

CH.2: The Changing Legal Emphasis: From Compliance to valuing diversity

Importance of understanding legal environment

1. Limiting potential liability
2. Doing the right thing
3. Underlining shared responsibility

Major forms of employment legislation



**\*\*Customer bases/preference is not a reason to form a BFOR\*\***

**Equity in the Workplace:**

**Employment Equity\***

- Federal Employment Equity Act
- Federal Contractors Program

**Pay and Equity**

- Equal pay for Equal work
- Equal pay for work of equal value

\*Forces companies to examine how they do hiring, to avoid discrimination dispute.  
Also need to look at reverse discrimination (Men say women are and minorities were hired because the company wants to look fair and multicultural.)

#### **4 Designed Groups**

1. Women
2. Visible minorities
3. People with disabilities
4. Aboriginals



- Enables employees to access and manage their personal information directly
- Management Self-Service (MSS)
  - Enables managers to access information about employees who report to them and to process HR related paperwork that pertains to their staff

#### **Interactive Voice Response (IVR)**

- Telephone technology in which a touch tone telephone is used to interact with a database to acquire information from or enter data into the database

**Products of Job Analyses**

**Job Description (Used to manage after hire)**

- A list of the duties, responsibilities, reporting relationships and working conditions of a job  
Ex: Attend class (90%+), active listening (75%), taking notes, participate, prepared (readings), study for exams/midterms (70%), be a good team member, hand in work on time (100%), balance social/school life.

**Job Specification (skills from past)**



- 30, 000 occupations (a collection of jobs that share some or all main duties)
- \*Figure 4.7

**Competency Based Job Analysis**

- Describing a job in terms of the measurable, observable behavioural competencies an employee must exhibit to do a job well

- Traditional job description (with their lists of specific duties) may actually backfire if a high performance work system is your goal (To perform this job, the incoming must be able to perform this job ... )

### **Job Design**

- Process of systematically organizing work into tasks required to perform a job
- Design Consideration:
  1. Degree of specialization
  2. Behavioural aspects



Question: What is correlated with peoplepower needed:

Delphi Technique

### **Forecasting Supply (Internal)**

Skills Inventories

Management Inventories

Replacement Charts

Succession Planning (being able to retain your key people within the company)

Markov Analysis (Summarize statistical data about certain jobs)

\*\*Figure 5.8

### **Forecasting Supply (External)**

- To project supply of outside candidates, employers assess general, national, local and occupational labour market conditions.

\*Figure 5.1 – Labour Shortage Hitting Canada Hard

\*Figure 5.3 – Balancing Supply and Demand Considerations

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Lecture 6

Jan. 26, 2011



- **Type of job** – affects recruitment method chosen
- **Yield Ratios** - % of applicants that proceed to next stage
- **Time Lapse Data** – time from start of recruitment to the new employee starting work

\*Figure 6.4 – Recruiting yield pyramid

We are seeing more and more video ads and less and less printed ads when companies are recruiting.

Lecture 7 was an in class case study.

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Lecture 8

Feb. 2, 2011

## **Selection – Finding the Right Person**

### Challenges in the Hiring Process

- Determining which characteristics are most important
  - Measuring those characteristics
- Q: How do you measure...Motivation, Team Orientation, Organizational Citizenship Behaviour, etc.?

### Selection Tools

- Letters of Recommendation
- Application Forms



- Focus on experiences related to the job and not characteristics of the job.
- People with no job before, you can ask questions tailored to her/his life experiences.

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**Lecture 9**

**Feb. 9, 2011**

### **Just Cause**

- A legally sufficient reason to fire an employee.

- No notice or severance pay required.
- Must prove real incompetence or serious misconduct.
- If the employee can provide a reasonable excuse there is no just cause.

**Not “just cause”**

- Normally, an employee cannot be terminated/disciplined for any of the following reasons:

- Conditions of Human rights legislation
- Lawful union activities



Guest speaker lecture

**Ch. 10 - Performance Management**

- Process encompassing all activities related to improving employee performance, productivity, and effectiveness.

**Performance Management Process**

1. Define performance expectations
2. Provide ongoing feedback

3. Conduct performance appraisal
4. Determine performance rewards / consequences
5. Discuss development / career opportunities

\*Figure 10.2 – Sample Graphic Scale Form (companies moving away from this and using a more complex form)

\*Figure 10.3 – Alternation Ranking Scale (not the best example)

\*Figure 10.4 – Ranking Employees by the Paired Comparison Method (Not reliable, very vague and ambiguous)



### **Appraisal Interviews**

- An interview in which the supervisor and employee review the appraisal
- # basic types:
  1. Satisfactory (promotable) – make development plans
  2. Satisfactory (not promotable) – maintain performance
  3. Unsatisfactory (correctable) – plan correction

\*Figure 8.4 – performance discrepancy diagram (Understand/remember for midterm)  
Some notes about the diagram

- A way to analyze performance problems and identify issues and fix them
- Based off outcome number 3
- Not skill based – follow the right hand side. Interventions the manger and help the employee use without serious discipline
- If its skill based – People may not have used that skill since high school, they are a little rusty, so we can arrange practice for them to improve.



- Aligned with business strategy

#### **Basic Considerations in Determining Pay Rates**

- Legal Considerations in compensation
  1. Employment/Labour standards Act
  2. Pay Equity Acts
  3. Human Rights Acts
- Union Influences (Union paid employees tend to be paid more for same job)
- Compensation Policies (Equal Pay for equal work) (Equal pay for work of equal *value*)

### ***Stage 1: Job Evaluation***

- Systematic comparison to determine relative worth of jobs within a firm

#### **Benchmark Job**

- Job that is critical to the firms operations or commonly found in other organizations.

#### **Compensable Factor**

- Fundamental, compensable element of a job, such as skill, effort, responsibility, and working conditions

### **Job Evaluation Methods**



*\*Perfect Internal Equity: If someone is paid \$10 more than someone else in the company, then that means that person is worth \$10 more to the company. (Will be covered on the final exam)*

*\*External Equity: Paying the person what everyone else is paying employees for that position, staying within the market range for that position. If you offer a lower salary than most places, no one will want the job.*

*\*Figure 11.5 – Wage Structure*

**Pay Equity:** Providing equal pay to male dominated job classes and female dominated job classes of equal value to the employer. \*Figure 11.4

**Pay Equity Results:** Pay equity has narrowed the wage gap, but has not eliminated it

- No explanation other than systemic discrimination for much of 30% remaining gap.

(But in fact there is – women have take time off when having a baby.)

- Long-term solution is women and men equally represented in all jobs, i.e. no male or female – dominated jobs) occupational segregation)



***Organization Wide Incentive Plans***

- Profit Sharing Plans
- Employee Share Purchase/Stock Ownership Plan
- Scanlon Plan (Increase productivity by reducing cost)
- Gain sharing Plan

### ***Incentive Plan Pitfalls***

- Performance pay cannot replace good management
- Firms get what they pay for
- Pay is not a motivator
- Rewards rupture relationships
- Rewards may undermine responsiveness

\*Figure 12.4 – Common Recognition Awards



- Know about workplace safety hazards
- Participate in the OHS process
- Refuse unsafe work

### **Enforcement of OHS Laws**

- Government inspectors carry out safety inspections of workplace
- Penalties consist of fines and/or jail time
- The Criminal Code includes a criminal offence commonly known as “corporate killing”

Figure 14.2 and 14.3 examples

## **What Causes Accidents?**

### **Three Basic Causes of Accidents**

1. **Chance Occurrences** (beyond control)
2. **Unsafe Conditions**
3. **Unsafe Acts** (by employees) \*Fig 14.4 example\*

### **How to Prevent Accidents**

- Reduce unsafe conditions (environment)
- Reduce unsafe acts



- **Personal Factors**
  - Personality
  - self-esteem
  - Health and exercise
  - Work and sleep patterns
  - Non-job-related problems

**Burnout** – the total depletion of physical and mental resources caused by excessive striving to reach an unrealistic work-related goal  
(People who have burnout, have bad managers. There is no reason the goals or tasks should be any difficult then one can handle)

**Repetitive Strain Injuries** – Activity-related soft-tissue injuries of the neck, shoulders, arms, wrists, hands, back and legs (anything that bends).

\*Figure 14.6\*



- give them what they want, so they don't do that again. (You can can them out on it, just throw one too, or just ignore it too)
- **Nibble** – try to get a little bit more at the end. Ex: whenever you buy a suit, you get a free tie too. (little bit at the end to seal the deal)
  - **Bogey** – You pretend something is important when it's not. Ex: you're buying a car, you want the colour red, and they don't have it. So you say "I'll take the black one BUT I also want the options included. When really all you wanted was the options, and you just used the colour to get it.
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### **Bargaining over Position**

- Positions are like offers and counter-offers sometimes called “bids”
- Arguing about position
  - Induces parties to lock themselves into a position that may result in less than optimal agreements
  - Can take longer than focusing on interests
  - May hurt an ongoing relationship between the parties.

**Solution: Negotiate on the “merits” of the problem**



- Bridging – finding a solution that has everything that each party wants.

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**Lecture 16**

**March 30, 2011**

Pre Midterm 2, 4, 6, 7, 8 (4Q/Ch) (1 mark each)

Post Midterm 9, 10, 11, 12, 14, 15, 16 (8Q/Ch) (1 Mark each)

Ch. 13 – 4Q (from notes) (1 Mark each)

20 T/F based on negotiation notes (0.5 marks each)

### **Strategic Importance of Effective Employee Relations**

- For competitive advantages, employees must be engaging in pursuing organizational goals
- A positive, fulfilling, work-related state of mind characterized by vigour, dedication, and absorption
- Ensure employees are treated ethically, fairly, and legally

### **Distributive Justice**



### **Video Surveillance**

- Some employers install video surveillance of employees to prevent theft and vandalism and to monitor productivity
- Employees must be made aware of the surveillance

\*Figure 15.3 – Video Surveillance Guidelines (not being tested on)

\*Figure 15.2 (Not being tested on)

### **Preserving Dignity in the Retirement Process**

- At any age, retirement for most employees is bittersweet
- Pre-retirement counseling refers to counseling provided to employees some months (or even years) before retirement, which covers such matters as benefits advice, second careers, etc.

### **Fairness in Discipline and Dismissals**

**Discipline:** A procedure intended to correct an employee's behaviour because a rule or procedure has been violated.

