



Human Resource Management

Strategies, Trends, and
Challenges in HRM

Key Terms in HR

- Human Resources
- Human Resources Strategy
- Human Resources Tactic
- Human Resource Management

Impact of HRM



Key HR Challenges

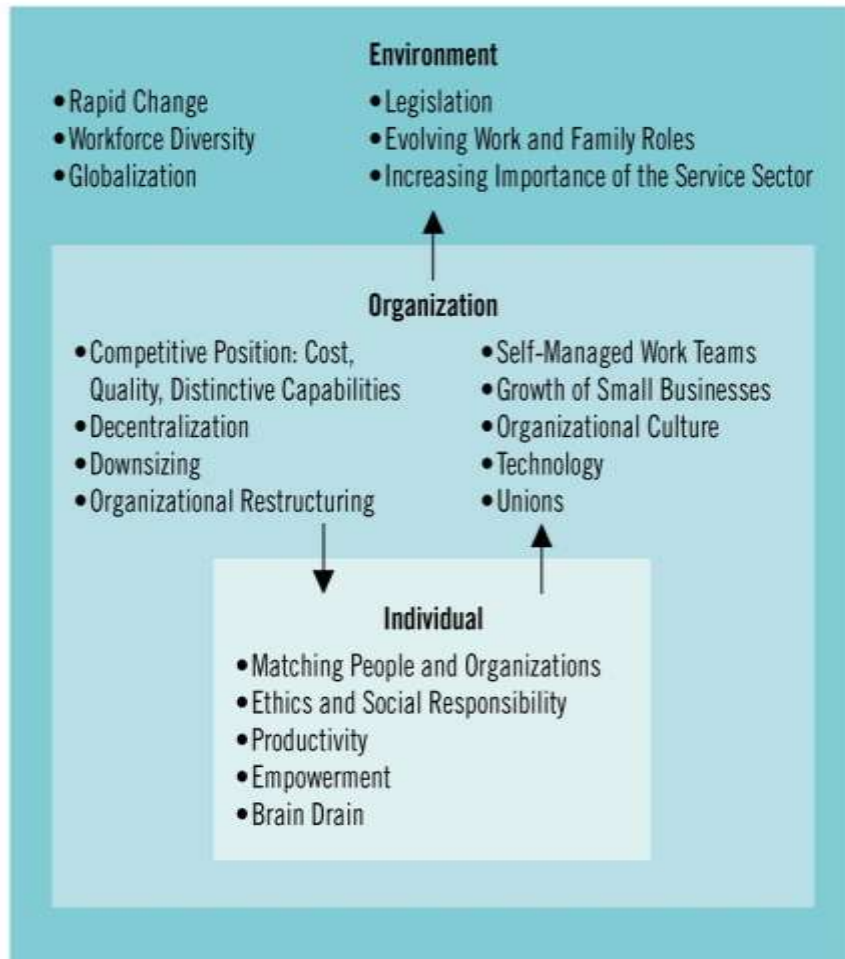


Figure 1–1 Key Human Resource Challenges

History of HRM

Human Resources Movement:
Concern for People and Productivity



Human Relations Movement: Concern for People



Scientific Management: Concern for Production

Responsibilities of HR Departments



TABLE 1.2 Operational versus Strategic HR

Operational	←—————→	Strategic
Skills		Concepts
Administrative tasks		Planning
Reactive		Proactive
Collecting metrics/measurements		Analyzing metrics/measurements
Working to achieve goals and objectives		Setting the goals and objectives
Following the laws, policies, and procedures		Interpreting, establishing, and revising the laws, policies, and procedures
Employee focus		Organizational focus
Explaining benefits to employees		Designing benefit plans that help the organization achieve its mission and goals
Setting up training sessions for employees		Assessing training needs for the entire organization
Recruiting and selecting employees		Workforce planning and building relationships with external resources
Administering the salary/wage plan		Creating a pay plan that maximizes employees' productivity, morale, and retention
Always doing things the same way		Recognizing that there may be better ways of doing things; recognizing how changes affect the entire organization—not just HR
Works within the organizational culture		Attempts to improve the organizational culture

Source: D.M. Cox & C.H. Cox, "At the Table: Transitioning to Strategic Business Partner," *workspan*, November 2003, p. 22. Reprinted with permission of WorldatWork, Scottsdale, AZ. www.worldatwork.org.

Strategic HR Choices

- ◆ **Work Flows:** Efficiency **or** Innovation
- ◆ **Staffing:** Internal **or** External
- ◆ **Employee Separations:** Voluntary **or** Layoffs
- ◆ **Performance Appraisal:** Custom **or** Uniform
- ◆ **Training and Development:** Individual **or** Team
- ◆ **Compensation:** Fixed **or** Variable
- ◆ **Employee Relations:** Top-down **or** Bottom-up
- ◆ **Employee Rights:** Discipline **or** Prevention
- ◆ **International Management:** Company **or** Local Culture

HR Responsibilities of Supervisors

Many HR activities are carried out by supervisors:

- Help define jobs
- Forecast HR needs
- Interview and select candidates
- Train, coach and develop employees
- Appraise performance
- Recommend pay increases and promotions
- Communicate policies & comply with laws
- Provide motivational environment



The Legal Context for HRM
**The Changing Legal Emphasis: From
Compliance to Valuing Diversity**

The Legal Framework for HRM

Federally Regulated (10%) (Partial List)

Federal government
departments, agencies,
and Crowns

Canada Post/couriers

Banks, airlines

TV & radio stations

Telecommunications

Railways, trucking etc.

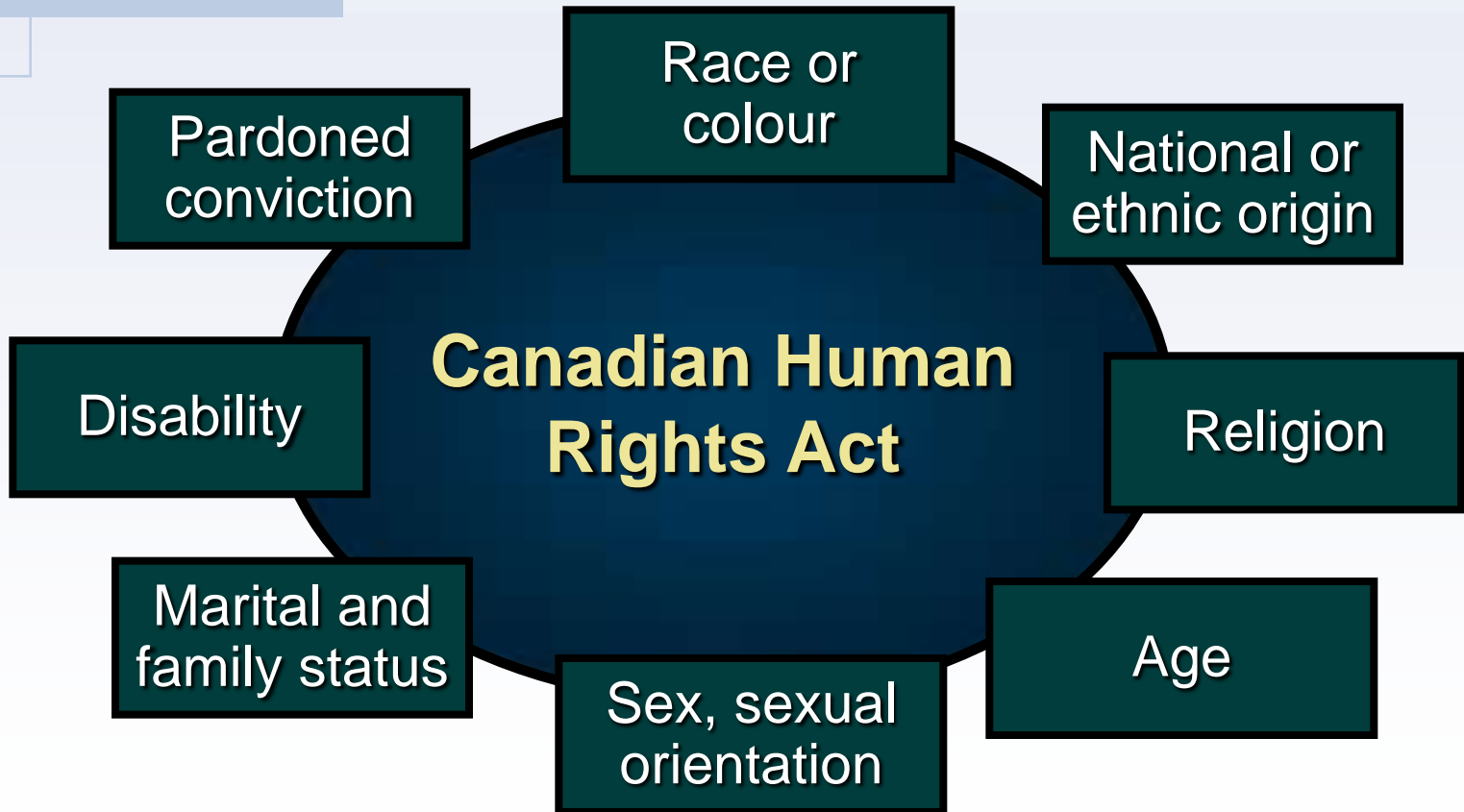
Provincially Regulated (90%)

All other businesses

Legislation in Canada

- Charter of Rights and Freedoms
- The Canadian Human Rights Act
- Employment Standards Legislation
- Employment Equity Act
- Pay Equity Act
- Official Languages Act
- Personal Information Protection and Electronic Documents Act (PIPEDA)

Prohibited Grounds of Discrimination protected by the Canadian Human Rights Act



Equality in Employment Opportunity

- Discrimination
 - Direct Discrimination
 - Indirect Discrimination

Employer's Role

- Bona fide Occupational Requirement
- Duty to Accommodate
- Preventing Harassment
- Valuing diversity

Harassment

- physical assault
- unnecessary physical contact
- verbal abuse/threats
- unwelcome invitation/requests
- unwelcome remarks, jokes, innuendo
- leering
- displaying pornographic/racist pictures
- practical jokes causing embarrassment
- condescension/paternalism undermining

Remedies for Human Rights Violations

- Compensation for:
 - lost wages
 - general damages and expenses
 - pain and humiliation
- Restoration of rights denied
- Written letter of apology
- Mandatory training sessions/workshops
- Required employment equity program

Employment Equity Program Implementation Steps

Step 6: Monitoring, Evaluation, Revising

Step 5: Implementation

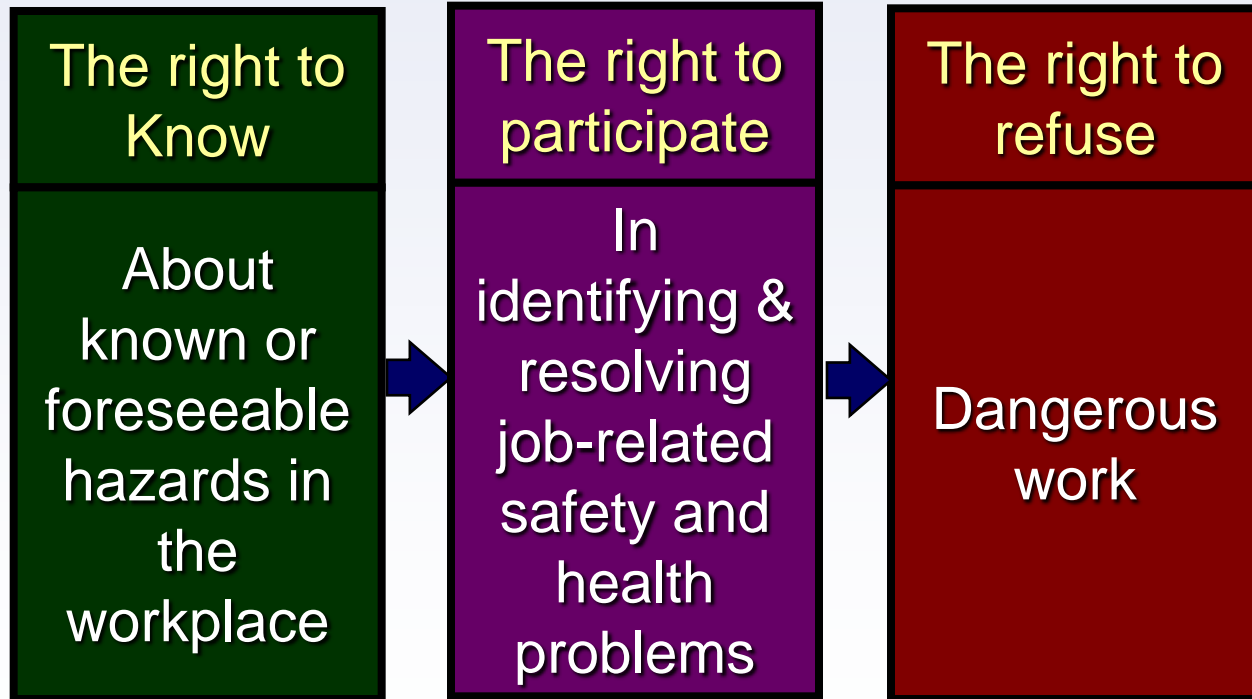
Step 4: Plan Development

Step 3: Employment Systems Review

Step 2: Data Collection and Analysis

Step 1: Obtaining Senior Management Commitment and Support

Employee Rights



Occupational Health and Safety

- Internal Responsibility System
- Workplace Health and Safety Committees
- Bill C-45 (Westray Bill)

Diversity Management

- broader/more inclusive than employment equity
- a set of activities designed to:
 - integrate all employees in multicultural workforce
 - use diversity to enhance organization's effectiveness

Characteristics of Effective Diversity Programs

- celebrate diversity
- diversity training
- top management commitment
- support groups/ mentoring programs
- diversity audits
- management responsibility and accountability
- inclusive and representative communications



HRM and Technology

Human Resources Information System

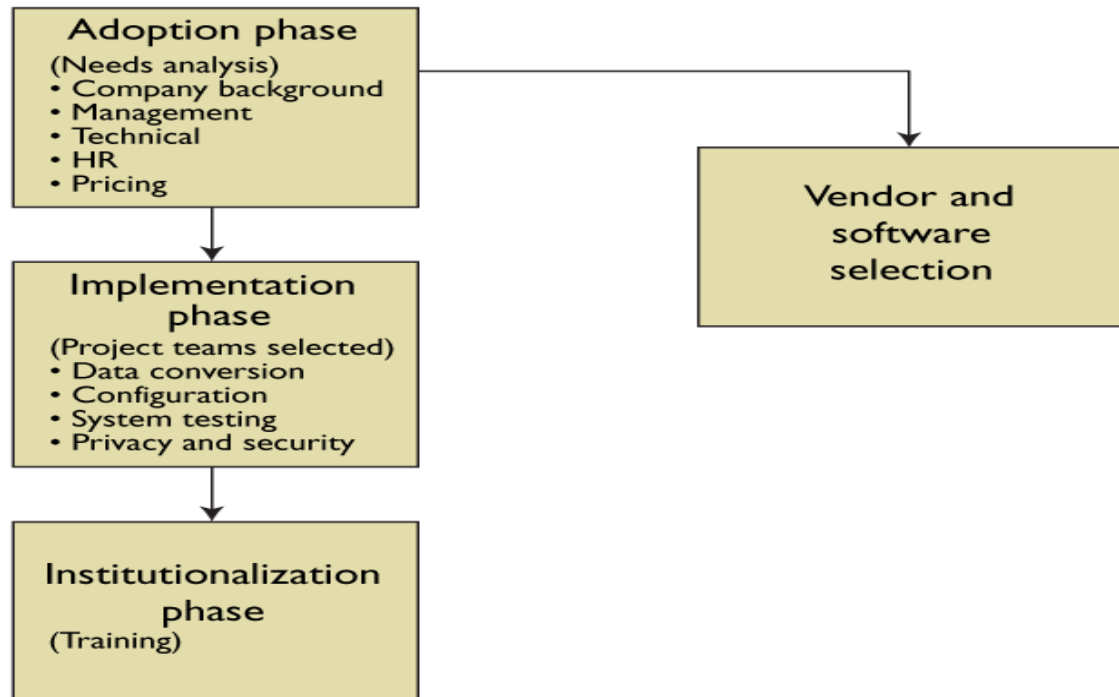
HRIS Subsystems

- employee administration
- recruitment
- time and attendance
- training and development
- pension administration
- employment equity

- performance evaluation
- compensation/benefits admin.
- organizational management
- health and safety
- labour relations
- payroll interface

Selecting and Implementing an HRIS

FIGURE 3.7 Three-Step HRIS Implementation Process



Source: Julie Bulmash, 2006.

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FIGURE 3.6 HRIS Users

	Employee	Manager	HR
Record and maintain		✓	✓
Compliance			✓
Forecasting and planning		✓	✓
Talent management; knowledge management	✓	✓	✓
Strategic		✓	✓
Decision making	✓	✓	✓

Source: Julie Bulmash, 2006.

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Electronic HR (e-HR)

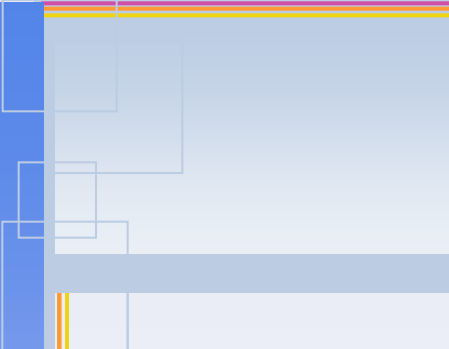
- Employee Self-Service (ESS)
- Management Self-Service (MSS)
- Enterprise-Wide Systems (ERP)
- Stand-Alone Systems
- HR Specialty Software

Changes in HR Role in IT-Enabled Organization

- decreased HR transactional activities
- increased client/customer focus
- increased strategic activities

Trends in HR and Technology

- technology trends
- outsourcing
- determining HR's effectiveness

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- Does a career in human resource management appeals to you? Why or why not?
 - Which of the environmental, organizational, and individual challenges identified in this section are most important for HRM today, in your opinion? Which are least important? Use your own experiences in your answer?