

An illustration of a large, dark blue rectangular table surrounded by eight stylized people in business attire. The people are positioned around the table, some looking at documents or laptops. The table surface is covered with various business-related icons and documents, including pie charts, bar graphs, line graphs, and coffee cups. The background is a light blue gradient.

Google's HRM and improvement strategy

Yuewen Lu

ID: 2232638

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Human Resource Management (HRM) in Google

Human Resource Management (HRM) is a critical function in any organization as it is responsible for managing and developing human capital. Google is a multinational company with diverse employees and clients. (Abbott, A.2013)

Therefore, it is important that it have a structural and functional human resource management. (Adamseged, M. E., & Grundmann, P. 2020)



AI is impacting HR such as AI is being used to automate and streamline the recruitment process. (Renkema, M.2023)

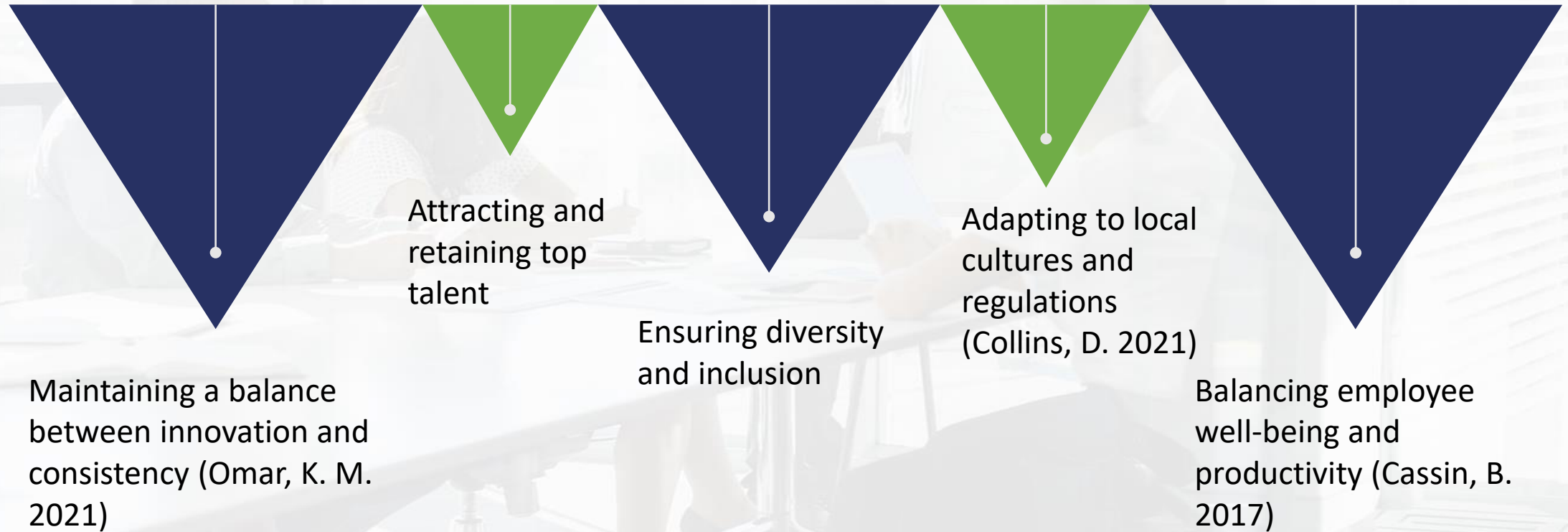


AI tools can be used to analyze employee sentiment and engagement levels by analyzing data from employee surveys and feedback.
(Budhwar, P., Malik, A., De Silva, M. T., & Thevisuthan, P. 2022)



AI-powered learning and development programs can be tailored to individual employee needs and learning styles (Gupta, M. 2021)

Shortcomings of Google' s HRM Model



Conclusion

Google's human resource management strategies are based on its unique culture of innovation, collaboration, and employee empowerment (Dimitrakaki, I.2022)



Google uses AI to help identify and mitigate bias in the hiring process.



One of the key elements of Google's HR approach is its emphasis on hiring the best talent available (Fesharaki, F. 2021)



Despite the strong brand appeal of HR management, google still has room to improve in terms of maintaining cultural diversity and cultural inclusiveness.



Recommendations



Diversity and inclusion



Increasing training and development programs (Packard, T. 2021)



Flexible work arrangements



Encourage collaboration across departments and teams



Open communication channels (Felgate, Y. R.2020)

Action Plan for HR Skills

Q1 for Quarter 1 (Jan-Mar), Q2 for Quarter 2 (Apr-Jun), Q3 for Quarter 3 (Jul-Sep), Q4 for Quarter 4 (Oct-Dec)

No.	Description	Responsible	Timeline	Progress
1.	Conduct Skills Gap Analysis	HR Leadership Team	Q1	Completed
2.	Develop Training Needs Assessment	HR Learning and Development Team	Q1-Q2	In progress
3.	Design and Implement Training Programs	HR Learning and Development Team	Q2-Q3	In progress
4.	Monitor and Evaluate Training Effectiveness	HR Evaluation and Metrics Team	Q3-Q4	In progress
5.	Conduct Diversity and Inclusion Training	HR Diversity and Inclusion Team	Q2-Q3	In progress
6.	Develop Flexible Work Arrangement Policies	HR Policy and Compliance Team	Q2-Q3	In progress
7.	Implement Cross-Functional Collaboration Initiatives	HR Talent Management Team	Q3-Q4	In progress
8.	Enhance Communication Channels	HR Communications Team	Ongoing	In progress
9.	Evaluate and Update HRM Strategy	HR Leadership Team	Q4	In progress

Conduct Skills Gap Analysis

No.	Description	Responsible	Timeline	Progress
1.1	Define the purpose and scope of the Skills Gap Analysis	HR Leadership Team	Q1	Completed
1.2	Identify the data sources for Skills Gap Analysis (Piwowar-Sulej, K. 2021)	HR Leadership Team	Q1	Completed
1.3	Develop data collection methods and tools	HR Leadership Team	Q1	Completed
1.4	Collect and compile data from various sources	HR Data Analysis Team	Q1	Completed
1.5	Analyze data to identify skills gaps	HR Data Analysis Team	Q1	Completed
1.6	Prepare Skills Gap Analysis report	HR Data Analysis Team	Q1	Completed
1.7	Review and validate Skills Gap Analysis findings	HR Leadership Team	Q1	Completed

Develop Training Needs Assessment Design and Implement Training Programs

No.	Description	Responsible	Timeline	Progress
2.1	Review Skills Gap Analysis findings	HR Learning and Development Team	Q1	In progress
2.2	Identify training needs based on Skills Gap Analysis	HR Learning and Development Team	Q1-Q2	In progress
2.3	Develop Training Needs Assessment tools and methods	HR Learning and Development Team	Q1-Q2	In progress
2.4	Collect and analyze data for Training Needs Assessment	HR Learning and Development Team	Q1-Q2	In progress
2.5	Prepare Training Needs Assessment report	HR Learning and Development Team	Q2	In progress
3.1	Review Training Needs Assessment findings	HR Learning and Development Team	Q2	In progress
3.2	Design training programs based on identified needs	HR Learning and Development Team	Q2-Q3	In progress
3.3	Develop training materials and resources	HR Learning and Development Team	Q2-Q3	In progress
3.4	Implement training programs	HR Learning and Development Team	Q2-Q3	In progress
3.5	Monitor and evaluate effectiveness of training programs	HR Learning and Development Team	Q2-Q3	In progress

Monitor and Evaluate Training Effectiveness Conduct Diversity and Inclusion Training Develop Flexible Work Arrangement Policies				
No.	Description	Responsible Team	Timeline	Progress
4	Monitor and Evaluate Training Effectiveness	HR Evaluation and Metrics Team	Q3-Q4	In progress
4.1	Develop evaluation methods for training programs	HR Evaluation and Metrics Team	Q3	In progress
4.2	Collect and analyze data on training outcomes	HR Evaluation and Metrics Team	Q3-Q4	In progress
4.3	Collaborate with stakeholders for feedback and insights	HR Evaluation and Metrics Team	Q4	In progress
5	Conduct Diversity and Inclusion Training	HR Diversity and Inclusion Team	Q2-Q3	In progress
5.1	Design and deliver diversity and inclusion training programs	HR Diversity and Inclusion Team	Q2	In progress
5.2	Collaborate with subject matter experts for relevant content	HR Diversity and Inclusion Team	Q2-Q3	In progress
5.3	Monitor and evaluate effectiveness of training	HR Diversity and Inclusion Team	Q3	In progress
6	Develop Flexible Work Arrangement Policies (Shrivastava, S., Nagdev, K., & Rajesh, A. 2018)	HR Policy and Compliance Team	Q2-Q3	In progress
6.1	Conduct research and benchmarking	HR Policy and Compliance Team	Q2	In progress
6.2	Collaborate with HR policy and compliance team for policy drafting	HR Policy and Compliance Team	Q2-Q3	In progress
6.3	Review and finalize flexible work arrangement policies	HR Policy and Compliance Team	Q3	In progress

Implement Cross-Functional Collaboration Initiatives Enhance Communication Channels				
No.	Description	Responsible Team	Timeline	Status
7	Implement Cross-Functional Collaboration Initiatives	HR Talent Management Team	Q3-Q4	In progress
7.1	Identify cross-functional collaboration opportunities	HR Talent Management Team	Q3	In progress
7.2	Develop strategies and plans for cross-functional collaboration (Woźniak, J., & Fester, A. 2014)	HR Talent Management Team	Q3	In progress
7.3	Implement cross-functional collaboration initiatives	HR Talent Management Team	Q4	In progress
8	Enhance Communication Channels	HR Communications Team	Ongoing	In progress
8.1	Review existing communication channels and processes	HR Communications Team	Ongoing	In progress
8.2	Identify gaps and areas of improvement in communication channels	HR Communications Team	Ongoing	In progress
8.3	Develop and implement strategies to enhance communication channels	HR Communications Team	Ongoing	In progress

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An illustration from a top-down perspective showing a group of eight business professionals (four men and four women) seated around a large, dark blue rectangular table. The individuals are dressed in professional attire, including blazers, sweaters, and blouses. They are engaged in various work activities: some are looking at laptops, others at documents or tablets, and one is holding a pen. The table is cluttered with business-related items such as papers, charts, a coffee cup, and a smartphone. The background is a light blue-grey color. Overlaid on the center of the table is the text "THANK YOU" in a large, white, bold, sans-serif font.

THANK YOU