

SHOE

by Jeff MacNelly



A&M studying corporations

Personnel staffs moving up

University News Service
Corporate personnel departments are moving up from the ground floor when it comes to making firms more effective, say two Texas A&M University management professors.

their personnel activities, they still practiced sound human resource management to make the best use of this valuable asset."

"Personnel departments will still fill vacant positions and maintain their traditional functions, but they will also work more with the firm's top management in planning for things such as the kinds of people the firm might need in the next three to four years," said Schellenberg. "Human resource departments are going to be more concerned with how their policies support the strategy of the organization."

Ferris and Dr. Deborah Schellenberg, a colleague at Texas A&M's College of Business Administration, have conducted a study on personnel practices in firms operating in industries which have experienced hard times in the past few years.

"Fine tuning personnel practices, such as designing a better reward system, rather than eliminating programs uses human resources more effectively and can lead to higher organizational performance," he continued. "Corporations are beginning to realize the importance of personnel departments and are broadening their responsibilities. They are asking personnel for more input in long-term planning, which is a relatively new phenomenon."

Firms will be taking a closer look at the costs and benefits when implementing compensation policies or early retirement plans, said Schellenberg. They also might implement more focused performance appraisals to more carefully identify the poor performers if the firm has to cut back on labor, she said.

The study, funded by the American Society for Personnel Administrators, examines human resource practices in three high performance firms and three low performance firms in the oil, retailing and airline industries.

Many personnel departments are analyzing and planning more and taking a hard look at the implications of changes in their policies, he added.

"Long-term human resource management strategies help firms anticipate and plan for the future. If their industry suffers a decline in growth, then the firms who make the best use of their human resources should not be injured as badly," Schellenberg said.

"The poor performers seemed to cut personnel functions more severely when the firm's profits dropped," said Ferris, "and while the good performers did cut some of

Three convicted of kidnapping, burying man alive in Galveston

United Press International
GALVESTON — A jury Wednesday convicted two men and a woman for kidnapping a Galveston County man in 1982 and burying him alive for five days until his family paid a \$75,000 ransom.

Baucom was kidnapped from his home in Galveston county and taken to an oil field near Conroe where he was buried in a wooden box in a shallow grave for five days until his family paid a \$75,000 ransom.

president of his father's La Marque engineering firm, as a drug dealer still under investigation by the Galveston County Sheriff's Department.

Mark William Oler, 24, a former tree service employee; Deborah Wood Williams, 31, a bartender; and Timothy Michael Connelly, 21, all of Conroe, face possible life prison terms as punishment for their roles in the Sept. 21, 1982 kidnapping-extortion of Michael Baucom, 23, of Santa Fe, Texas.

Ronald Floyd White, 39, a former employee of Baucom's father, previously was convicted of masterminding the kidnapping-extortion and sentenced to life in prison.

Defense attorneys claimed Baucom was a willing participant in the extortion scheme because he never tried to escape from the shallow grave, covered by dirt and used tires.

Defense attorneys had maintained that the victim helped mastermind the kidnapping plot. Defense lawyers portrayed Baucom, the vice

Baucom was buried in a plywood box with a plastic pipe as an air vent. Baucom was rescued from the grave before the defendants received the ransom money.

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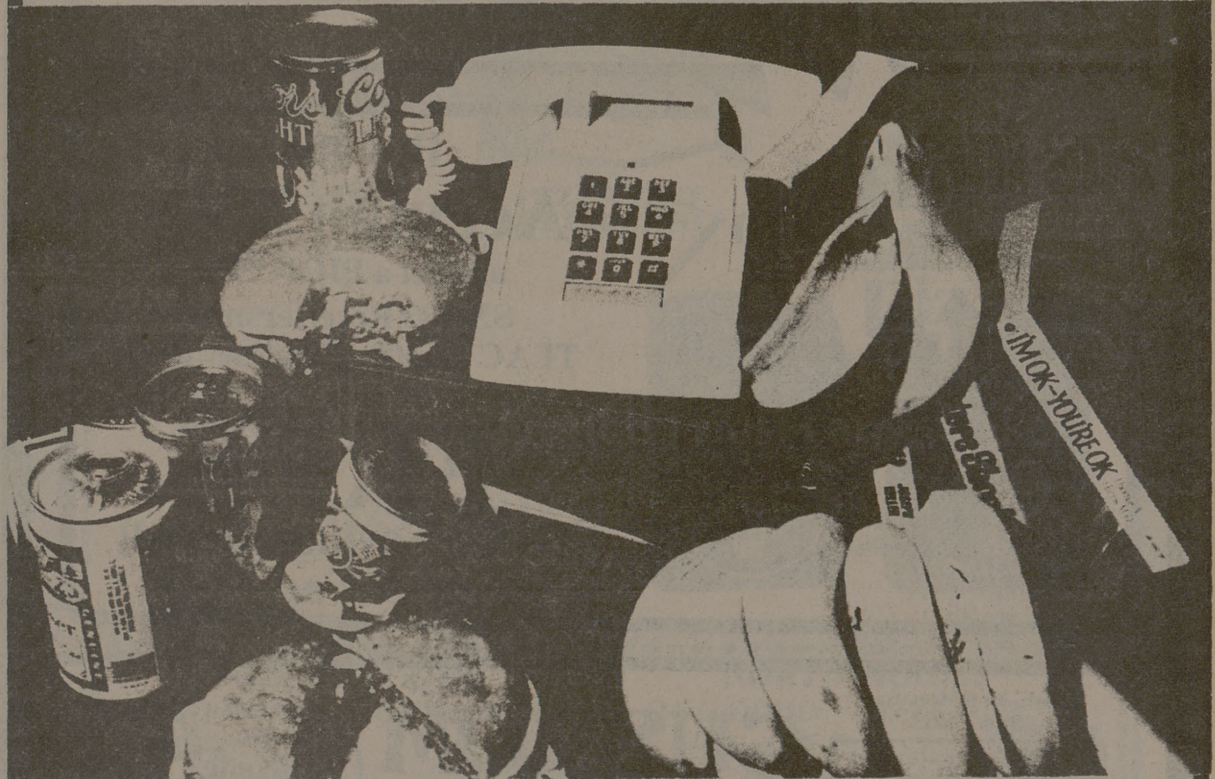
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