**POSSIBLE HUMAN RESOURCE MANAGEMENT STRATEGIES**

**WORK FLOWS**

* Organise for efficiency or innovation
* Organise for control or flexibility
* Use specialised or broad job categories
* Use detailed or loose work planning

**STAFFING**

* Use internal or external recruitment
* Who makes hiring decision
* What’s important in hiring

**EMPLOYEE SEPARATIONS**

* How to downsize
* Hiring freeze
* Support for terminated employees
* Preferential or non-preferential rehiring process

**PERFORMANCE APPRAISAL**

* Customised or uniform appraisals
* Appraisal for developmental or control purposes
* Multipurpose or focused appraisals
* Use multiple or one input

**TRAINING AND DEVELOPMENT**

* Buy or develop skills
* Individual or team-based training
* On-the-job or external training
* Job-specific or generic training

**COMPENSATION**

* Fixed-pay or variable system
* Job-based or individual pay
* Seniority-based or performance-based system
* Centralise or decentralise pay decisions

**EMPLOYEE AND LABOUR RELATIONS**

* Top-down or bottom-up communications
* Interactions with labour unions
* Adversarial or cooperative relationship

**EMPLOYEE RIGHTS**

* Use discipline as control or learning
* Protect employees’ or organisation’s rights
* Formal or informal ethics program

**CURRENT HRM STRATEGIES**

* Employees as significant resource
* High-tech human resources approach