

NETA PowerPoint Slides
to accompany

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MGMT

Fourth Canadian Edition

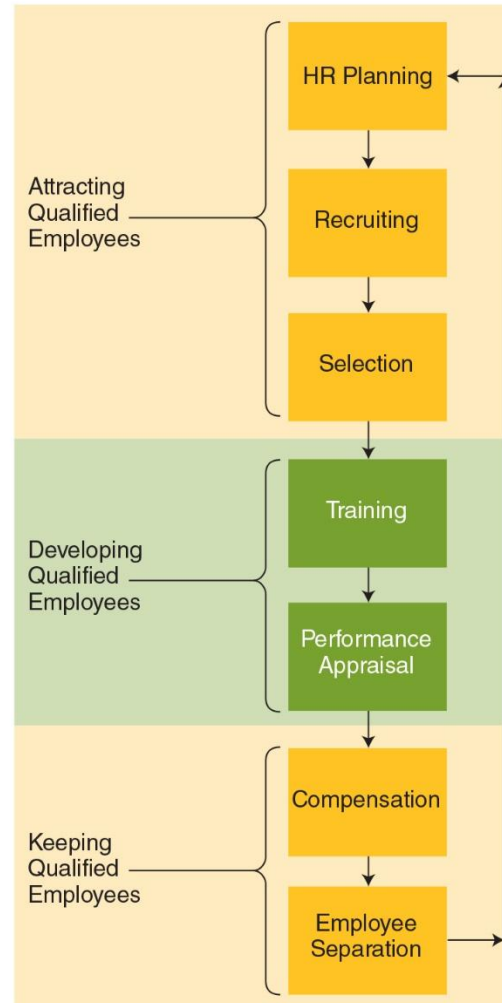


CHAPTER 10

Human Resource Management Lecture Week Twelve 20 Mar 25 Dr Ike

Exhibit 10.1

The Human Resource Management Process



Employment Legislation:

What Is It All About?

- Federal and provincial legislation
- Covers human rights and employment standards
- Labour relations, health and safety, and employment equity
- The Canadian Labour Code
 - The Constitution Act of 1867 (formerly known as the British North America Act)
- The Canadian Charter of Rights and Freedoms (1982)

Summary of Major Federal Employment Laws

Constitution Act (BNA) of 1867	Sets out basic federal and provincial responsibilities
Canadian Charter of Rights and Freedoms	Sets out the 15 basic areas of freedoms in Canada
Canadian Human Rights Act	Prohibits discrimination on a number of grounds

Summary of Major Federal Employment Laws

Canadian Labour Code	Lays out responsibilities of each province and provides national guidelines
Employment Equity and Pay Equity Legislation	Requires equal pay for work of equal value
Workers Compensation Act (Manitoba)	Provincial act that lays out safety standards

Employment Discrimination and BFOQ

BFOQ: Bona Fide Occupational Qualification

An exception in employment law that permits sex, age, religion, and the like to be used when making employment decisions, **only** if they are “**reasonably necessary to the normal operation of that particular business.**”

Employment Discrimination and BFOQ

- Unfair discrimination
- Intentional or unintentional
- Often based on race, religion, or ethnic origin
- Falls under the Charter of Rights and Freedoms
- Leads to investigations by one of the provincial or territorial Human Rights Commissions

Canadian Human Rights Commission

Guide to Understanding the Canadian Human Rights Act:

[Canadian Human Rights Commission](#)

Duty to Accommodate/Undue Hardship:

[Canadian Human Rights Commission](#)

Workplace Harassment

- **Workplace harassment:**
 - Prohibited by several laws, both federal and provincial
 - Does not have to be sexual in nature, although it commonly is
- Harassment can also mean that someone is **bullying you about your work** or **tormenting you** simply because you are a man or a woman.
- **Expressing stereotypes** about one gender, for example, can be a form of harassment.

Sexual Harassment

Sexual harassment: a form of discrimination in which unwelcome sexual advances, requests for sexual favours, or other verbal or physical conduct of a sexual nature occurs while performing one's job.

Another form of sexual harassment is when employment outcomes, such as hiring, promotion, or simply keeping one's job, depend on whether an individual submits to sexual harassment.



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Sexual Harassment:

What Companies Should Do

1. Respond immediately to reports.
2. Engage in a quick and fair investigation.
3. Create a sexual harassment policy.
4. Communicate this policy (zero tolerance).
5. Establish clear reporting procedures.
6. Provide an impartial, nonthreatening avenue for employees to access.
7. Be aware of federal, provincial, and municipal laws.

Human Resource Planning

Human resource planning: an umbrella term that encompasses overarching philosophies, policies, and practices that are in line with the organization's strategy.

Recruiting

Recruiting is the process of developing a pool of qualified job applicants.



Job Analysis and Recruiting

- **Job Analysis**

- A purposeful, systematic process for collecting information on the important work-related aspects of a job

- **Job Description**

- A written description of the basic tasks, duties, and responsibilities required of an employee holding a particular job

- **Job Specifications**

- A written summary of the qualifications needed to successfully perform a job

Internal and External Recruiting

Internal Recruitment

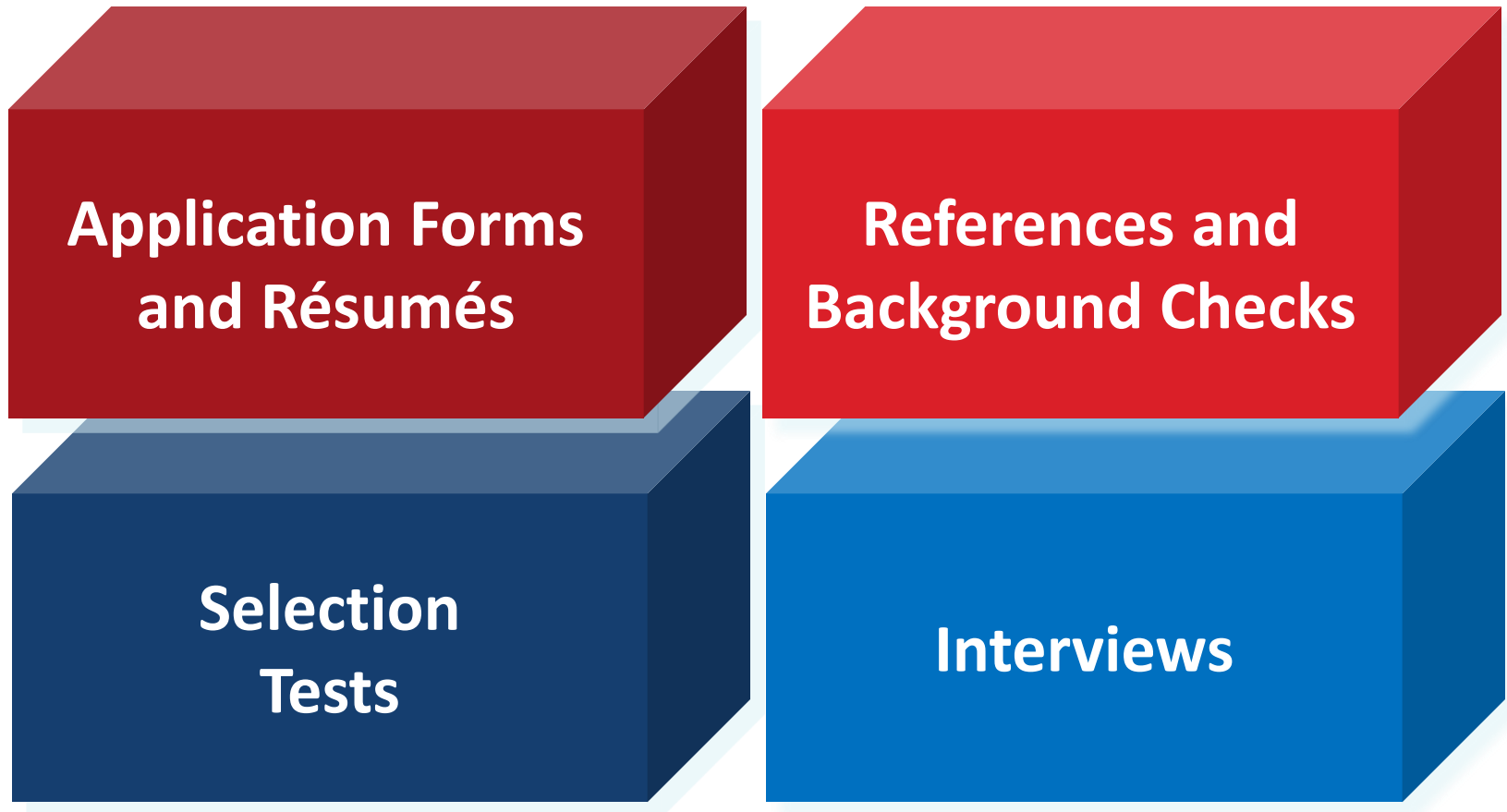
- “Promotion from within” or "lateral transfers"
- Improves employee morale and motivation
- Reduces start-up time and costs
- Job posting and career paths are two methods of internal recruiting
- Succession planning

Internal and External Recruiting

External Recruitment

- Advertising
- Employee referrals
- Walk-ins
- Outside organizations
- Employment services
- Special events
- Internet job sites

Selection



References and Background Checks

- Background checks verify the truthfulness and accuracy of information that applicants provide about themselves.
- Many previous employers are increasingly reluctant to provide references or background check information.
- Many companies are starting to perform social media background checks (e.g., Facebook, Twitter).

Selection Tests

Selection tests

- Specific ability
- Cognitive ability
- Biographical data
- Personality
- Work sample (also called performance tests)
- Assessment centres

Interviews

- **Unstructured interviews**
 - Free flow of questions
- **Structured interviews**
 - Interviewer uses standard set of prepared questions
- **Semi-structured interviews**
 - Some structure combined with interviewer judgment

Questions in Structured Interviews

Situational Questions



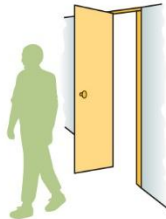
Behavioural Questions

Background Questions

Job-Knowledge Questions

Exhibit 10.5

Guidelines for Conducting Effective Structured Interviews

Interview Stage	What to Do
 Planning the Interview	<ul style="list-style-type: none">• Identify and define the knowledge, skills, abilities, and other (KSAO) characteristics needed for successful job performance.• For each essential KSAO, develop key behavioural questions that will elicit examples of past accomplishments, activities, and performance.• For each KSAO, develop a list of things to look for in the applicant's responses to key questions.
 Conducting the Interview	<ul style="list-style-type: none">• Create a relaxed, nonstressful interview atmosphere.• Review the applicant's application form, résumé, and other information.• Allocate enough time to complete the interview without interruption.• Put the applicant at ease; don't jump right into heavy questioning.• Tell the applicant what to expect. Explain the interview process.• Obtain job-related information from the applicant by asking those questions prepared for each KSAO.• Describe the job and the organization to the applicant. Applicants need adequate information to make a selection decision about the organization.
 After the Interview	<ul style="list-style-type: none">• Immediately after the interview, review your notes and make sure they are complete.• Evaluate the applicant on each essential KSAO.• Determine each applicant's probability of success and make a hiring decision.

Sources: B.M. Farrell, "The Art and Science of Employment Interviews," *Personnel Journal* 65 (1986): 91–94; V. Catano, et al., *Recruitment and Selection in Canada*, Toronto: Nelson Education (2013), p. 431.

Common Rating Errors

Central tendency

- All workers are rated as being “average.”

Halo error

- All workers are rated as performing at the same level in all parts of their jobs.

Leniency error

- All workers are rated as performing at a high level.

Sharing Performance Feedback

360-Degree Feedback

- Used to overcome the inherent difficulties in performance feedback sessions
- Feedback comes from four sources: boss, subordinates, peers and coworkers, and the employees themselves
- Feedback compiled and compared against employee's self-ratings

Compensation

3 basic kinds of compensation decisions:

Pay level (job evaluation)

- Determines market value and worth of the job

Pay variability

- Piecework, commission, profit sharing, employee stock ownership plans, stock options

Pay structure

- Hierarchical or compressed