

# List of Figures

Figure 0.1	<i>Armstrong's Handbook of Human Resource Management Practice</i> route map	xxvi
Figure 1.1	The HRM system	12
Figure 2.1	Strategic HRM model	40
Figure 6.1	The John Storey model of personnel management	115
Figure 6.2	The Peter Reilly model of HR	115
Figure 7.1	Impact of HRM on organizational performance	143
Figure 10.1	Examples of charts	192
Figure 10.2	A scattergram with regression (trend) line	194
Figure 15.1	Dimensions of the employment relationship	262
Figure 16.1	A model of the psychological contract	280
Figure 17.1	The sources and applications of organization behaviour theory	295
Figure 19.1	The process of motivation	323
Figure 19.2	Motivation model (Porter and Lawler)	326
Figure 20.1	Combinations of the impact of engagement and organizational commitment	337
Figure 21.1	Channels of communication within groups	371
Figure 26.1	Example of job description	451
Figure 26.2	Example of a role profile	453
Figure 26.3	Example of a generic role profile	454
Figure 29.1	Human resource planning flow chart	490
Figure 30.1	A survival curve	499
Figure 31.1	Competency-based person specification for a recruitment specialist	518
Figure 31.2	Example of application form (compressed)	530
Figure 32.1	Example of an interview rating form	563
Figure 33.1	A normal curve	569
Figure 34.1	The elements of talent management	582
Figure 34.2	Management succession schedule	587
Figure 35.1	Career progression curves	593
Figure 35.2	The process of career management	595
Figure 35.3	Competency band career progression system	597

Figure 35.4	Career paths in a career family structure	598
Figure 38.1	The performance management cycle	621
Figure 38.2	Performance matrix	633
Figure 39.1	360-degree feedback profile	645
Figure 41.1	Elements of learning and development	666
Figure 41.2	Systematic training model	677
Figure 42.1	The learning gap	690
Figure 42.2	Learning needs analysis – areas and methods	691
Figure 42.3	A learning specification	692
Figure 43.1	The Kolb learning cycle	704
Figure 43.2	A standard learning curve	707
Figure 43.3	Different rates of learning	707
Figure 43.4	A stepped learning curve	708
Figure 44.1	Single- and double-loop learning	716
Figure 46.1	The reward management system: elements and interrelationships	742
Figure 46.2	The components of total reward	743
Figure 46.3	Model of total reward	745
Figure 46.4	A model of the reward strategy development process	750
Figure 47.1	A typical job evaluation programme	771
Figure 47.2	Point-factor job evaluation scheme design sequence	772
Figure 47.3	Analytical matching job evaluation scheme design sequence	776
Figure 49.1	A multi-graded structure	799
Figure 49.2	A broad-graded structure	799
Figure 49.3	Narrow- and broad-banded structures	800
Figure 49.4	A broad-banded structure with zones	801
Figure 49.5	A job family structure	802
Figure 49.6	A career family structure	803
Figure 49.7	A pay spine	803
Figure 49.8	Incidence of grade and pay structures	807
Figure 49.9	Flow chart: design of a new grade and pay structure	812
Figure 50.1	Line of sight model	821
Figure 50.2	Performance-related pay	821
Figure 50.3	Competency-related pay	822
Figure 50.4	Contribution pay model (1)	824
Figure 50.5	Contribution pay model (2)	824
Figure 50.6	Contribution-related pay	825
Figure 50.7	Contribution-related pay model	825
Figure 53.1	Development of reward system	869
Figure 56.1	A framework for employee voice	938
Figure 56.2	Levels of employee voice	940
Figure 62.1	Introducing an HRIS	1015