

NABU 330

Cross Border Issues in Strategic Human Resource Management

Unit 3

Laurie Prange (Prange-Martin)



Agenda

- Taking attendance
- Focusing exercise
- Business Attire – 3 Canadian practices
- Lecture
 1. HR Online – branding and communications
 2. E-HRM
 3. Balancing employee deficits and surpluses
- Activity – Job Analysis and NOC
- Lecture cont'd
 4. Designing and Analyzing Jobs
- Learning Consolidation – Activity: LinkedIn
- Next Steps

Taking attendance



Focusing Activity





Sammi Skolmoski

@skullmoski



she died doing what she hated: entering each past job as a separate "work experience" entry even though you also had her upload a resume

2018-01-13, 5:40 PM

1. Think about how this quotation is similar to your experiences of online applications for work or school.
2. Form groups of 4-5 and compare experiences to find one to use for this exercise.
3. Use the paper provided to outline one suggestion for improving the chosen online application.
4. Each group then reports back to the class.

Business Attire

Three Canadian Practices

1. Cleanliness and consistency, not necessarily conformity
2. The Third Piece
3. Weather-appropriate outerwear

Cleanliness and consistency, not
necessarily conformity



Fact:

One of the toughest conversations HR professionals handle is talking with employees about their body odour and colleagues' scent sensitivities.

Fact:

In most workplaces, it is not expected for employees to wear make-up, cover tattoos, remove hair coverings, or straighten hair. Instead, the expectation is for one's appearance to be consistent every day, including on the weekends and outside the workplace.

STYLE RULE NO 1



It's more
important to
look good every
day than to look
different
every day.

55 STYLE RULES YOU MUST FOLLOW

Men'sHealth



Laurie Prange (Prange-Martin)

The Third Piece



Laurie Prange (Prange-Martin)

Fact:

It is *The Third Piece* (Lauren A. Rothman) that can change a regular outfit into Business Attire suitable for most Canadian workplaces



"This book is beyond a style bible; it's a success bible for propelling you into your best corporate future!"
—FAITH POPCORN, CEO Faith Popcorn's BrainReserve

STYLE

WHAT TO WEAR TO WORK

BIBLE

Lauren A. Rothman

Styleauteur



Laurie Prange (Prange-Martin)

BEFORE

AFTER



Laurie Prange (Prange-Martin)

Weather-appropriate Outerwear (i.e. coats, shoes, and bag)

Fact:

In Canada, nothing makes one look less mature and less prepared for success than outerwear that doesn't fit the local weather.

To repeat...

Three Canadian Practices

1. Cleanliness and consistency, not necessarily conformity
2. The Third Piece
3. Weather-appropriate outerwear

Notice how Business Attire
relates to branding and
communication?

Lecture

1. HR Online = branding and communication
2. Ch. 3 = HRM and Technology
3. Lecture = Balancing employee deficits or surpluses

So, how many Canadians are
hired through networking?
I found the answer...sort of...



Posting a "help-wanted" sign on the storefront of the location	Job vacancies ¹¹	83,405 ^A	85,375 ^A	77,015 ^A	93,410 ^A	104,395 ^A
	Proportion of job vacancies (percent) ¹²	20.5 ^A	22.4 ^A	19.9 ^A	20.3 ^A	22.3 ^A
Company website	Job vacancies ¹¹	229,155 ^A	225,765 ^A	229,515 ^A	258,350 ^A	260,520 ^A
	Proportion of job vacancies (percent) ¹²	56.4 ^A	59.2 ^A	59.2 ^A	56.1 ^A	55.7 ^A
Online job boards	Job vacancies ¹¹	267,580 ^A	265,380 ^A	270,050 ^A	325,420 ^A	338,885 ^A
	Proportion of job vacancies (percent) ¹²	65.9 ^A	69.6 ^A	69.7 ^A	70.7 ^A	72.5 ^A
Social media	Job vacancies ¹¹	152,050 ^A	147,510 ^A	161,670 ^A	190,125 ^A	209,215 ^A
	Proportion of job vacancies (percent) ¹²	37.4 ^A	38.7 ^A	41.7 ^A	41.3 ^A	44.7 ^A
Job or recruitment fairs at schools, colleges or universities	Job vacancies ¹¹	73,320 ^A	74,930 ^A	91,320 ^A	98,705 ^A	92,855 ^A
	Proportion of job vacancies (percent) ¹²	18.1 ^A	19.7 ^A	23.6 ^A	21.4 ^A	19.9 ^A
Government employment centre or website	Job vacancies ¹¹	94,100 ^A	92,910 ^A	98,380 ^A	114,300 ^A	121,090 ^A
	Proportion of job vacancies (percent) ¹²	23.2 ^A	24.4 ^A	25.4 ^A	24.8 ^A	25.9 ^A
Professional networking, headhunters or employment agency	Job vacancies ¹¹	63,930 ^A	57,500 ^A	69,425 ^A	71,050 ^A	80,035 ^A
	Proportion of job vacancies (percent) ¹²	15.7 ^A	15.1 ^A	17.9 ^A	15.4 ^A	17.1 ^A
Newspaper ads	Job vacancies ¹¹	70,530 ^A	61,215 ^A	63,135 ^A	75,035 ^A	77,635 ^A
	Proportion of job vacancies (percent) ¹²	17.4 ^A	16.1 ^A	16.3 ^A	16.3 ^A	16.6 ^A

Source:

<http://www5.statcan.gc.ca/cansim/a26?lang=eng&retrLang=eng&id=2850004&&pattern&stByVal=1&p1=1&p2=31&tabMode=dataTable&csid>



Confirmed with another librarian
and several economists that
there is no empirical study
published on the so-called
Hidden Job Market... yet 😊

But, what these these numbers
do show is the very high amount
and variety of online HR
activities.

Thus, HRM has a significant role to play in business branding and communication.

E-HRM



Good e-HRM requires knowledge of...

1. Different types of HR systems
2. Technology delivery methods
3. Best practices of other organizations
4. Types of technology enhancements that set these organizations apart

Research e-HRM at...

- Trade shows
- Meetings with software vendors
- Formal courses in IT
- Reading material about technological trends and issues

Metrics – new role of HRM

- A.k.a. workforce analytics
- “Statistical measures of the impact of HRM practices on the performance of an organization’s human capital”
- Useful for developing and improving policies and practices

E-HRM and HRIS

- E-HRM = the concept of using technology for human resource management
- HRIS = the integrated system used to gather, store, and analyze HRM information

Within the HRIS

- See Figure 3.3
- Integrated system to manage HRM practices and enforce policy
- Also, being used for Knowledge Management
 - A.k.a. a database of talents and skills

Drawbacks of e-HRM

- Can be hard to measure how much money and time has been and is being saved
- Can be seen as HR department downloading work on employees
- Can be in a way that benefits HR employees or Managers, not the Employer or current and future employees

Balancing employee deficits and surpluses pages 121-126

Tools to Assess Balance

- Staffing table = not public
 - Number of current incumbents
 - Number of future employees required
- Hierarchical chart = public
 - Showing report structures
 - Shows temporary assignments, transfers, and leaves
 - Shows known vacancies
- Knowledge Management System
 - Skills inventory

Balancing can be about...

- Making projections
 - Surpluses
 - Shortages
 - Estimating time of equilibrium
- Succession planning
- Anticipating the impact of AI and robots
- Filling staffing needs internally

Activity = Job Analysis and NOC



Activity – NOC Scenario

1. Head Office has asked for reduction in staff in one dept., but at the same time you are to hire new people to set-up a new dept..
2. You have been approved to re-assign some employees if they fit the needs of the new dept..
3. Using the NOC, find a pair of Occupations with vastly different job titles, but approximately 75% similar work duties and qualifications.
 - <http://noc.esdc.gc.ca/English/noc/welcome.aspx?ver=16>
4. Report back to the group your findings and your experience using NOC.

Lecture cont'd – Ch. 4 = Designing and Analyzing Jobs



It can be argued that everything
starts with the Job Analysis
See Figure 4.1

Job Analysis

- Tasks
- Duties
- Responsibilities
- Knowledge
- Skills
- Abilities
- Qualifications

See example in Week 3 Folder from Univ. of Guelph

Steps in a Job Analysis

1. Organization is reviewed
2. Job is selected
3. Data is collected
4. Data is verified and, if required, modified
5. Job description developed
6. Documentation is updated regularly

Notice how all of this work
relates in some way or another
to branding and communication,
features of e-HRM.

Fact:

Recruiters and e-HRM software rely on keywords for recruiting and selection. To be successful in the job hunt, profiles and applications need to be specific and give context.

Learning Consolidation & Check-in



Activity = LinkedIn profile assessment

1. Find a partner
2. Pick one job for yourself on NOC and tell your partner what job you've chosen.
3. Silently examine your partner's profile on LinkedIn as if you were a recruiter hiring for that job your partner has chosen.
4. With kindness, suggest to your partner ways they can improve their profile to maximize their chances of securing that job.
 - See resume terms on next slide

100 Great Resume Words

Assist	Examined	Negotiated	Represented
Able	Facilitate	Observed	Restructured
Action	Formulate	Obtained	Revised
Analysis	Fulfilled	Operated	Safeguarded
Achievement	Forecasted	Organized	Secured
Accomplished	Generated	Originated	Selected
Advanced	Gained	Overhauled	Specified
Conduct	Gathered	Oversaw	Spearheaded
Consult	Gave	Participated	Standardized
Committed	Headed	Performed	Strengthened
Conducted	Hosted	Pioneered	Structured
Contributed	Identified	Planned	Suggested
Coordinated	Implemented	Prepared	Superseded
Delegated	Improved	Presented	Supervised
Develop	Improvised	Promoted	Targeted
Deliver	Influenced	Provided	Taught
Design	Launched	Published	Tested
Defined	Lobbied	Pursued	Trained
Diversified	Maintained	Quantified	Transcended
Devoted	Managed	Ranked	Unified
Distinguished	Marketed	Received	Upgraded
Encourage	Maximized	Recommended	Utilized
Earned	Mediated	Redesigned	Validated
Enhance	Modernized	Reengineered	Valued
Evaluate	Motivated	Reorganized	Wrote

Next Steps

1. Getting ready for Unit 4
 - A. Complete your assigned readings
 - B. Bring your Student ID for our quick non-graded quiz to practice for the Midterm
 - C. Complete HR Stories in Moodle
2. Assignment #1 – Global HRM
 - Group presentations!
 - All documentation due in Moodle within 2 days
 - No extensions possible

Thank you for another great class!

See you in Moodle, email, or text.

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