

Introduction to Human Resource Management

Text book reading Pages 5-16, 19-28, 36-47 (HR Text)

Introduction

➤ **Human Resources Management (HRM)**

The practices, policies and systems that influence employees' behavior, attitudes, and performance.

➤ **Human Capital**

An organization's employees described in terms of training, experience, judgment, intelligence, relationships, and insight etc.

- Not interchangeable
- A company can succeed if it has a sustainable competitive advantage = is better than competitors at something, and can hold that advantage over a sustained period of time.
- Companies need the kind of resource that gives them SCA to succeed.
- Necessary qualities of HR:
 - Valuable
 - Rare = a person with high levels of the needed skills and knowledge is not common
 - Cannot be imitated
 - No good substitutes

➤ **Effective Management of Human Resources**

→ High-performance work system

- HPWS= an organization in which tech, organizational structure, people and processes all work together to provide the org. an advantage in the competitive environment.

- Tech changes the way orgs function, so to maintain HPWS there must be development of training programs, recruitment of ppl with new skill sets, and reward for teamwork/flexibility/learning etc.

Responsibilities of HR Department

- **Three Product Line (HR is a business within an org)**
 - *Administrative services and transactions* = handling administrative tasks e.g. processing tuition reimbursement applications and answering questions about benefits
 - *Business partner services* = developing effective HR systems to help org. Attract+keep+develop the ppl with skills it needs. Must understand business and what businesses need
 - *Strategic partner* = understand business/industry/competitors, how to give business competitive advantages → contribute to company's strategy.
- **Specific Activities**
 - *Analyzing and designing jobs*
 - Job analysis= getting detailed info about jobs
 - Job design= defining how work will be performed and the tasks that a given jobs requires.
 - *Recruiting and hiring employees*
 - Recruitment = process through which the org seeks applicants for potential employment
 - Selection = process by which the org attempts to identify applicants with the necessary knowledge, skills, abilities and other characteristics that will help the org achieve its goals
 - An org makes selection decisions to add employees to its workforce, and also to transfer existing employees to new positions

- *Training and developing employees*
 - Training= planned effort to enable employees to learn job-related knowledge/skill/behavior
 - Development= acquiring knowledge/skill/behavior that improve employees' ability to meet the challenges of a variety of new/existing jobs
 - Top qualities employers look for in employees: interpersonal skills/ work ethic/ initiative, flexibility/ honesty, loyalty/ strong communication skills, verbal and written
- *Managing performance*
 - Performance management= process of ensuring that employees' activities and outputs match the org's goals
- *Compensation and rewards*
 - e.g. How much to offer in salary or wages, as opposed to bonuses, commissions and other performance-related pay; which benefits to offer
 - All such decisions influences the org's bottom line and employee motivation
- *Maintaining positive employee and labor relations*
 - Providing satisfying and engaging work environments & maintaining positive relations with employees
 - Conducting collective bargaining to negotiate an employment contract with union members, and maintaining communication with union reps to ensure that issues are resolved as they rise
- *Establishing and administering HR policies*
 - Help establish policies related to hiring, discipline, promotions, benefits etc.; develop and communicate policies to every employee
- *Ensuring compliance with federal and provincial legislation*
 - Keep watch over a rapidly changing legal landscape

Changes in Human Resource Management

➤ **Changes of Labour Force**

- Definition
 - Internal Labour Force = An organization's workers
 - External Labour Market = Individuals who are actively seeking employment
 - HR needs to be aware of trends in external market to create well-skilled, motivated internal labour force
- An Aging Workforce
 - Fastest-growing age group = Workers age 55+
 - HR creating work environment for multigenerational people, planning retirement and reskilling workers, attracting, retaining and preparing younger generation.
 - Recruiting and retaining older workers = Challengers (cost of health care) = Benefiting from their talents and experience
- A Diverse Workforce
 - 200 ethnic groups in Canada
 - Employee equity – Four designated groups
 - Women / Aboriginal peoples / Disability peoples / Visible minorities

➤ **High-Performance Work System**

- Knowledge Workers
 - Employees whose main contribution to the org is specialized knowledge, such as a knowledge of customers, a process, or a profession.
 - In a position of power – they have knowledge company needs
 - Have many job opportunities – hard to replace
 - Focus on skills -> Focus on general cognitive skills / interpersonal skills
- Employee Engagement
 - The extent that employees are satisfied, committed to and prepared to support what is important to the organization.

- Performance management, training and development, career management, work design, employee relations help employee engagement.
- Focus on technical skills -> General cognitive and interpersonal skills
- Teamwork
 - The assignment of work to groups of employees with various skills who interact to assemble a product or provide a service.
 - Make decisions about how to do work
 - Organizations use technology to make teams with workers from different locations- virtual teams
- Education
 - Educational attainment in Canada is increasing

➤ **Technology Change**

- Human resource information system (HRIS)
 - A computer system used to acquire, store, manipulate, analyze, retrieve and distribute information related to an organization's human resources
 - Helps avoid lawsuits, evaluates programs or policies, day-to-day decisions
- HR Dashboards
 - A display of a series of HR measures, showing human resource goals and objectives and progress towards meeting them
- Internet Economy
 - Challenge 1 – continually update skill requirements and recruit and train people
 - Challenge 2 – Motivation in small start-up company
- Electronic Human resource management (e-HRM)
 - The processing and transmission of digitalized HR information using internet
 - Employees receive same training through internet
 - Using intranet (Internet inside the company)

- Self-service
 - Employees have online access, to information about HR issues and go online to enrol themselves in programs and provide feedback through surveys

➤ **Changing of Employment Relationship**

- Psychological Contract
 - A description of what an employee expects to contribute in an employment relationship and what the employer will provide in return for these contributions
 - Leads to mergers, organizational restructuring, layoffs and longer hours and acquisitions
 - Companies demand of excellent customer service and high productivity levels
 - Less job securities for employees
- Flexibility
 - Flexible Staffing Levels
 - *Independent contractors* are self-employed individuals with multiple clients
 - *On-call workers* are persons who work for an organization only when they are needed
 - *Temporary workers* are employed by a temporary agency; client organizations pay the agency for the service of these workers
 - *Contract company workers* are employed directly by a company for a specific time specified in a written contract
 - Flexible Work Schedules
 - Companies need to be staffed 24/7
 - Using flexible work schedules to protect employees' free time

Legal Context for HRM

➤ **Legislation**

- 90% of Canadian employers and their employees are covered by provincial and territorial legislation (e.g. Hospitals, retail and hospitality biz, schools, universities and most manufacturers)
- 10% are covered by federal legislation (e.g. Banks, shipping and port services, air transportation, railway and road trans. That involves crossing borders, canals, telephone, and federal departments)

➤ **Purpose of human rights legislation - remove discrimination**

- Direct discrimination = policies or practices that clearly make a distinction on the basis of a prohibited ground
- Indirect discrimination = policies or practices that appear to be neutral but have an adverse effect on the basis of a prohibited ground
 - E.g. Not employing part-time workers → person with family responsibilities would be denied employment or denied the opp. To reduce their work hours

➤ **How to determine if there's discrimination**

- Differential treatment = differing treatment of individuals basing on prohibited grounds such as race/color/sex/religion/age/disability/national origin etc.
 - E.g. Not hiring women with school-age children but hiring men with school-age children
- A legal differential treatment → bona fide occupational requirement (BFOR) = a necessary (not merely preferred) qualification for performing a job
 - E.g. For a job including handing out towels in a locker room, requiring employees that work in women's locker room to be female is a BFOR
- Forcing an employee to retire because of age is discriminatory unless there's a BFOR due to a specific employment requirement

- Duty to accommodate: employers should consider how an employee's characteristic such as disability, religion, or sex can be accommodated and to take action so the employee can perform the job
- Generally employee is considered responsible for requesting accommodation but sometimes employer has to initiate the action to provide accommodation
 - E.g. " I need a half day a week off for the next six weeks to get treatment for a medical problem " → supervisor needs to pursue this as a request for medical accommodation
- Sometimes employee even need to be accommodated to perform another job within their capabilities
- Employer's duty to accommodate extends to the point of undue hardship= the survival of the org. is threatened or essentially changed

➤ **Harassment**

- Def. Any behavior that demeans, humiliates, or embarrasses a person, and that a reasonable person should have known would be unwelcome
- *Sexual harassment* = unwelcome behavior that is of a sexual nature or is related to a person's sex
 - Both women and men can experience sexual harassment
- *Quid pro quo harassment* = a person makes a benefit/punishment contingent on an employee's submitting to/rejecting sexual advances
 - E.g. A manager who promises a raise to an employee who will participate in sexual activities/ threaten to reassign someone to a less desirable job if that person refuses sexual favors
- *Hostile work environment* = someone's behavior in the workplace creates an environment in which it is difficult for someone of a particular sex to work

- E.g. Running fingers through the plaintiffs' hair, making suggestive remarks, touching intimate body parts, posing pictures with sexual content in the workplace, speaking sexual explicit language or jokes
- *Workplace bullying*
 - E.g. Yelling, rudeness, gossip, or other torments in the form of psych. Harassment
 - Currently only a few provinces have anti-bullying laws at workplace
- How to ensure a workplace free from harassment:
 - Federally regulate employees should develop an anti-harassment policy making it clear that harassment will not be tolerated in the work place
 - All employees need to receive training about anti-harassment
 - Org can develop a mechanism for reporting harassment in a way that encourages ppl to speak out
 - Management can prepare to promptly discipline those who engage in harassment and protect victims
- **Employment Equity**
 - Legislation focuses on eliminating employment barriers to four historically disadvantaged groups:
 - Women
 - Members of visible minorities (persons other than aboriginal peoples who are non-Caucasian in race or non-white in color)
 - Aboriginal peoples
 - Persons with disabilities
 - *Employment Equity Act Annual Reports* = record best practices of exemplary orgs
 - E.g. Royal Canadian Mint provides portable wireless communications devices to employees with hearing impairments
- **Protection for Privacy**

- Personal information protection and electronic documents act (PIPEDA)= federal law that sets out ground rules for how private sector orgs may collect, use, or disclose personal info. in the course of commercial activities
 - Also gives employees the right to access and request correction of the personal info these orgs may have collected about them
 - Although employers can collect info on employees about performance, attendance, and potential for advancement, there is little an employer can keep from an employee
 - Employees also can't be promised confidentiality when they make statements about another person in assessment interviews

➤ **Employment/Labour Standards**

- Federal, provincial and territorial laws provide minimum standards for employees, which areas include:
 - Minimum wage/ overtime pay/ work scheduling/ general holidays/ annual vacations/ benefits for part-time workers/ parental leave etc.
- *Pay equity* = equal pay for work of equal value
 - Intended to address the wage gap (difference between earnings of women working full-time versus the earnings of men working full-time)
 - Four criteria used: skill, effort, responsibility, and working conditions

➤ **How Laws are Enforced**

- *Canadian human rights commission (CHRC)* provides individuals under federal jurisdiction a means to resolve complaints of discrimination
 - Tries to resolve complaints using mediation and conciliation; however some only get resolved using tribunals; some go into supreme court of Canada for final resolution
 - Also responsible for auditing federally regulated employers to ensure they follow the federal employment equity act

- Enforces pay equity requirements
- *The privacy commissioner of Canada* = responsible for ensuring compliance with federal privacy legislation including the PIPEDA
 - To ensure compliance, can publicly identify orgs violating individuals' privacy rights and take the complaint to the Federal Court of Canada
 - If unable to solve the complaint, the Court can order the org to take specific actions and can also award damages
 - Growing practice of social media background checks on both current and prospective employees → “Guidelines for Social Media Background Checks” in Alberta

Job Analysis & Employee Recruitment

Text book reading Pages 66-73, 97-107 (HR Text)

Introduction

➤ Understanding Work

- *Work Flow Analysis* involves analyzing the work process necessary to achieve a particular goal.
- Variables considered when analyzing work flow include *Outputs, Work Processes, & Inputs*.
- In the context of *Work Flow Analysis*, inputs can be:
 - Raw Inputs
 - Equipment
 - Human Resources

➤ Dividing Work into Jobs

- *Work Flow Design*: The process of assembling and/or assigning these various tasks/duties/responsibilities to specific jobs or positions.
- *Job*: A set of related tasks, duties, or responsibilities.
- *Position*: A specific set tasks, duties, or responsibilities to be performed by a specific individual employee in a specific organization.

Job Analysis and Job Design

➤ Job Analysis

- Types of Job Analysis
 - *Work redesign* = redesign work to make it more efficient or to improve quality. Need detailed info about existing jobs, similar to analyzing a job that doesn't yet exist

- *Workforce planning* = know about the levels of skill required in various jobs, so can tell which kinds of HR will be needed
- *Selection* = identify the most qualified applicants for various positions. Need to know the tasks individuals must perform, and the necessary knowledge/skills/abilities
- *Training and development*
- *Performance management* = know how well each person performs in order to reward those who are good and improve the performances of those who are bad
- *Career planning* = matching an individual's skills and aspirations with career opportunities. Need to know the skill requirements of the various jobs
- *Job evaluation* = assessing the relative value of each job to the org in order to set up fair pay structures. Need to get info about different jobs and compare them

➤ **Outcome of Job Analysis**

- Key outcome of job analysis is the creation of *job description* = a list of the tasks/duties/responsibilities (TDRs) that a job entails
 - TDRs are observable actions
 - E.g. A news photographer is required to take photos using a camera
 - Having detailed info about TDRs helps determine how well an individual is meeting each job requirement
 - Whenever a new job is created, a job description should also be prepared, and should be reviewed periodically and updated if necessary
 - "other duties as required" → remind employees that they need to go above and beyond the listed duties and should not tell employers "that's not a part of my job"

- Another outcome of job analysis is *job specification* = a list of competencies = knowledge/skills/abilities and other characteristics an individual must have to perform a particular job
 - Competencies are only observable when individuals are carrying out TDRs of the job, and afterward if they can show the product of their labor
 - *Knowledge* = factual or procedural info necessary for successfully performing task
 - *Skill* = an individual's level of proficiency at performing a particular task (knowledge + experience= skill)
 - *Ability* = a more general enduring capability that an individual processes
 - E.g. Ability to cooperate with others or to write clearly and precisely
 - Other characteristics= personality traits such as persistence or motivation to achieve
 - Some jobs also have legal requirements e.g. Certificates/licensing
 - Competencies may become part of a competency model/competency framework= describes competencies the entire org needs to be successful
 - Having detailed info about competencies helps making decisions about who will fill a job

➤ **Source of Job Info**

- *Incumbents* = ppl who currently hold the position in the org
 - Drawback: they may have an incentive to exaggerate what they do, to appear more valuable to the org
 - Provide more accurate estimates of the actual time spend performing job tasks
- *Supervisors/observers*
 - Provide more accurate info about the importance of job duties

- *NOC = National Occupational Classification*
 - Tool created by the federal government to provide standardized sources of info about jobs in Canada's labor market
 - Uses a 4-digit code to classify occupations based on the types and levels of skills required
- **Position Analysis Questionnaire**
 - A standardized job analysis questionnaire containing 194 question about work behaviors, work conditions, and job characteristics that apply to a wide variety of jobs
 - Organized into six sections:
 - *Information input*: where and how a worker gets info needed to perform the job
 - *Mental processes*: reasoning, decision making, planning, and info processing activities involved
 - *Work output*: physical activities, tools and devices used by the worker to perform the job
 - *Relationships with other persons*: relationships with other people required in performing the job
 - *Job context*: physical and social contexts where the work is performed
 - *Other characteristics*: activities, conditions, and characteristics other than those previously described that are relevant to the job
 - Analyst rates each item on six scales: extent of use, amount of time, importance to the job, possibility of occurrence, applicability and special code (special rating scales used with a particular item)
 - PAQ helps orgs comparing jobs even when they are dissimilar; considers the whole work process
 - However, need reading skills to complete it, and descriptions are rather abstract

➤ **Fleishman Job Analysis System**

- Job analysis technique that asks subject matter experts (typically job incumbents) to evaluate a job in terms of the abilities required to perform the job
- Based on 52 categories of abilities, each begins with a description of the ability and a comparison to related abilities, rate abilities in number (extremely low 1~extremely high 7) with description of each number level of ability
- Info collected very helpful for employee selection, training and career development
- Job analysis is also important from a legal standpoint → detailed, accurate, objective job specification helps orgs to comply with human rights and pay equity laws by focusing on tasks and abilities

➤ Trend in Job Analysis

- Jobs tend to change and evolve over time → job analysis must define jobs and also detect changes in jobs as time passes
- Competencies tend to be more stable and long-lasting than TDRs

Recruiting Human Resources

➤ **Recruiting HR** = any activity carried on by the org with the primary purpose of identifying and attracting potential employees

- Build a supply of potential new hires that the org can draw on as the need arises
- Connection between workforce planning and the actual selection of new employees
- In general, all companies have to make decisions in 3 areas of recruiting:
 - HR policies- influence the characteristics of the positions to be filled
 - Recruitment sources- influence the kinds of job applicants an org reaches
 - Characteristics and behavior of the recruiter- affect the characteristics of both the vacancies and applicants
- the fit between vacancy characteristics and applicant characteristics → applicant's decision to accept a job offer & org's decision to make the offer

- **Human resource policies** = decisions about how org will carry out HR management, including how it will fill job openings
 - Characteristics of vacancy are more important than recruiters or recruiting sources for predicting job choice
 - To make org more attractive:
 - Internal vs. external recruiting- opp. for advancement
 - Lead-the-market pay strategies- higher than market wage pay
 - Employer branding= a strategic approach of attaching a visual, emotional, or cultural brand to an org.

Recruitment Sources

- **Internal sources**
 - Orgs recruit existing employees through job posting= process of communicating info about a job vacancy on company bulletin boards, in employee publications , on corporate intranets and anywhere else the org communicates with employees
 - Advantages:
 - Generates applicants who are well known to the org
 - Applicants are relatively knowledgeable about the orgs vacancies, which minimizes unrealistic expectations about the job
 - Cheaper and faster
- **External sources**
 - For entry-level positions and specialized upper-level positions, org has no internal recruits from which to draw
 - Expose org to new ideas or new ways of doing business/ innovation
 - During a slow economy, companies that are able to grow can gain a competitive edge when other orgs are forced to avoid hiring and pay increases or even laying off talented people

Methods of External Recruitment

- **Direct Applicants** = people who apply for a vacancy without prompting from the org, and referrals = people who apply for a vacancy because someone in the org prompted them to do so
 - Largest source = referrals, next largest = direct applicants
 - Identifying and contacting passive job seekers= individuals who are not actively seeking a job, but represent a significant source of top talent
 - Advantages:
 - Many direct applicants are to some extent already “sold” to the org- research and concluded a enough fit- self-selection
 - Costs much less than formal recruiting efforts
 - Some employers offer current employees financial incentives for referring applicants who are hired and perform acceptably on the job
 - Disadvantage:
 - Limit the likelihood of exposing the org to fresh viewpoints- ppl tend to refer others who are like themselves
 - Nepotism= practice of hiring relatives; sometimes referrals make hiring unfair
- **Ads in newspapers and magazines**
 - Typically generate a less desirable group of applicants at a greater cost
 - Difficult to fill all vacancies through DA and referrals, so orgs usually need to ad.
 - Two questions when designing job ad
 - What do we need to say?
 - To whom do we need to say it?
 - People who write job ads tend to overstate skills and ex. required→generate too few qualified candidates
 - Most common medium- local newspapers

- Relatively cheap but reach many ppl in a specific geo. area currently looking for work
- However, little ability to target skill levels → many ppl reading the info are either over or under qualified, and ppl not looking for work rarely read it (including ppl the org might lure from their current employers)
- To get better results, org may ad. in professional or industry journals
- **Electronic recruiting**
 - Increasing use of online job ad.
 - Most large companies and many smaller ones make career info available at their websites
 - E.g. [www. Bellcareers.ca](http://www.Bellcareers.ca) to access info about careers at bell
 - Not so effective for smaller and less well-known orgs, because fewer people are likely to visit their websites
 - Better option: going to national job board websites where job seekers submit standardized resumes
 - Drawback: big job websites can provide too many leads of inferior quality
 - Smaller and more tailored websites- “niche boards” focus on certain industries, occupations, or geographic areas
- **Public employment agencies**
 - Federal government’s service Canada website “Job Bank” and others
- **Staffing Services Companies**
 - Service is provided for a fee, usually paid by employer for the service or receiving employee referrals
 - For managers and professionals, employers may use a type of private agency called an executive search firm (ESF)
 - Find new jobs for ppl almost exclusively already employed
 - Provide confidentiality between employer and recruit

➤ **Universities and colleges**

- On-campus interviewing = most important source of recruit for entry-level professional and managerial vacancies
- Coop or internship program

Evaluating the quality of a source

➤ **Yield ratio**

- expresses the percentage of applicants who successfully move from one stage of the recruitment and selection process to the next

➤ **Cost per hire**

- cost of using a particular recruitment source for a particular type of vacancy/ # of ppl hired to fill that type of vacancy

Recruiter traits and behaviors

- The ideal recruiter is a talent magnet
- Recruiters reflect the nature of both the job vacancy and the applicants generated
- However, many applicants approach recruiters with skepticism, discount what recruiters say in light of what they've heard from friends/published sources etc. when candidates are already familiar with the company through knowing its products, the recruiters impact is relatively weak on applicants' job choices

➤ **Characteristics of Recruiter**

- Recruiter being a specialist in HR vs. An expert at a particular job
- HR specialists are generally perceived as less credible and applicants tend to be less attracted to the job
- Applicants respond positively to recruiters whom they perceive as warm and informative
- Age, sex, race etc. also impact the recruiter's image

➤ **Behaviors of Recruiter**

- Recruiters may feel pressure to exaggerate positive qualities of the vacancy and downplay negative ones
- Applicants are highly sensitive to negative info
- But if recruiters go too far in a positive direction, candidates can be misled and lured into taking a job that has been misrepresented; and believe the employer is deceitful
- *Realistic job previews* = background info about a job's positive and negative qualities, helps get around this problem and help orgs minimize turnover among new employees
- Yet, weak and inconsistent effect: although recruiters can go overboard in selling applicants on the desirability of a job vacancy, informing ppl about the negative characteristics probably won't "inoculate" ppl so that they don't quit
- Overall speaking, for affecting whether ppl choose to take a job, the recruiter seems less important than an org's HR policies that directly affect the job's features

➤ **Enhancing recruiter's impact**

- Recruiters should provide timely feedback
- Avoid offensive behavior
- Recruit with teams rather than individual recruiters (a team can include both HR specialists and job experts)

Employee Selection

Text book reading Pages 113-132 (HR Text)

Criteria for evaluating selection methods

- **Reliability** = the extent to which a measurement generates consistent results (free from random errors)
 - *Correlation coefficients* = measure the degree to which two sets of numbers are related
- **Validity** = extent to which performance on a measure is related to what the measure is designed to assess
 - *Criterion-related validity* = based on showing a substantial correlation between test scores and job performance scores (e.g. Intelligence test, college GPA)
 - Two kinds of research are possible for arriving at CRV:
 - Predictive validation= research that uses the test scores of all applicants and looks for a relationship between the scores and future performance of the applicants who were hired
 - Concurrent validation= consists of administering a test to ppl who currently hold a job, then comparing their scores to existing measures of job performance
 - Predictive → more time-consuming and difficult, however most effective → job applicants tend to be more motivated to do well on the tests, and their performance on tests is not influenced by firsthand experience with the job
 - *Content validity* = consistency between the test items or problems and the kinds of situations or problems that occur on the job
 - *Construct validity* = consistency between a high score on a test and a high level of a construct such as intelligence or leadership ability, as well as between mastery of this construct and successful performance on the job

- When measuring abstract qualities, may have to rely on this validity

➤ **Ability to generalize**

- Whether a selection method is valid in the context in which the org. wants to use it
- *Generalizable* = valid in other contexts beyond the context in which the selection method was developed
- *Cognitive ability* (intelligence and thinking skills) can be generalized and are most valid for complex jobs

➤ **Practical value**

- Despite accurately predicting how well individuals will perform, should also produce info that actually benefits the org.
- Cost of using the selection method
- *Utility* = extent to which selection method provides economic value greater than its cost

Legal standards for selection

- Interview needs to be conducted in a way that candidates can be assessed without drawing out info that is not relevant to the job being filled = no discrimination even indirectly
- Interview notes that are made by interviewers to help distinguish among candidates can't include references to prohibited grounds of discrimination even if they are only used by interviewers
- Candidates must provide their consent before a background or reference check can be conducted
- Org should combine several sources of info about candidates rather than relying solely on interviews or a single type of testing, to produce fairer and unbiased result

Job Application and Resumes

➤ **Application**

- Low cost and ensures that the org has certain standard categories of info
- Provide several types of info: contact info, work experience, educational background, and applicant's signature

➤ **Resumes**

- Drawback: applicants control the content of the info as well as how it is presented
- Inexpensive, enables applicants to highlight accomplishments that might not show up in the format of an employment application
- Orgs are increasingly turning to web-based applicant tracking systems to centralize the handling of resumes and job apps
- *Applicant tracking system (ATS)* = software app that streamlines the flow of info between job seekers, HR staff, and hiring managers
- As orgs expand their corporate websites into interactive career centers, ATS provide capabilities including multilingual support for global locations, generating applicant confirmation letters, pre-screening application and resumes for education, specific competencies, and experience
- Also support various data handling and report generation requirements associated with hiring employees, e.g. Storing resumes, tracking candidate sources and connecting applications to specific hiring managers or job openings

➤ **References**

- Biased: applicants are careful to choose those that will say something positive, and former employers may be afraid of being sued if say something negative

- *Negligent hiring* = a situation where an employer may be found liable for harm an employee causes to others if references and background checks were not performed adequately at the time of hiring
- Burden of contacting references: the risk of giving info seen as too negative or too positive → too negative =defamation, too positive and then find untrue= misrepresentation
- Thus ppl who give references tend to give as little info as possible

➤ **Background Checks**

- Companies like BackCheck specialize in pre-employment background checks such as criminal record checks, credit inquiries, education verifications etc.
- Before performing a check, should get consent from the candidate

Employment Tests and Work Samples

- After identified candidates that meet basic requirements through app. and resumes, often the next step is to gather objective data through one or more employment tests
- Two broad categories:
 - *Aptitude tests* = assess how well a person can learn or acquire skills and abilities
 - *Achievement tests* = measure a person's existing knowledge and skills

➤ **Physical Ability Tests**

- Many jobs still require certain physical abilities or psychomotor abilities
- *Physical Abilities Requirement Evaluation (PARE)* = job-related physical ability test

➤ **Cognitive Ability Tests**

- Measure such mental abilities as verbal skills, quantitative skills and reasoning ability

➤ **Job Performance Tests**

- E.g. Keyboard speed and in-basket tests= measures the ability to juggle a variety of demands, as in a manager's job. Candidate is presented with simulated emails and messages describing problems confronted in job. He/She has to decide how to respond to them and in what order.
- Test for selecting managers make take the form of an assessment center= a wide variety of specific selection programs that use multiple selection methods to rate applicants or job incumbents on their management potential
- Typically includes in-basket test, tests of more general abilities, and personality tests
- *Advantage*: gives applicants a chance to show what they can do, thus feeling the evaluation is fair; job specific → high validity
- *Disadvantage*: if the org wants to generalize the results of a test for one job to candidates for other jobs

➤ **Personality Inventories**

- "big five" traits: extroversion, adjustment, agreeableness, conscientiousness, inquisitiveness
- *Advantage*: administering commercially available personality tests is simple, and these tests should be able to demonstrate they do not violate human rights requirements
- *Disadvantage*: ppl are better at "faking" answers to personality tests to score higher on desirable traits

➤ **Honesty, Alcohol and Drug Tests**

- Polygraph - "lie detector" test; paper-and-pencil honesty/integrity tests
- Chemical testing of past exposure to drugs
- *Controversy*: privacy, legal or not, taking urine/saliva/blood samples involves invasive procedures, and accusing someone of drug use is a serious matter

- *Alcohol*: although how much consumed is testable, can't measure impairment or assess if an employee is capable of performing the job
- Org should follow drug and alcohol testing policy

➤ **Medical examinations**

- Must be related to job requirements and may not be given until the candidate has received a conditional job offer

Interviews

➤ **Interview Techniques**

- *Nondirective interview* = selection interview in which the interviewer has great discretion in choosing questions to ask each candidate
 - Reply to one question may suggest other questions to ask
 - Typically include open-ended questions about candidate's strengths, weaknesses, career goals, and work experience
 - Reliability not great, some interviewers ask questions not valid or legal
- *Structured interview* = selection interview that consists of a predetermined set of questions for the interviewer to ask
 - Results tend to be more reliable and valid than nondirective interviews
- *Situational interview* = structured interview in which the interviewer describes a situation likely to arise on the job, then asks the candidate what he or she would do in the situation
 - May have high validity in predicting job performance
- *Behavioral interview* = structured interview in which the interviewer asks the candidate to describe how he or she handled a type of situation in the past
 - Tend to have high validity
- *Panel interview* = several members of the org meet to interview each candidate

- Gives the candidate a chance to meet more ppl and see how ppl interact in that org
- Reduces personal biases
- *Interviews can also have no interviewers and be based on computers*
 - Eliminates personal bias but also the opp. to see how ppl interact
- **Advantages and Disadvantages of Interviewing**
 - *Advantages:*
 - Talking face-to-face provide evidence for communication and interpersonal skills
 - Provide a means to check the accuracy of info on resume or applications
 - *Disadvantages:*
 - Not necessarily the most accurate basis for making a selection decision, can be low in reliability and validity
 - Costly
 - Subjective, greater risk of discrimination complaints
 - Interviews should not try to measure abilities and skills e.g. Intelligence that tests can measure better
- **Selection models**
 - Usual process for arriving at a selection decision is to gradually narrow the pool of candidates → multiple-hurdle model= process of arriving at a selection decision by eliminating some candidates at each stage of the selection process
 - A more expensive alternative: take most applicants through all steps of the process and then find the most desirable candidates→compensatory model= process of arriving at a selection decision in which a very high score on one type of assessment can make up for a low score on another

Review Session for Exam 1

Lecture 1

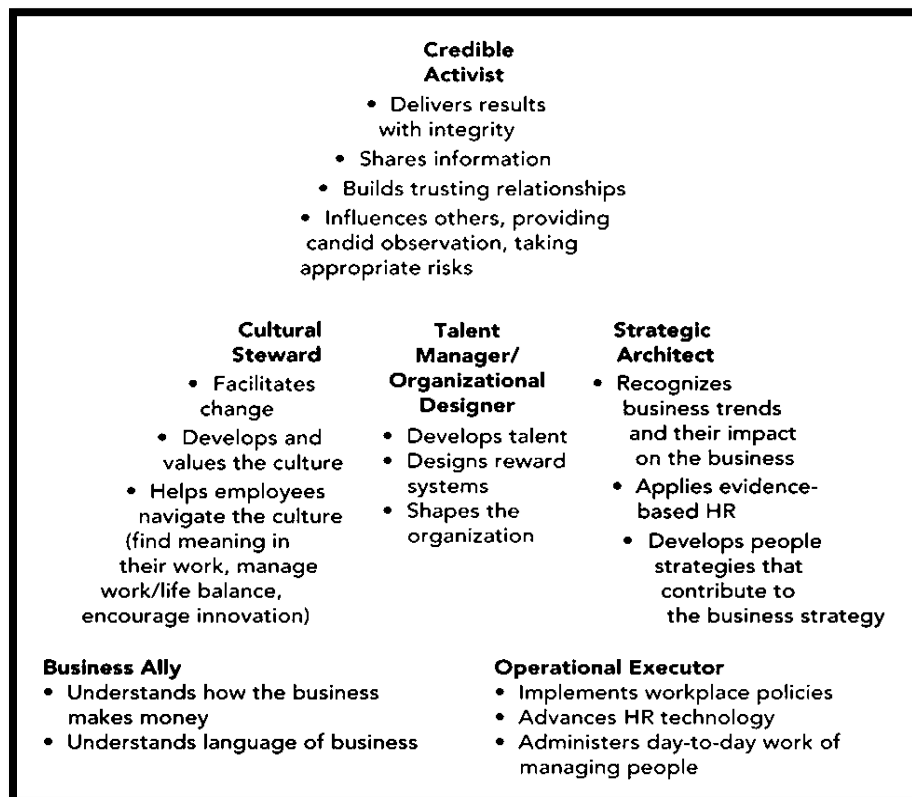
➤ Contingency Approach

- Contingency approach, also known as situational approach, is a concept in management stating that there is no one universally applicable set of management principles (rules) by which to manage organizations. Organizations are individually different, face different situations (contingency variables), and require different ways of managing. Contingency approaches remain less common than change management approaches.

➤ Strategic HRM

- Improving Productivity
- Globalization
- Outsourcing/Offshoring
- Mergers & Acquisitions

➤ Core HR Competencies



➤ **Variables**

- Independent Variables
 - Will influence and predict or cause variation in the dependent variable.
- Dependent Variable
 - Are influenced by the independent variable and will vary as a result of changes to the independent variable.

➤ **Research Methods**

- Primary
 - These are methods that generate new information about a particular research question
 - Laboratory experiments
 - Quasi-experiments
 - Questionnaires
 - Observations
- Secondary
 - These are methods that attempt to answer a question by examining existing information from previous studies that used primary methods
 - Meta-analysis

➤ **Legislation**

- *Federal Legislation* governs about 10% of employers (e.g., banks, airports, federal departments)
- *Provincial Legislation* governs about 90% of employers (e.g., retail, schools, most manufacturing)

➤ **Discrimination**

- Direct Discrimination
 - Policies or practices that clearly make a distinction on the basis of one or more prohibited grounds.
- Indirect Discrimination
 - Policies or practices that appear to be neutral but have an adverse effect on the basis of one or more prohibited grounds.

Lecture 2

➤ **Job Design Approach**

- *Mechanistic Job-Design Approach* - These jobs are high in mechanistic tasks, meaning they require the least skill and training. They also have higher instances of job dissatisfaction, employee absenteeism, and employee turnover due to the menial tasks involved.
- *Motivational Job-Design Approach* - These jobs are harder to staff and take more training because of higher mental demands, but employees are generally more satisfied with their job. Examples are managerial and executive jobs.
- *Biological Job-Design Approach* - Also known as ergonomics, this approach tries to minimize job hazards and their associated costs.
- *The Perceptual/Motor Job-Design Approach* - This approach ensures employees' mental capabilities and limitations are not exceeded.

➤ **Source of Job Information**

Source	Strengths	Drawbacks
Incumbents	Strong knowledge of day-to-day job details	Danger of exaggerating duties and responsibilities
Observers/ Supervisors	Good understanding of importance of job duties	Limited awareness of day-to-day challenges.
Job Analysts	Can make comparisons across jobs	Limited knowledge about the needs & functioning of specific organizations

➤ **Competencies**

- Four Areas of Competencies
 - *Meaning Competency*: Being able to identify and act towards the purpose of an organization.

- *Relation Competency*: Being able to create and nurture relationships with relevant members of an organization
- *Learning Competency*: Being able to find and create situations where experimentation and reflection with new ideas, experiences, or solutions is possible.
- *Change Competency*: Being able to act in new ways that align with organizational goals.
- Three Types of Competencies
 - *Core Competencies*: Characteristics that apply to all members of the organization
 - *Functional Competencies*: Characteristics that apply to members of common job groups or occupations
 - *Job-Specific Competencies*: Characteristics that apply to only specific positions
- **Realistic Job Previews**
 - Realistic job previews will have some, usually small, effect on the following areas:
 - Job satisfaction
 - Turnover
 - Commitment
 - Attrition
 - These effects are greatest when applicants:
 - Can be selective about accepting a job offer
 - Have unrealistic job expectations
 - Would have difficulty coping with job demands

Lecture 3

- **Convergent/Discriminant Validity**
 - *Convergent validity*, a parameter often used in sociology, psychology, and other behavioral sciences, refers to the degree to which two measures of constructs that theoretically should be related, are in fact related.
 - *Discriminant validity* tests whether concepts or measurements that are supposed to be related are, in fact, unrelated

➤ **Three approaches for making decisions about candidates:**

- Multiple Regression Approach
 - Applicant scores on each predictor are weighted through a multiple regression equation and summed to yield a total score.
 - Candidates are ranked on their regression score and selection occurs in a top-down fashion
- Multiple Cut-Off Approach
 - A cut-off score is established for each predictor and an applicant is required to take all of the tests or procedures
 - Candidates are taken out of consideration if they fall below the cut-off score on any one predictor
- Multiple Hurdles Approach
 - An applicant must earn a passing score on each predictor before advancing in the selection process
 - Applicants are screened out as soon as they fail to meet the cut-off score on any one predictor