor agrees to provide product, systems, training, support services, financial counseling, etc., but most important, a regional or national advertising and marketing effort.

About one third of all retail sales dollars in the United States are made through a franchised operation. The success of McDonald's, Holiday Inn, Dunkin' Donuts, Roto-Rooter, Midas Muffler, and many, many others are legend. The oil, automobile, soft drink, and hospitality industries made this concept work well in its infancy.

Where is the next McDonald's? The American dream is real, and the potential for owning a successful franchise is a possibility for individuals with a penchant for hard work, commitment, management skills, and some start-up capital. Most major franchisors also want to see some experience but not necessarily in the same industry. The areas below offer great potential for franchising success.

- Cleaning services
- Copy services
- Fast food
- Hospitality
- Travel
- Petroleum products
- Accounting services
- Tax services
- Private communications
- Computer support

Like other businesses, the older, well-established franchises tend to be highly successful and more expensive to purchase. The newer ones tend to be smaller, less stable, but with a great idea and potential to grow. The franchise fee tends to be much less. The magical mix of product, service, distribution channel, marketing, and price creates a winning franchise system. Success also requires time to test the "format" and "quality people" to make the concept work well. Since this format cannot be trademarked, franchises are not without competition. The best franchises continually look over their shoulder to see who is coming up fast.

The success of franchising is clear. The trade association of franchisors, The International Franchise Association (IFA), claims that the annual failure rate is under 4 percent compared to a 13 percent rate for all new business. The usual statistic cited is that two-thirds of all new businesses fail within five years. Most franchisors have a heavy stake in wanting to avoid failures since this determines their ability to gain more franchisees and thus grow in terms of sales and profits.

The IFA sponsors several trade shows each year where franchisors and potential franchisees can get together. You can get information on the location by visiting the website of IFA (www.ifa.org), 1350 New York Avenue, NW, Washington D.C. 20005.

If you feel that franchising is a topic that you want to investigate further, one of the best sources of further information is *Franchise Opportunities Handbook*. You can obtain this in most libraries and by writing the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402.

Few franchisors are interested in fresh, inexperienced persons, as well as older individuals. They prefer that you work two to five years (retailing and sales are great training), save some capital, and then contact them for information. Yet, for the right person, they may place you with a current franchisee operation with the understanding that later you can go out on your own.

Franchising is not for everyone. It means months and years of very hard work including long hours. Not everyone becomes a millionaire, but the financial rewards usually are greater than what you receive by working for someone else. Aside from the money, the most consistent response from the franchisee you hear is that, "I enjoy being my own boss."

