Managing People & Performance

Managing in context

Strategic HRM - Best practice *(8)*

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Best practice "Universalism"

Boxall, P & Purcell, J (2003b). Strategy and Human Resource Management.

ALIGN management & workers interest

Pfeffer's 16 "best practices"

1 Employment security
2 Selectivity in recruiting
3 High wages
4 Incentive pay
5 Employee ownership
6 Information sharing
7 Participation and empowerment
8 Teams and job redesign
9 Training and skill development
10 Cross-utilisation and cross-training
11 Symbolic egalitarianism
12 Wage compression
13 Promotion from within
14 Long-term perspective
15 Measurement of the practices
16 Overarching philosophy

Source: Pfeffer (1994)

Figure 3.8 Pfeffer's 16 practices for 'competitive advantage through people'

Best practice models emphasise

1. Enhance knowledge through recruitment & training
2. Motivate through strong incentives
3. Contribute ideas through participation or redesigned work

Pfeffer's 7 practices for building profits by putting people first

seem to lack worker representation & joint regulation

1 Employment security
2 Selective hiring
3 Self-managed teams or teamworking
4 High pay contingent on company performance
5 Extensive training
6 Reduction of status differences
7 Sharing information

Source: Pfeffer (1998)

Figure 3.9 Pfeffer's 7 practices for 'building profits by putting people first'

2 Sectoral & organisational context

- Organizations who employ at least 2 best practices are or have
  - international competition
  - advanced technology
- the bigger, the more best practices deployed
- Cost effectiveness is important
  - If there is a pay-off for companies they will do it

1 national role

- different laws
- different culture and history

Distinction between

- **Best practice** — Surface = Level of HR policy and Practice
- **Best fit** — Underpinning level = Processes & Principles