

What is evident regardless of the overall HRM model used is that throughout the employment cycle human resource management is required. Buchanan and Huczynski (2004) emphasize the human factor in HRM, and remind readers that it is people who make the difference. I admire the idea of consistent revision, change and implementation of policy. Contemporary HRM appears to be more focused towards encouraging workers to extend their contribution to the organisation, and then it is about monitoring behavior according to a set of rules.

I am able to work much better with the understanding that organisational beliefs can be integrated into the psyche of my co-workers and me. We are very customer focused, and unlike the past where I had a more indirect relationship with upper management, today I find the differences between us more delineated, and management much more approachable and accessible. NESMA often evaluates its HRM policies, to maintain a commitment to exceptional service for clients, and exceptional working life for employees, so enhancing the effectiveness of the organisation as a whole.

Huselid (1995) suggests several criteria by which to establish if high performance is occurring, these criteria being divided into two broad categories: employee skills and the structure of the organisation and employee motivation. Criteria include, the degree of sharing information within the organisation, quality of job evaluations, amount of internal promotions, general attitude surveys of employees, quality of life programs that have been implemented, incentives and profit sharing programs, staff training, the presence of formal grievance procedures, and the quality of methods for testing recruitments.

June 5th, 2006: NESMA recently introduced a football afternoon (there are two teams), and a meditation group on Thursday afternoons. Staffs often dine together after work on a Friday night. There is a company gym, and staff can get discounted meals at restaurants and café's within the complex our organisation is located. There is a high level of internal promotions, and staff can "earn" points for quality of work, resulting in holiday trips or visits to a spa treatment, or the movies. There is