

## MHR Midterm Review

### Chapter 1: The Strategic Role of Human Resources Management

Human Resources Management: the management of people in organizations to drive successful organizational performance and achievement of the organization's strategic goals. This involves formulating and implementing HRM systems (recruitment, performance appraisal and compensation)

Human Capital: The knowledge, education, training, skills and expertise of an organization's workforce

Scientific Management (early 1900s): The process of scientifically analyzing manufacturing processes, reducing production costs and compensating employees based on their performance levels

Human relations movement (mid 1900s): Belief that the attitudes and feelings of workers are important and deserve more attention

Human resources movement (late 1900s - present): a management philosophy focusing on concern for people and productivity

Outsourcing: the practice of contracting with outside vendors to handle specified business functions on a permanent basis

Operational HRM Responsibilities:

1. planning future workforce requirements
2. selecting employees
3. orienting and training employees
4. managing compensation and reward plans
5. communicating with employees

Strategy: a company's plan for how it will balance its internal struggles and weaknesses with external opportunities and threats to maintain a competitive advantage

Change agents: specialists who lead the organization and its employees through organizational change

HR Metrics: the use of statistics to measure the impact of HR activity on the business

Balanced Scorecard: a measurements system that translates organization's strategy into a comprehensive set of performance measures

Metrics Examples: Absenteeism, turnover/retention, safety, labour relations, recruiting and selection

External Influences on HR:

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1. Economic Conditions
2. Labour Market Issues
3. Technology
4. Government
5. Globalization
6. Environmental Concerns

Internal Influences on HR:

Organizational Culture:

Organizational Climate:

Management Practices:

Four Generations:

1. Traditionalists
2. Baby Boomers
3. GenXers
4. GenYers

### **Chapter 2: The Changing Legal Emphasis**

#### The Legal Framework in Canada

Employer: right to modify employee work terms for legitimate business needs

Employee: right to be protected from harmful business practices

Government: Balance needs to employer and employee

#### Canadian Legislation

Regulations: legally binding rules established by special regulatory bodies created to enforce compliance with the law and aid in its interpretation

- Canada Charter of Rights and Freedoms: federal laws enacted in 1982 that guarantees fundamental freedoms to all Canadians
- Freedoms: conscience and religion | thought, belief, expression and opinion | peaceful assembly | association
- Equality Rights: Sec 15 of the Charter of Rights and Freedoms which guarantees the right to equal protection and benefit of the law without discrimination
- Human Rights Legislation: legislation that prohibits intentional and unintentional discrimination in employment situations and in the delivery of goods and services
- Employment Standards Act: establish minimum terms for: wages, overtime pay, paid holidays, vacations, maternity/paternity leave, compassionate care leave, termination notice

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### Discrimination

- it's a distinction, exclusion or preference based on one of the prohibited grounds that has the effect of nullifying or impairing the right of a person to full and equal recognition and exercise this individual's human rights and freedoms

Prohibited Grounds of Discrimination:

Race, colour, creed/religion, sex, marital status, age, mental/physical disability, sexual orientation, ethnic origin, family status, ancestry, political belief, association, source of income, social condition, language, pardoned conviction, record of criminal conviction, assignment, attachment or seizure of pay

Types of Discrimination:

- Intentional: direct, differential/unequal treatment: treating an individual differently in any aspect of terms and conditions of employment based on any of the prohibited grounds
- Unintentional discrimination: constructive or systemic discrimination, embedded in policies and practices that appear neutral on the surface and are implemented impartially, but have an adverse impact on specific groups of people for reasons that are not job related or required for the safe and efficient operation of the business  
e.g. height/weight requirements, internal hiring policies that do not embrace diversity, culturally biased or non-job-related employment tests, organizational climate in which certain groups feel uncomfortable

(BFOR) Bona Fide Occupational Requirement: justifiable reason for discrimination based on business necessity for safe and efficient operations, intrinsically required by job tasks  
e.g. must have sight to drive a truck

Undue Hardship: the point to which employers are exonerated to accommodate employees under human rights legislative requirements due to financial cost or health and safety risk

Harassment: unwelcome behaviour that demeans, humiliates or embarrasses a person and that a reasonable person should have known would be unwelcome

Sexual Coercion: harassment of a sexual nature that results in some direct consequence to the worker's employment status or some gain in or loss of tangible job benefits

Sexual Annoyance: sexually related conduct that is hostile, intimidating or offensive to the employee but has no direct link to tangible job benefits or loss thereof

Glass Ceiling: an invisible barrier caused by attitudinal/organizational bias that limits the advancement opportunities or qualified designated group members

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## Chapter 4: Designing and Analyzing Jobs

Job: related activities and duties held by a single person or a number of incumbents

Position: a collection of responsibilities and duties performed by one person

Job Analysis: the procedure of determining the tasks, duties and responsibilities of each job and human attributes required to perform it

### Uses of job analysis

1. Labour Relations
2. Human Resources Planning
3. Performance Appraisal
4. Training
5. Recruitment and Selection
6. Job Evaluation

### Steps in job analysis

1. Review relevant background information
2. Select jobs to be analyzed
3. Collect data
4. Review/Modify data if required
5. Create job description
6. Communicate and update information as needed

#### Step 1: Review relevant background information

(understanding the context of the way the organization is)

Relevant background information include:

- Organizational structure: the formal relationships among jobs of an organization
- Organizational chart: a “snapshot” of the firm, depicting the organization’s structure in chart form at a point in time (bureaucratic, flat, matrix)
- Process chart: a diagram showing the flow of inputs and outputs of the job under study

#### Step 2: Select jobs to be analyzed

(through times of change)

Job Design: the process of organizations work into tasks that a required to perform a single job

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### Step 3: Collect Data

(most crucial step)

Ways to collect data:

1. Interview
2. Questionnaire
  - (PAQ) Position Analysis Questionnaire: a questionnaire used to collect quantifiable data concerning duties and responsibilities of various jobs
  - (FJA) Functional Job Analysis: a quantitative method for classifying jobs based on types and amounts of responsibility for data, people and things, performance standards and training requirements are also identified
3. Diary/log
4. National Occupation Classification: a reference tool for writing job descriptions. Compiled by the federal government, it contains job description of over 40 000 occupations and requirements for each
  - occupation: a collection of jobs that share some or all of the same duties
5. Observations

### Step 4: Review/Modify data is required

- verify with workers who are currently performing the job or their supervisors

### Step 5: Create job description

Job Description: a list of duties, responsibilities, reporting relationships and working conditions of a job

Job Specifications: a list of human attributes required to perform the job (KSA - knowledge, skills, abilities)

### Step 6: Communicate and update information as needed

- communicate to all relevant stakeholders
- anticipate modifications

### The Evolution of Jobs and Job Design

Job Specialization:

Work Simplification: an approach to job design that involves assigning most of the administrative aspects of work to supervisors while giving lower-level employees narrowly defined tasks to perform according to methods established and specified by management

Industrial Engineering: a field of study concerned with analyzing work methods make work cycles more efficient by modifying, combining, rearranging, eliminating tasks and establishing time standards

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Behavioural Aspects:

**Job Enlargement:** a technique to relieve monotony and boredom that involves assigning workers additional tasks at the same level of responsibility to increase the number of tasks they have to perform

**Job Rotation:** a technique to relieve monotony and boredom that involves systematically moving employees from one job to another

**Job Enrichment:** a technique to relieve monotony and boredom by adding more meaningful tasks and duties to make employees' jobs more rewarding and worthwhile

**Ergonomics:** integration and accommodation of their physical needs of workers into the design of jobs. It aims to adapt the entire job system to match human characteristics.

### Competency Based Job Analysis

**Competencies:** demonstrable characteristics of a person that enable performance of a job

**Competency-based job analysis:** describing a job in terms of the measurable, observable behavioural competencies an employee must exhibit to do well

## **Chapter 5: Human Resources Planning**

**(HRP) Human Resources Planning:** The process of forecasting future human resources requirements to ensure that the organization will have the required amount of employees with the necessary skills to meet its strategic objectives without shortages surpluses

### Steps in the HRP process

1. Forecasting the availability of candidates (supply)
2. Forecasting future HR needs (demand)
3. Planning and implementing HR programs to balance supply and demand

**External Environmental Factors:**

1. Economic conditions
2. Market and competitive trends
3. Social concerns like health care, childcare and education
4. Technological changes
5. Demographic Trends

**Environmental Scanning:** an assessment of external factors influencing the organization's ability to find and secure talent from the external labour market

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Challenges in environmental scanning:

1. inability to accurately predict the future
2. isolating the critical from the insignificant
3. few trends exist in isolation
4. HR planners react to current event and other issues that affect their practice

### Ascertaining Supply

Internal Factors: Seniority, Qualifications, Familiarity, Save Training Costs

External Factors: Diversity, Bringing in New Knowledge/Perspective, Expansion, Save Costs (lower wage)

### Forecasting Supply of Internal Candidates

1. Skills Inventories/Management Inventories: records summarizing employees' education, experience, interests, skills, qualifications
2. Replacement charts/summaries: visual representations of who will replace whom in the event of a job opening
3. Succession Planning: the process of ensuring suitable supply of successors for current and future senior or key jobs so that the careers of individuals can be effectively planned and managed

This includes: analysis of demand of managers and professionals, audit and projection of likely future supply, planning individual career paths, career counselling, accelerated promotions, planned strategic recruitment

4. Markov Analysis: a method of forecasting internal labour supply that involves tracking the pattern of employee movements through various jobs and developing a transitional probability matrix

### Forecasting Supply of External Candidates

1. General Economic Conditions (interest rates, wages, inflation, unemployment)
2. Labour Market Conditions (demographics)
3. Occupational Market Conditions (relevant occupations)

### Determining HR Demand

1. retirement
2. projected turnovers
3. long-term leave
4. promotion/transfers
5. change in organizational structure

### Forecasting Demand Quantitatively

1. Trend Analysis: review past employment levels
2. Ratio Analysis: ratio of business activity and number of employees needed
3. Scatterplot: used to determine whether two factors are related
4. Regression Analysis: examines the statistical relationship between business activity and employees

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### Forecasting Demand Qualitatively

1. Nominal Group Technique: decision making technique that involves a group of experts meeting face-to-face

Steps:

1. Independent Idea Generation
2. Clarification and open discussion
3. Private Assessment

2. Delphi Technique: judgemental forecasting method used to arrive at a group decision, typically involving outside experts as well as organizational employees. Ideas are exchanged without face-to-face interaction and feedback is provided and used to fine-tune independent judgements until a consensus is reached.

### Gap Analysis: Summarizing Human Resources Requirements

- staffing table: a pictorial representation of all jobs within the organization, along with the number of current incumbents and future employment requirements (monthly/yearly) for each

Labour Surplus: the internal supply of employees exceeds the organization's forecast demand

How to respond:

1. Hiring Freeze: openings are filled by reassigning current employees and no outsiders are hired
2. Attrition: normal separation of employees from an organization because of retirement, resignation, death
3. Early retirement buyout programs: strategies used to accelerate attrition that involve offering attractive buyout packages or the opportunity to retire on full pension with a benefits package
4. Job sharing: a strategy that involves dividing duties of a single position between two or more employees
5. Work sharing: employees work three or four days a week and receive EI benefits on their non work days
6. Reduced workweek: employees work fewer hours and receive less pay
7. Layoff: the temporary/permanent withdrawal of employment from workers for economic or business reasons
8. Termination: permanent separation from the organization for any reason
9. Leave of absence: allows those who want time away from work to leave without pay for a set period of time but with a guarantee that their job will be available upon their return
10. outplacement: help employees find new jobs with other firms
11. incentives for voluntary separation: offer an enticement or buyout to leave

How employees respond to labour surplus

survivor syndrome: a range of negative emotions experienced by employees remaining after a major restructuring initiative which can include feelings of guilt/betrayal and can result in stress symptoms

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supplemental unemployment benefits (SUBs): a top up of EI benefits to bring income levels closer to what an employee would receive if on the job

severance package: a lump-sum payment, continuation of benefits for a specified period of time and other benefits provided to employees who are terminated

Labour shortage: the internal supply of human resources cannot meet the organization's needs

How to respond:

Contract out the work

- contract contingent workers: tempers work for a temporary employment
- consultants: freelancer (self-employed) professionals
- outsourcing: contracting tasks to outside agencies or persons
- crowdsourcing: tasks a function once performed by employees and outsources it to an undefined network of people as an open call
- development employees internally
- creating flexible work arrangements

Other ways of dealing with labour shortage:

- increase wages
- offer training
- increase the workforce participation of older Canadians
- increase number of aboriginal employees
- increase number of female employees
- access largely untapped pool of talent from people with disabilities
- temporary foreign worker program

## Chapter 6: Recruitment

### Strategic Importance of Recruitment

Recruitment: the process of searching out and attracting qualified job applicants which begins with the identification of a position that requires staffing and is completed when resumes or completed application forms are received from an adequate number of applicants

Recruiter: a specialist in recruitment whose job is to find and attract capable candidates

Employer Branding: The image or impression of an organization as an employer based on the benefits of being employed by the organization

This includes:

- what the candidates experience when on the company's website
- whether HR sends an acknowledgement letter/email thanking each applicant
- how candidates are greeted by the receptionist when they make initial contact by phone or in person
- whether the HR person who interviews candidates is a good spokesperson who can articulate organization's values and culture

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### Three Steps of Employer Branding

1. Define the target audience, where to find them, and what they want from an employer
2. Develop the employee value proposition - the specific reasons why the organization is a unique place to work and a more attractive employer for the target audience compared to other organizations
3. Communicate the brand by incorporating the value proposition into all recruitment efforts

### The Recruitment Process

1. Identify Job Openings
2. Specify Job Requirement
3. Select Methods of Recruitment
4. Generate pool of qualified applicants

### Developing and Using Application Forms

- they facilitate comparisons of candidates
- information that the company requires is specifically requested
- may be used as a sample of the candidate's own work
- written authorization for reference checking is provided
- acknowledge that the information provided is true and accurate
- many application forms include an optional section regarding designated group member status

### Application Types:

- (BIB) Biographical Information Blank: a detailed job application form requesting biographical data found to be predictive of success on the job, pertaining to background, experiences and preferences. Responses are scored.
- Online applications: reduce risk of lost applications, increase exposure level of job ad, may reduce biases based on face-to-face meetings

### Advantages of recruiting within the organization

- employees see that competence is reward thus enhancing commitment, morale and performance
- inside candidates require less orientation
- insiders may be more committed to company goals and less likely to leave
- managers are provided with a longer-term perspective when making business decisions
- firm is likely to have a more accurate assessment of person's skills and performance level

### Disadvantages of recruiting within the organization

- discontent of unsuccessful candidates
- time consuming to post and interview all candidates if one is already preferred
- employee dissatisfaction with insider as new boss
- possibility of inbreeding

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Requirements:

Job Posting: the process of notifying current employees about vacant positions

Human Resources Records: ensuring qualified individuals are notified

Skills Inventories

### Advantages or recruiting outside the organization

- generate of a larger pool of qualified candidates
- availability of a more diverse applicant pool, which can assist in meeting employment equity goals and timetables
- acquisition of skills or knowledge not currently available within the organization
- elimination of rivalry and competition for transfers promotions between current employees
- the potential cost savings resulting from hiring individuals who already have the required skills rather than providing extensive training

Planning External Recruitment:

- \* type of job affects recruitment method chosen

Yield Ratios: percentage of applicants that proceed to next stage of selection

Time Lapse Data: Time from start of recruitment tot new employee starting work

When hiring use AIDA principles

A - attract attention

I - interest in job

D - desire for job

A - action instigator

## **Fundamental Concepts of Group Behaviour**

Group: two or more freely interacting individuals who share collective norms and goals and have a common identity

Formal Group: formed by a manager to help the organization accomplish its goals

Informal Group: exists when the members; overriding purpose of getting together is friendship or common interest

Four Sociological Criteria of a Group

1. Collective Norms
2. Collective Goals
3. Two or more freely interacting individuals
4. Common identity

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Tuckman's 5 stage theory of group development

1. Forming: ice-breaking stage, group members are uncertain of their identity in the group, mutual trust is low
2. Storming: a time of testing
3. Norming: form group norms and moves on to experience feelings of "esprits de corps"
4. Performing: focused on solving task at hand
5. Adjourning: the end. work is done. sense of loss

Norm: an attitude, opinion, feeling or action - shared by two or more people that guides their behaviour

Task roles: enable the work group to define, clarify and pursue a common purpose

e.g. Initiator, elaborator, evaluator

Maintenance roles: foster supportive and constructive interpersonal relationships

e.g. encourager, harmonizer, compromiser