



Human Resource Management: Finding and Keeping the Best Employees

Chapter 12 p352

Working with People in just the Beginning

- o Human Resource Management (HRM) – The process of determining human resource needs and then recruiting, selecting, developing, motivating, evaluating, compensating, and scheduling employees to achieve organizational goals

Developing the Ultimate Resource

- Workers must be retrained for new, more challenging jobs.
- People develop ideas that eventually become the products that satisfy consumer's wants and needs. Eg Cirque du Soleil, RIM
- In the future HR may become the most critical function, in that it will be responsible for dealing with all aspects of a business's most critical resource - people

The Human Resource Challenge

- o The survey by the World Federation of Personnel Management Associations found that “managing talent was the number one human resource challenge worldwide and there were predictions that it would remain at or near the top of executive agendas for the foreseeable future.

Determining Your Human Resources Needs

1. Preparing a human resources inventory of the organization's employees.
2. Preparing a job analysis.

Job analysis – is a study of what is done by employees who hold various job titles.

Job description – specifies the objectives of the job, the type of work to be done, the responsibilities and duties, the working conditions, and the relationship of the job to other functions.

Determining Your Human Resources Needs (continued)

- o Job specifications – are a written summary of the minimum qualification (e.g. education and skills) required of workers to do a particular job.
- 3. Assessing future human resources demand.
- 4. Assessing future human resources supply.
- 5. Establishing a strategic plan.

Recruiting Employees From a Diverse Population

- o Recruitment – is the set of activities used to obtain a sufficient number of right people at the right time. The end result is to have a pool of qualified applicants.

Difficulties with recruiting

- o Policies that demand promotions from within – union contracts , promotion from within
- o Legal guidelines – Canadian Human Rights Act requires that employers provide equal employment opportunities eg Hiring a Women who is pregnant.
- o Need to hire people who are skilled but also fit in with the culture and leadership style of organization
- o Some organizations may have to hire and train if the skills are not available.

Selecting Employees Who Will be Productive

- o Selection is the process of gathering information and deciding who should be hired, under legal guidelines, for the best interest of the individual and the organization.

The Selection Process

1. Obtaining complete application forms. E.g. Canada's Wonderland receives 18000 forms to fill 4000 seasonal jobs
2. Conducting initial and follow-up interviews. Interviewers have to be careful not to ask questions that could allow the applicant to file discrimination charges e.g. family background or family planning. Shift work issues

The Selection Process

3. Giving employment tests. E.g. word processing
4. Confirming background information – Most organizations now confirm a candidates work record, school record, credit history and references more carefully than they have in the past. More hiring managers are visiting social networking websites such as Facebook to eliminate candidates to look at recreational activities. E.g. Being drunk, statements such as “ I hate my boss.

The Selection Process

5. Establishing trial (probationary) periods – usually 3 months – 1 year

Contingent Workers

- Contingent workers are defined as workers who do not have regular, full-time employment. E.g. CBC 30 percent of their 5500 employees are on freelancer, temporary workers or casual. Sometimes these employees are more productive than permanent workers. Why?

Training and Developing Employees for Optimum Performance

- o Training and development – include all attempts to improve productivity by increasing and employee's ability to perform. Training focuses on short-term skills, whereas development focuses on long-term abilities.

Training and Developing Employees for Optimum Performance

- o Employee orientation – The activity that introduces new employees to the organization; to fellow employees; to their immediate supervisors; and to the policies, practices, values, and objectives of the firm
- o On-the-job-training – is the most fundamental type of training. Training in which the employee begins his or her tasks and learns by doing, or watches others for a while and then imitates them , all right at the workplace.

Training and Developing Employees for Optimum Performance

- o Apprentice programs – Training programs involving a period during which a learner works alongside an experienced employee to master the skills and procedures of a craft.
- o Off-the job training - Training that occurs away from the workplace and consists of internal or external programs to develop any of a variety of skills or to foster personal development.

Training and Developing Employees for Optimum Performance

- o Online Training – Training programs in which employees “attend” classes via the Internet.
- o Vestibule training – Training done in schools where employees are taught on equipment similar to that used on the job.
- o Job Simulation – the use of equipment that duplicate job conditions and tasks so that trainees can learn skills before attempting them on the job.

Management Development

- o Management Development – The process of training and educating employees to become good managers and then monitoring the process of their managerial skills over time. Training programs involve:
 - o ON-the job coaching
 - o Understudy positions
 - o Job rotation
 - o Off-the –job courses and training (Hamburger university)

Empowering workers

- o Directing – many managers gave explicit instructions to workers, telling them what to do to meet the goal and objectives of the organization. (Old school)
- o Empowerment – means giving employees the authority and responsibility to respond quickly to customer requests.

Empowering Workers

- o Enabling – is the term used to describe giving workers the education and tools they need to make decisions. Enabling is the key to the success of empowerment. E.g. Westjet employees.
- o Networking – The process of establishing and maintaining contacts with key managers in one's own organization and other organizations and using those contact to weave strong relationships that serve as informal development systems.

Empowering Workers

- Mentor – an experienced employee who supervises, coaches, and guides lower-level employees by introducing them to the right people and generally being their organizational sponsor.

Evaluating Employee Performance to Get Optimum Results

- o Performance Appraisal – an evaluation in which the performance level of employees is measured against established standards to make decisions about promotions, compensation, additional training, or firing.
- o Six steps for performance appraisal
 1. Establishing Performance Standards
 2. Communicating Standards

Evaluating Employee Performance to Get Optimum Results

3. Evaluating Performance
4. Discussing Results
5. Taking Corrective Action
6. Using the Results to Make Decisions

Compensating Employees: Attracting and Keeping the Best

- o Pay equity – equal pay for work of equal value
- o It compares the value of male and female jobs by objectively evaluating the job in terms of four neutral factors: skill, effort, responsibility and working conditions. According to Stats Canada women working full time still earn 70.5 percent of men's salary regardless of age, occupation or education.

Pay Systems

- o How an organization chooses to pay its employees can have a dramatic effect on motivation and productivity. Examples of pay systems:
- o Salary
- o Hourly Wage or Daywork
- o Piecework
- o Commission Plans
- o Bonus Plans
- o Profit-Sharing Plans
- o Gain Sharing Plans
- o Cost of Living Allowances
- o Stock options

Compensating Teams

- o Skill based pay – is related to the growth of both the individual and the team
- o Fringe Benefits are benefits that provide additional compensation to employees. They may be divided into three categories. One group derives from the federal or provincial legislation and requires compulsory deductions from employees pay cheques, employer contributions or both. E.g CPP

Fridge Benefits

- o The second group consists of legally required benefits, including vacation pay, holiday pay, time and a half or double time for overtime and unpaid maternity leave with job protection.
- o The third category includes other benefits and stems from voluntary employer programs or from paid by the employer and employee. Eg pension plans sick leave

Canada's top 100 Employer's

[www. Canadastop100.com](http://www.Canadastop100.com)

[www. Canadastop100.com/young_people](http://www.Canadastop100.com/young_people)

Scheduling Employees to Meet Organizational and Employee Needs

- Flextime Plan – Work schedule that gives employees some freedom to choose when to work, as long as they work the required number of hours.
- Compressed workweek- work schedule that allows an employee to work a full number of hours per week but in fewer days.

Scheduling Employees to Meet Organizational and Employee Needs

- o Telework(Telecommuting) – occurs when paid workers reduce their commute by carrying out all, or part , of their work away from their normal place of business.
- o Job Sharing – is an arrangement whereby two part-time employees share one full time job

Career Management: Up, over and out

- o Promoting and reassigning Employees
- o Terminating Employees
- o Retiring Employees
- o Losing Employees
- o Turnover rate – a measure of the percentage of employees that leave a firm each year.

Laws Affecting Human Resources Management

- o Employment Equity – refers to employment activities designed to increase employment opportunities for certain groups, given past discrimination toward these groups.
- o Reverse discrimination – refers to the unfairness that unprotected groups may perceive when protected groups receive preference in hiring and promotion.

Laws Affecting Human Resources Management

- o Laws that Protect the Disabled – Employers are required to give disabled applicants the same consideration for employment as people without disabilities.
- o Laws that Protect Older Employees – there is no law that requires retirement at age 65 now that NS eliminated it in 2009.