

Ch1

HRM

- Managing human capital to achieve organization goals
- Matters for individual wellbeing and organization success

Figure 1.1

what is HR
where HR is matter

Ch2

Figure 2.1

Step 1: Mission, Vision, and Value

- Mission
- Strategic Vision
- Core Value

Step 2: Environmental Analysis

- Environmental scanning
 - Economic factor
 - Industry trends
 - Technological changes
 - Legislation
 - Social concerns
 - Demographic trends

Step 3: Internal Analysis

- Internal Analysis :Culture, Capabilities, Composition
- Demand for labour & Supply for labour (forecast)
- Forecasting supply Replacement chart (figure 2.7)

Step 4: Formulating Strategy

- Corporate Strategy
- Business Strategy
- Functional Strategy

Step 5: Strategy Implementation

- you have established trends in supply and demand
- Increase workforce : Recruitment & Selection
 - Decrease workforce: Attrition & Termination & Layoffs

Step 6: Evaluation and Assessment

- Tracking metrics

Ch3

Equity in Employment

Equity is fairness and impartiality.

Designated Groups

4 designated groups in Federal Employment Equity Act: (60% of workforce)

- Women
- Visible minorities
- Aboriginal people
- People with disabilities

Legal Framework

- the Canadian Charter of Rights and Freedoms
- the Canadian Human Rights Act
- provincial / territorial

Federally Regulated (6-10%)

- Federal government

Provincially

The Canadian Charter of Rights and Freedoms

- Cornerstone of equity legislation
- Guarantees fundamental rights to all Canadians, including:
 - Equality rights: guaranteeing NO DISCRIMINATION on the group of (race, ethnic origin, color, religion, sex, age, sexual orientation, marital status, citizenship, aboriginal residence, or mental and physical ability)

The Canadian Human Rights Act

- Federal legislation
- Each province / territory has comparable legislation
- Canadian Human Rights Commission deals with complaints based on the Act
 - equivalent commissions at provincial / territorial level

Filing a complaint with the Canadian Human Rights Commission

- the complainant must first establish a prima facie case of discrimination
 - Where the Human Rights Tribunal would decide in favor of the complainant if the respondent does not provide a reasonable defence.

if the complainant is able to establish a prima facie case of discrimination, the respondent must

- Disprove the complainant's evidence, or
- show that the hiring criteria are bona fide occupational qualifications

Bona Fide Occupational Qualification (BFOQ)

- Or bona Fide Occupational Requirement
- A justifiable reason for discrimination based on business reasons of safety or effectiveness (a necessary not merely preferred, requirement for performing a job)

Provincial / Territorial Legislation

- Each province / territory has its own Human Rights Act or Code
- Employment Standards Legislation
 - Minimum job entitlements ; can vary across jurisdiction

Employer's Role - Avoiding Discrimination

- Discrimination
 - to treat someone differently because of a personal characteristic
- Direct (Intentional) Discrimination
 - also illegal: Disparate treatment
- Indirect (Unintentional) Discrimination
- Duty to provide Reasonable Accommodation
 - employers have a duty to accommodate an employee's characteristic such as a disability and to take action so the employee can perform the job

Pay Equity

- Equal pay for equal work (pay equality)
- Equal pay for work of equal value (pay equity)
 - Job with different titles must be paid equally if of similar value / nature

Harassment

- Sexual harassment
- Psychological harassment
- Bullying

Ch 4

A Bit of Terminology

- Job
 - A set of related duties
- Position
 - The set of duties performed by one employee
- KSAO: knowledge, skills, abilities, other characteristics

Job Analysis

A group of methods used for understanding

- the tasks, duties and responsibilities performed on the job
- the situation in which the job occurs
- the human attitude need to perform the work

figure of job descriptions

Problems with job descriptions

1. May be poorly written / vague
2. out of date
3. Contain irrelevant / illegal information
4. Limiting

Who performs a job Analysis?

- A qualified member of the HR department
- An HR consultant
- A job incumbent
- A supervisor of people in that job

Sources of JA Information

- Examine existing job documents
- Interview subject matter experts
- Ask incumbents to keep diaries
- Observe job incumbents
- Do the job
- Databases
- Standardize the JA instruments

JA databases

- National Occupational Classification (Canada)
- O*Net (US) more details

JA Approaches

- Position Analysis Questionnaire
 - Standardized Instrument, used across jobs and job care
 - 194 job elements grouped into 6 categories:
 1. Information Input
 2. Mental Processes
 3. Work Output
 4. Relationships with other persons
 5. Job Context
 6. Other Job Characteristics
- Critical Incidents Method (do not read in text book)
 - Record of behaviors leading to particularly successful or unsuccessful performance
 - All CIs should contain:
 - Description of the situation
 - Description of the employee's behavior
 - The outcome of the behavior

- Task Analysis Inventory
 - Job Oriented approach
 - Organization- specific
 - List of tasks (and descriptions) relevant to the organization
- Competency-Based Analysis (in book)

Job Design

- Structuring jobs to improve organizational efficiency and employee job satisfaction

How can we change jobs?

- job enrichment
- empowerment
- job characteristics model

Flexible Work Schedules

- Compressed Workweek
- Flextime
- Job Sharing
- Telecommuting

Ch 5



Recruitment

- Activities carried out by the organization to identify and attract potential employees

Managers need to be aware of unrealistic expectations!

- Sources of unrealistic expectations:
 - Occupational stereotypes

Realistic Job Preview

- The provision of a balance realistic picture of the positive and negative aspects of a job and an organization to job applicants

Psychological Contracts

- Unwritten set of expectations of the employment relationship
- Distinct from the formal employment contract
- Important to know what your employees believe they have been promised!

Who should do the Recruiting?

- What factors does this decision depend on?
- HR recruiters
- HR generalists
- Managers or Supervisors
- Work Teams
- Recruiting Process Outsourcing

where do you recruit?

- Internal vs. External recruitment
- Local > Global labor market

Recruiting Internally

- internal job Postings
 - Manager referrals
 - Performance Appraisal and other HR records
- Skills Inventories
- Replacement Charts

Recruiting Externally

- Advertisements
- Walk-Ins
- Online:
 - Career pages of companies
 - Social Networks (Facebook, LinkedIn, Twitter)
- Job Fairs
- Employee Referrals
- Executive Search Firms
- Public Employment Agencies
- Private Employment and Temporary Agencies
- Re- recruiting
- Educational institutions
- Labour Unions
- Employee Leasing

Is it working?

surveys , recruiting metrics >>> effectiveness of recruitment

Recruiting Metrics

- Quality of fill
- Time to fill
- Cost of recruitment
- Yield Ratios