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MGT530: *Managing Human Capital*

Module Assignment: *HR Policy Proposal*

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Abstract

This report provides a comprehensive review of Google's human resource policies, with recommendations for improving employee retention, customer service practices, communication, and employee performance appraisals. It also entails job listings for three newly created positions and guidelines for the health, safety, and well-being of employees. The proposed HR policies focus on promoting a positive work culture, building internal growth opportunities, and using data and analytics to drive decisions. On the other hand, the health, safety, and wellbeing guidelines focus on establishing a health and safety committee, encouraging mental health support, preventing discrimination and harassment, monitoring health and safety standards, and providing adequate equipment for the employees. Overall, the research gives useful insights into how Google and other similar organizations can develop effective human resource policies that focus on the well-being of the employees hence improving productivity.

1. HR Policy Proposal

- **Google Policies Critique**

Google is an American multinational technology company that specializes in Internet-related services and products. Larry Page and Sergey Brin founded the company in 1998 (Vise, 2007). Google is best known for its search engine, but it has expanded into many other areas, including online advertising, cloud computing, software development, and hardware manufacturing. According to Singh (2016), many organizations have been looking up to Google for its culture of promoting employee engagement and satisfaction. However, a closer look at the company's HR policies reveals several areas that could be improved.

Google heavily relies on data and analytics to make HR-related decisions (Shrivastava et al., 2018). While it is important to use data to inform decisions, this approach can sometimes overlook the human element of the workplace. Employee feedback and subjective assessments can provide valuable insights that data alone cannot capture. Google mainly emphasizes

practical work (Beltrán & Gulc, 2021). The emphasis on practical work could potentially limit employee creativity and innovation hence limiting their creativity and productivity. Therefore, it is essential to balance it with opportunities for employees to experiment and explore new ideas.

Google's performance appraisal system uses a blend of result-based and behavior-based assessments (*HR policies of Google*, 2021). The system also has some flaws. For instance, this system can lead to employees feeling that their performance was unfairly evaluated or that the system did not accurately capture their contributions to the company. There is also concern that this system could lead to employees prioritizing short-term results over long-term growth.

Google has been using an internal growth training model as its HR policy (Thomas & Karodia, 2014). This policy emphasizes promoting employees from within more than hiring from outside. This model could lead to a lack of diversity within the company. While promoting from within can be an effective way to retain employees and cultivate a positive company culture, it is important to also prioritize diversity and inclusivity in hiring so as to increase the productivity of the employees (Davenport et al., 2022). While Google's HR policies have many strengths, there are areas in which they could be improved to better support employee engagement, diversity, and well-being.

2. HR Policies Recommendations

These Proposed HR policies for Google aim to increase employee retention, improve customer service practices, use technology to improve inter-office communications, and improve employee performance appraisals. These policies are essential for organizations to succeed in today's dynamic business environment.

a) Improving Employee Retention

An effective HR policy can be determined by the rate at which an organization retains its employees. Organizations invest their resources in recruiting, training and developing their

workforce. Therefore, it is necessary to ensure the employees are satisfied and engaged in reducing turnover since a high turnover can result in increased costs associated with recruitment, hiring, and training of new employees (Kurniawaty et al., 2019).

One effective way to improve employee retention is through employee recognition and reward programs. A culture of recognition and appreciation can boost employee morale and motivate employees to perform at a higher level (Jamal Ali & Anwar, 2021). Formal recognition programs, such as "Employee of the Month" awards or bonuses for meeting performance metrics, or through more informal means, such as verbal recognition or thank you notes, can help boost the employees' motivation, which in turn increases employee retention.

Providing opportunities for career growth and development can also help in improving employee retention (Kurdi et al., 2020). Employees who feel that their work is meaningful and aligned with their personal and professional goals are more likely to remain with an organization. Providing opportunities for skill development, training, and career advancement can demonstrate a commitment to employees' professional growth and encourage them to stay with the company for the long term.

Ensuring that employees have a positive work-life balance can improve retention (Rodríguez-Sánchez et al., 2020). Flexible work arrangements, such as telecommuting or flextime, providing ample paid time off for vacation, personal days, and sick leave, can help create a positive work-life balance. A positive work-life balance can help employees feel more fulfilled and reduce stress, leading to improved job satisfaction and retention.

Improving employee retention is an important HR policy objective that can be achieved through a variety of approaches, including employee recognition and reward programs, opportunities for career growth and development, work-life balance initiatives, and a strong

corporate culture. By prioritizing employee retention, companies can reduce costs associated with high turnover and develop a more engaged, productive, and loyal workforce.

b) Effective Customer Service Practices

Effective customer service practices are essential for the growth of a business (Ali et al., 2021). They ensure that businesses are able to retain customers, build brand loyalty, and gain a competitive edge in the market. Google's current HR policies are lacking in this area hence the need for the company to develop more effective customer service practices.

To improve customer service practices, Google can adopt several measures. The first measure can be investing in customer service training for its employees. Training employees on how to communicate effectively with customers, listen to their needs and provide satisfactory solutions (Nasifoglu Elidemir et al., 2020). Furthermore, customer service training can also help employees to deal with difficult customers hence preventing and resolving conflicts.

Google should also establish an effective system for collecting and analyzing customer feedback. Through the feedback, the company will be able to identify areas where it needs to improve its products or services hence taking the necessary actions to address those concerns. This process can help the company to build a stronger relationship with its customers and increase customer satisfaction (Afthanorhan et al., 2019).

The company should implement a system for tracking customer interactions and after-service follow-ups. Google can ensure that customers receive timely and effective responses to their queries and complaints through follow-ups and interactions. As a result, the company will improve its response time and build trust with customers hence improving customer satisfaction (McColl-Kennedy et al., 2018).

c) Improving Inter-Office Communications

Effective communication among employees in an organization is essential since it ensures the employees maximize their productivity (Stacho et al., 2019). To improve inter-office

communications, it is essential to identify the existing communication gaps and work towards bridging them. More so, one of the most effective ways an organization can improve inter-office communication is through implementing the latest technological tools and applications.

One of the tools employees can use to improve inter-office communication is an instant messaging platform. Microsoft Teams is an example of such a platform. The application provides a seamless channel for team members to communicate with each other, share files, and coordinate work. Furthermore, it allows the creation of different channels for different teams, projects, or topics hence making it easy to keep track of communication and reducing the need for lengthy email chains (Symonenko et al., 2019).

Another way to improve inter-office communication is to conduct regular meetings through the help of video conferencing platforms like Zoom (Newman & Ford, 2021). The video conferencing platforms eliminate the barrier of all employees having to be there in person. Therefore, the meetings can be done daily, weekly, or monthly, depending on the company's size and the nature of the work. These meetings should be well-structured and focused, with specific agendas and goals.

The company should provide adequate training and support to all employees so as to ensure that inter-office communication is effective (Chanana & Sangeeta, 2020). This training should cover communication etiquette, conflict resolution, and active listening skills. Furthermore, the employees should be trained in the technological means of communication. These skills can be developed through workshops, training programs, or online courses.

d) Employee Performance Appraisals

The process of employee performance appraisals is critical in the effective management of personnel in any organization (Kaydos, 2020). Performance appraisals act as a tool for evaluating the performance of employees over a given period. The process provides feedback to employees on their job performance, identifies areas where improvement is needed and

serves as a basis for employee development and training programs (Kaydos, 2020). Google's current performance appraisal system is a blend of result-based and behavior-based appraisals, which is effective in providing employees with feedback and driving individual performance (HR policies of Google, 2021). However, there is room for improvement, particularly in the area of frequency and flexibility.

One way to improve the employee performance appraisal system is to make it more frequent (Moon, 2019). Rather than having a once-a-year performance appraisal, employees could receive quarterly or semi-annual reviews. Increasing the frequency would allow employees to receive more timely feedback and adjust their performance accordingly. Additionally, more frequent appraisals could serve as an opportunity for managers to check in on employee progress and make adjustments to goals and objectives in real time.

Another way to improve the performance appraisal system is to make it more flexible. While Google's current performance appraisal system emphasizes practical work, a more flexible approach could be implemented to accommodate individual differences in working styles and preferences (Shafagatova & Van Looy, 2020). For example, some employees may prefer to work remotely or have flexible work hours, and their appraisal process should reflect that. By allowing for flexibility, employees will feel more comfortable and valued, leading to increased job satisfaction and retention.

Furthermore, Google could incorporate 360-degree feedback in the appraisal process. This approach allows for feedback from multiple sources, including peers, subordinates, and customers. It can provide a more holistic view of an employee's performance and behavior and allow for a more comprehensive evaluation. The 360-degree feedback approach is also a great way to identify high-performing employees and those in need of additional training or coaching (Fleenor et al., 2020).

3. Job Listing

a) Secretary

Job Description:

Manage and organize all administrative tasks, including answering calls, scheduling appointments, and handling correspondence.

Qualifications:

- High school diploma or equivalent.
- Proven work experience as a secretary or administrative assistant.
- Excellent organizational and time-management skills.
- Strong written and verbal communication skills.
- Proficiency in Microsoft Office and Google Suite.

Roles and Responsibilities:

- Answering and directed phone calls and messages.
- Responding to emails, letters, and other correspondence.
- Maintaining and organizing paper and electronic files.
- Managing calendars and scheduling appointments.
- Preparing reports, presentations, and other documents.
- Handling incoming and outgoing mail and packages.
- Coordinating travel arrangements.
- Maintaining inventory of office supplies and equipment.
- Greeting visitors and clients
- Ensuring the office runs smoothly and efficiently.

Starting Salary: \$35,000 - \$40,000 per year, commensurate with experience

b) Marketer

Job Description:

Develop and implement marketing strategies to promote the company's products and services.

Qualifications:

- Bachelor's degree in marketing or a related field.
- Proven work experience as a marketer or marketing manager.
- Strong analytical and project management skills.
- Experience with digital marketing tools, including social media platforms and email marketing software.
- Excellent written and verbal communication skills.

Roles and Responsibilities:

- Conducting market research: Collect and analyze data on market trends, customer behavior, and competitor activities.
- Developing marketing strategies: Plan and execute marketing campaigns that align with the company's objectives, target audience, and budget.
- Creating marketing materials: Design and develop marketing collateral, such as brochures, flyers, and online ads, that promote the company's products or services.
- Managing social media accounts: Develop social media campaigns and maintain the company's social media accounts, such as Facebook, Twitter, and LinkedIn.
- Building relationships with stakeholders: Communicate with customers, vendors, and other partners to build strong business relationships that support the company's goals.
- Collaborating with cross-functional teams: Work with sales, product, and creative teams to ensure that all marketing efforts are cohesive and aligned with the company's overall strategy.

- Analyzing and reporting on campaign performance: Measure the success of marketing efforts and provide reports to management on the effectiveness of campaigns and strategies.
- Staying up-to-date with industry trends: Keep up-to-date with the latest trends, technologies, and best practices in marketing to ensure that the company remains competitive in the market.

Starting Salary: \$55,000 - \$65,000 per year, commensurate with experience

c) Operations Manager

Job Description:

Oversee the day-to-day operations of the company, including managing staff, allocating resources, and ensuring that all activities are running efficiently and effectively.

Qualifications:

- Bachelor's degree in business administration, operations management, or a related field.
- Proven work experience as an operations manager or similar role.
- Strong leadership and team management skills.
- Excellent analytical and problem-solving abilities.
- Familiarity with project management tools and software.

Roles and Responsibilities

- Planning and implementing operational strategies to improve productivity and efficiency in the organization.
- Monitoring and improving processes to ensure the smooth running of daily operations.
- Managing and supervising a team of employees to ensure they are meeting their objectives and targets.
- Ensuring the organization's compliance with health and safety regulations and other legal requirements.

- Coordinating with other departments and stakeholders to meet company goals and targets.
- Identifying and implementing cost-cutting measures to optimize resources.
- Analyzing operational data to identify areas for improvement and making recommendations for change.
- Managing inventory and logistics to ensure the timely delivery of goods and services.
- Developing and managing budgets and forecasting future expenditures.
- Ensuring customer satisfaction by managing and resolving complaints and issues.

Starting Salary: \$80,000 - \$90,000 per year, commensurate with experience.

4. Health Safety and Wellbeing Guide

It is the responsibility of the company to create and maintain a safe and healthy work environment for its employees. To create a comprehensive guide, the following measures can be implemented:

- **Establish a Health and Safety Committee**

Establishing a Health and Safety Committee is essential for promoting health and safety in the workplace. The committee should be composed of management and employee representatives, and they should work together to create and implement effective health and safety policies and procedures. The committee should also conduct regular meetings to review the policies and procedures and discuss any updates or changes that need to be made.

The main purpose of the health and safety committee is to identify and assess potential hazards in the workplace and develop strategies to minimize the risk of accidents and injuries (Hall, 2021). The committee should conduct regular workplace inspections and audits to ensure that all safety protocols are being followed and identify any potential hazards that need to be addressed.

The committee should also develop and implement an emergency response plan in case of accidents, injuries, or other emergencies. This plan should include procedures for reporting accidents and injuries, administering first aid, and contacting emergency services if necessary (Goniewicz et al., 2020). The committee should also ensure that all employees receive regular training on the emergency response plan and understand their roles and responsibilities in case of an emergency.

Encourage Mental Health Support

Encouraging mental health support is a critical aspect of the company well-being program. While physical health is important, mental health is equally important in ensuring a productive and healthy workforce (*World Health Organization, 2021*). The company can establish a mental health support program for its employees by providing resources and tools to help employees manage their mental health.

One way to provide mental health support is by offering access to confidential counseling services (Olson et al., 2019). The company can provide the employees with free access to licensed counselors or therapists who can provide guidance and support for a range of mental health. These counseling services can be offered in-person or through telehealth hence providing employees with flexibility and convenience.

Another way to support mental health is by encouraging healthy habits that are known to improve men well-being (Redeker et al., 2019). This strategy could include encouraging employees to take breaks during the workday, encouraging enough sleep, promoting exercise, and offering healthy food options in the company cafeteria.

The company can create a positive work environment that supports employees' physical and emotional wellbeing by encouraging mental health support. Consequently, it can lead to increased employee engagement and productivity, as well as improved overall company performance.

- **Prevent Discrimination and Harassment**

Preventing discrimination and harassment in the workplace is a crucial component of any company's health, safety, and wellbeing guide. Discrimination and harassment are detrimental to an employee's overall mental and physical health. It can also create a hostile work environment that affects everyone in the workplace (Rhead et al., 2020). Therefore, it is necessary to establish strict policies that prohibit any form of discrimination or harassment and educate employees on how to identify and report such incidents.

One way to prevent discrimination and harassment is to conduct training sessions for all employees on identifying and preventing these incidents (Hebl et al., 2020). This training should cover the types of discrimination and harassment, how to identify them, and the steps to take if someone experiences or witnesses such behavior.

It is also essential to establish consequences for anyone found guilty of discrimination or harassment (Sokolov et al., 2023). The consequences should be clearly defined and communicated to all employees to ensure that everyone is aware of the repercussions of such behavior. Additionally, creating a support system for employees who have experienced discrimination or harassment, such as access to counseling services or legal assistance, can help them navigate the aftermath and ensure they feel safe and supported at work.

Furthermore, creating a culture of inclusion and diversity can go a long way in preventing discrimination and harassment (Perry et al., 2020). Encouraging diversity and inclusion initiatives can help employees feel valued and respected hence reducing the likelihood of discriminatory behavior. Finally, regularly monitoring and reviewing the workplace culture can help identify any potential issues and provide opportunities to implement necessary changes to ensure a safe and welcoming environment for all employees.

- **Provide Adequate Equipment**

Providing adequate equipment helps ensure the health, safety, and wellbeing of employees are met. In the workplace, employees may be required to use different equipment and machinery to carry out their duties. Employers have a legal obligation to provide their employees with safe and appropriate equipment to perform their tasks (Michaels & Barab, 2020).

The company should also ensure that all equipment it provides to its employees is well-maintained and in good working condition. Therefore, the company will require a system of regular maintenance checks and repairs to be put in place. Additionally, it should provide proper training on the use and maintenance of the equipment. The training will help in ensuring the employees are aware of how to use the equipment safely, and they can identify any faults or problems that may arise hence improving the organization's safety standards (Ricci & Nucci, 2022).

The company should also ensure that it provides personal protective equipment (PPE) to all employees who need it. PPE is any equipment worn to minimize exposure to a specific risk (Sazonova et al., 2021). This equipment includes safety glasses, earplugs, gloves, helmets, and safety shoes.

- **Monitor Health and Safety Standards**

Monitoring health and safety standards are essential to any health and safety program. The company should implement systems to track and monitor the effectiveness of the health and safety measures in place to ensure that they meet the needs of the employees. One of the ways to monitor health and safety standards is to conduct regular safety audits (Burk & Prince, 2019). Safety audits should be performed to evaluate the effectiveness of the health and safety programs in place hence determining what needs improvement. The audits should include a review of the policies and procedures, training programs, and physical working conditions. The audits can be done by an internal team or by hiring an external consultant.

In addition to safety audits, the company should also establish a reporting system for any health and safety incidents that occur (Silva & Amaral, 2019). Employees should be encouraged to report any health and safety hazards, accidents, or near misses so that the company can take appropriate action to prevent future occurrences. The reporting system should be anonymous to encourage whistleblowing and be easily accessible. The employees should be trained on how to use it.

Furthermore, the company should establish performance indicators that can be used to measure the effectiveness of health and safety programs. Performance indicators should include metrics such as the number of safety incidents, the number of safety violations, and the time it takes to resolve safety issues (Batson et al., 2022). The performance indicators can be used to identify trends and patterns that can be addressed through targeted training or other interventions.

Regular communication and training are also important for monitoring health and safety standards (Colligan & Cohen, 2004). The company should communicate regularly with employees about health and safety policies, procedures, and expectations. The training can be done through meetings, posters, or email updates.

Conclusion

The report has outlined and proposed various human resource policies to improve the overall health and safety of employees, encourage employee retention, and effective customer service practices, improve inter-office communications and create/revise employee performance appraisals. The report has also provided job listings for the secretary, marketer, and operations manager positions, including starting salary information. Furthermore, the report has highlighted the importance of developing a health, safety, and wellbeing guide to ensure employees' physical and mental health is a top priority. By implementing these recommendations, the company will promote a more productive, healthier, and safer work environment hence succeeding in its operations.

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