LEARNING OBJECTIVES
1. Review the human resource factors that impact the management of Central Service departments
2. Describe the external factors that impact Central Service management
3. Discuss the internal factors that impact Central Service management

OBJECTIVE 1: REVIEW THE HUMAN RESOURCE FACTORS THAT IMPACT THE MANAGEMENT OF CENTRAL SERVICE DEPARTMENTS

Many managers view the HR functions of the department as very complex and confusing. This section will discuss the basic HR functions CS managers must practice on a regular basis.

Figure 1 identifies basic HR responsibilities and indicates they are influenced by external and internal factors.

Let's review Figure 1 by first explaining the HR activities with which CS managers are involved:

- Recruiting/Selecting – Tactics and procedures to attract applicants to the facility and department (recruiting), and choosing the very best persons from among them (selecting).
- Training and Development – Preparing new staff members to do required work, updating their experienced peers about job-related information, and providing opportunities for all interested staff members to assume more responsible positions are important concerns of all

LARGE HEALTHCARE FACILITIES TYPICALLY EMPLOY STAFF specialists whose primary responsibilities focus on matters related to human resources (HR). Managers in smaller organizations must assume these duties, in addition to numerous others, as an integral part of their job. Central Service (CS) managers in departments of any size must recognize that there are numerous external and internal influences that affect human resource activities, and they cannot make unilateral decisions without considering them.

For more information: For questions or problems about Nursing Credits available for this lesson plan, please contact tonia@pfiedlerenterprises.com. For questions about IAHCSMM Credit available for this lesson plan, please contact us at 312.440.0078 or mailbox@iahcsmm.org.
healthcare facilities.

- **Compensation and Appraisal** – Regardless of the facility size, employees should receive pay and benefits commensurate with the contributions they make to the facility. Performance appraisal provides input to help employees attain the on-the-job success that may yield promotions with higher compensation levels.

- **Protection and Communication** – Safety and security concerns are of obvious importance to all employees. Many laws and regulations mandate safety procedures, and numerous other tactics that CS managers should (and should not) do impact employee safety. Many legal and procedural issues with safety implications are addressed by staff members with centralized HR responsibilities in large facilities; however, managers in CS departments of all sizes can never delegate their responsibility for and concerns about employee and patient safety. Also, effective communication that flows up, down and across the organization helps ensure that staff members know about issues that affect them.

HR concerns are an important focus when managing any size department. Having the ability to recruit, select and retain the best employees for the department is important to the efficient ongoing operation of the department. Protecting the department staff also helps maintain adequate staffing levels. Awareness of and adherence to all safety measures not only protects employees, but the patient as well.

**OBJECTIVE 2: DESCRIBE THE EXTERNAL FACTORS THAT IMPACT CENTRAL SERVICE MANAGEMENT**

Figure 1 also indicates that HR activities are impacted by several external influences. These include:

- **Legislation and Legal Mandates** – The impact of federal, state and other laws on the hiring process (and their influence on management decisions affecting personnel) cannot be overstated. The duties of care (i.e., required obligations) assumed by CS managers are extensive. They include those related to selection, discrimination based upon race, color, religion, sex (including pregnancy and childbirth), and natural origin.

CS managers also may not discriminate against people with disabilities. The Americans with Disabilities Act of 1990 (ADA) of the United States Department of Labor prohibits discrimination against people with disabilities in employment, transportation, public accommodation, communications and governmental activities.¹ ²

Protected groups include those with a qualified physical or mental ability,
including acquired immunodeficiency syndrome/human immunodeficiency virus (AIDS/HIV), cerebral palsy, hearing or visual impairments, and alcoholism, as well as other identified disabilities.

In addition to the Department of Labor, four federal agencies enforce the ADA:

» The Equal Employment Opportunity Commission (EEOC) enforces regulations related to employment.
» The Department of Transportation (DOT) enforces regulations involving transit.
» The Federal Communications Commission (FCC) enforces regulations pertaining to telecommunication services.
» The Department of Justice (DOJ) enforces regulations concerning public accommodations and state and local government services.

Age discrimination in employment is also illegal, according to the U.S. Department of Labor. The Age Discrimination in Employment Act of 1967 (ADEA) protects certain applicants and employees 40 years of age and older from discrimination on the basis of age in hiring, promotion, discharge, compensation, or terms, conditions or privileges of employment.

Employee harassment is forbidden in the workplace. Harassment is a form of discrimination that violates:

» Title VII of the Civil Rights Act of 1964;
» The ADEA; and
» The ADA.

According to the EEOC, “Harassment is unwelcome conduct that is based on race, color, religion, sex (including pregnancy), national origin, age (40 or older), disability or genetic information. Harassment becomes unlawful when 1) enduring the offensive conduct becomes a condition of continued employment or 2) the conduct is severe or pervasive enough to create a work environment that a reasonable person would consider intimidating, hostile or abusive. Anti-discrimination laws also prohibit harassment against individuals in retaliation for filing a discrimination charge, testifying or participating in any way in an investigation, proceeding or lawsuit under these laws; or opposing employment practices that they reasonably believe discriminate against individuals, in violation of these laws.”

There are two types of illegal sexual harassment: quid pro quo and hostile environment sexual harassment. Examples of quid pro quo sexual harassment are asking for sexual favors in exchange for giving a promotion or raise, or punishing someone for reporting sexual favors. Hostile environment sexual harassment occurs when a co-worker or supervisor makes sexual advances or comments to an employee that makes the working environment offensive and hostile. These types of comments can affect the employee’s ability to do their job.

There are two types of illegal sexual harassment: quid pro quo and hostile environment sexual harassment. Examples of quid pro quo sexual harassment are asking for sexual favors in exchange for giving a promotion or raise, or punishing someone for reporting sexual favors. Hostile environment sexual harassment occurs when a co-worker or supervisor makes sexual advances or comments to an employee that makes the working environment offensive and hostile. These types of comments can affect the employee’s ability to do their job.
served by and who impact the facility. What products and services must be produced and when are they needed? How can costs be reduced without sacrificing quality? What products/services are desired? The answers to these and related questions drive employee recruiting/selecting, training and development, and compensation and appraisal activities (among others).

- **Demographics** – The characteristics of the local labor market and the patients are of obvious concern. Income levels in a community affect wage and salary rates, as do the compensation programs of competitive employers.
- **Economy** – The financial wellbeing of world markets and the country, state and area within which the facility operates influences the financial health of every local community. Is the community growing or declining? It may be difficult to believe, but the global issues we read about daily impact healthcare facilities and their need for (and availability of) staff members.
- **Employee unions** – Staff members may belong to an employee union that represents their interests in numerous aspects of most human resources activities.

**OBJECTIVE 3: DISCUSS THE INTERNAL FACTORS THAT IMPACT CENTRAL SERVICE MANAGEMENT**

Figure 1 also suggests that there are internal organizational influences on HR activities:

- **Policies** – A policy states the rules and regulations established by an organization and specifies how applicable staff members should act. These important communication tools significantly influence how managers treat staff members. In the absence of laws that regulate specific actions, employers and managers have discretion in establishing protocols that will likely affect the attitudes of staff members towards the facility and the CS department.
- **Work Procedures** – Work procedures involve steps to be used to accomplish an objective. They are usually developed to indicate how a work task should be accomplished. These procedures can be designed with (or without) input from applicable personnel. The extent to which equipment is used to ease physical work tasks, and the amount of employee empowerment, if any, impact how work is done and, in turn, required HR activities. *Note: Empowerment is the act of authorizing employees to make discretionary decisions within their areas of responsibility.*
- **Organizational Culture** – The perceived worth of employees to the facility is an integral part of its culture. It drives the philosophies and attitudes about employees and their role in the healthcare organization, and the HR activities used to address personnel-related concerns.
- **Long- and Short-term Plans** – Longer-term plans, such as expansion or down-sizing, are activities implemented to eliminate jobs to generate greater efficiencies and cost savings. Shorter-term plans may involve rolling out a new program or service that impacts present employees as they perform activities, such as recruiting, selecting and training.
- **Management Judgment and Experience** – CS managers and HR specialists (in larger organizations) bring their own judgment and experience to the decision-making process. This input affects the policies, procedures and plans that are developed and implemented. They also influence numerous other decisions about human resources issues.

**CONCLUSION**

When one considers the external and internal influences that impact the management of CS staff members, new meaning can be attached to the old saying that “The manager is the boss.” The extent to which this is true must be modified by numerous factors that originate both outside of and within the healthcare organization.

**REFERENCES**