

# NABU 330

## Cross Border Issues in Strategic Human Resource Management

Unit 7

Laurie Prange (Prange-Martin)



# Agenda

- Taking Attendance
- Focus Activity – Examining of a Comprehensive Performance Management Plan from CSU
- Lecture
  1. Reliability versus Validity
  2. Ch. 10 = Performance Management
- Activity – Group Mind Mapping for Assignment #2
- Lecture
  - Ch. 8 = Onboarding & Training
- Learning Consolidation – Activity: Researching Workplace Training

# Taking attendance

## Focusing Activity: Example of a Comprehensive Performance Management Plan from CSU

1. Divide into 5 groups
2. Using your electronic devices, go to the following website:  
<http://www.csu.edu/humanresources/empdev/performManagement.htm>
3. Each group will exam one of these sections to then report back to the class:
  1. Setting goals, objectives, and expectations
  2. Coaching and feedback
  3. Training and development
  4. Evaluate performance
  5. Rewarding and recognizing good performance

# No matter your mark, keep going!



Image source: <http://peadoodles.blogspot.ca/2015/08/encourage-mint.html>



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# Lecture – 1<sup>st</sup> Half

1. Reliability vs. Validity
2. Ch. 10 = Performance Management

# Reliability versus Validity



# Reliability

- độ tin cậy
- Güvenilirlik
- רילייאַבילאַטי
- الموثوقية
- اطمینان
- pagiging maasahan
- confiabilidade
- Fiabilité
- Fiabilitat
- 可靠性
- ti o gbẹkẹle
- विश्वसनीयता
- ਭਰੋਸੇਯੋਗਤਾ
- Zuverlässigkeit
- Confiabilidad
- Надежность
- Zanesljivost
- 신뢰할 수 있음
- Reliability
- 信賴性



# Reliability

- How trustworthy something or someone is at performing consistently at the same level
- The degree to which we can depend on something to be accurate
- Synonyms
  - Consistency
  - Repeatability

# Validity

- वैधता
- Validade
- период действия
- Validesa
- 효력
- Kesahan
- 合法性
- Keabsahan
- Geçerlik
- validez
- صلاحية
- גילטיקייט
- اعتبار
- Validitatem
- वैधता
- Validité
- Bisa
- Gültigkeit
- Wiwulo
- hiệu lực

# Validity

- How trustworthy something is from a logical or factual perspective
- The degree to which we can depend on something to be accurate or “true”
- Synonyms
  - Efficacy
  - Legitimacy

# Ch. 10 = Performance Management





Image Source: <https://www.linkedin.com/pulse/performance-management-why-you-need-enahoro-okhae/>

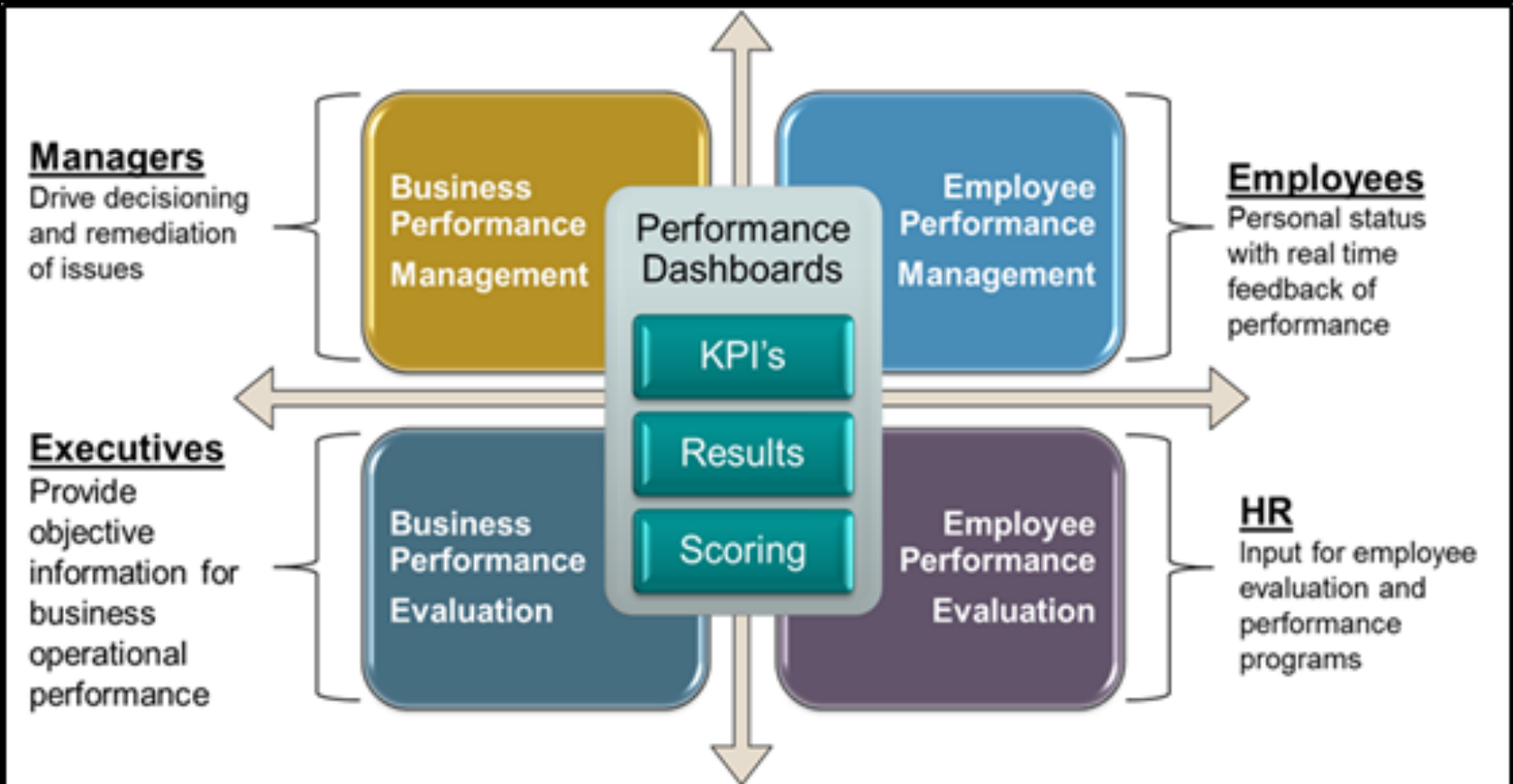


Image source: <http://www.mlogica.com/solutions/operational-efficiency-management/performance-management/>

# The Four 'Ds' Of Performance Management

## Define

Start by defining what you actually want to achieve with your performance reviews. This will help you identify and develop metrics to help measure performance.

## Document

Keeping an ongoing record of performance to refer back to during the period will make it easier for managers to more accurately measure performance.

## Discuss

Managers should make a point to openly discuss performance with employees on a regular basis as needed, as well as during formal review meetings.

## Develop

The ultimate goal of performance management is to take the feedback from the review and identify areas of improvement and opportunities for professional growth.

Image Source: <https://www.gnapartners.com/the-four-ds-of-performance-management/>



# Many options for Formal Appraisal Process

## EXHIBIT-2.11 SELF-APPRAISAL: A FORMAT

Name-

Period-From \_\_\_\_\_ to \_\_\_\_\_

KPA for the period	Activities & targets	Accomplishments	Facilitating factors	Inhibiting factors	Action plan

Image Source:

<http://www.yourarticlelibrary.com/hrm/performance-appraisal-hrm/top-5-modern-methods-of-performance-appraisal/86913>



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# Legal & Ethical Issues

- If give less than Average or Good, supervisor and Employer must document the steps taken to help the Employee improve
- High probability for discrimination, harassment, and so on
  - Document all sources of criticism!
- Employee privacy issues are very different in the USA and Canada
  - More rights and protections for Canadians

# Criticism from practitioners regarding Performance Management Practices

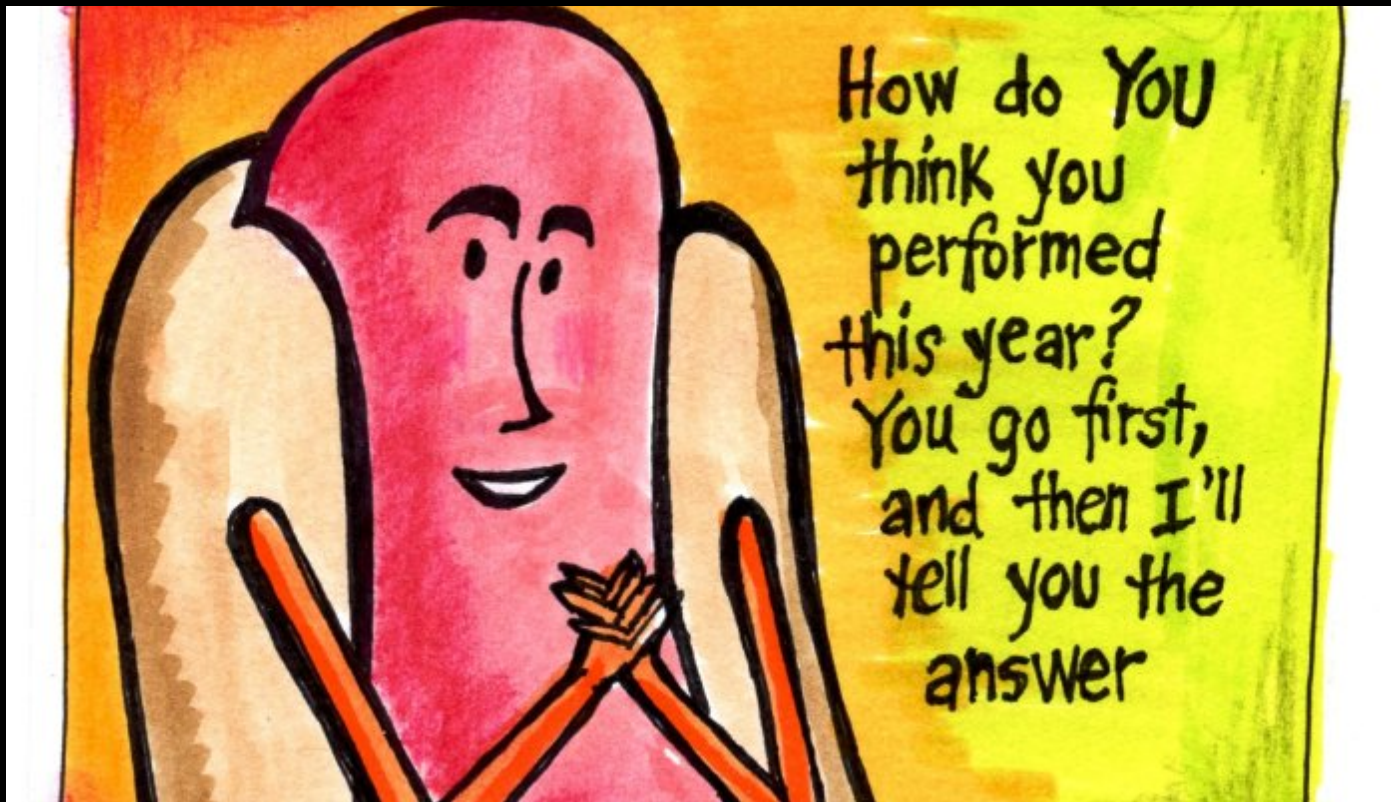


Image Source:

<https://www.linkedin.com/pulse/truth-performance-reviews-other-corporate-bullsht-liz-ryan/?trackingId=CyHFg0cYVofbrQNmt3%2FJtQ%3D%3D>

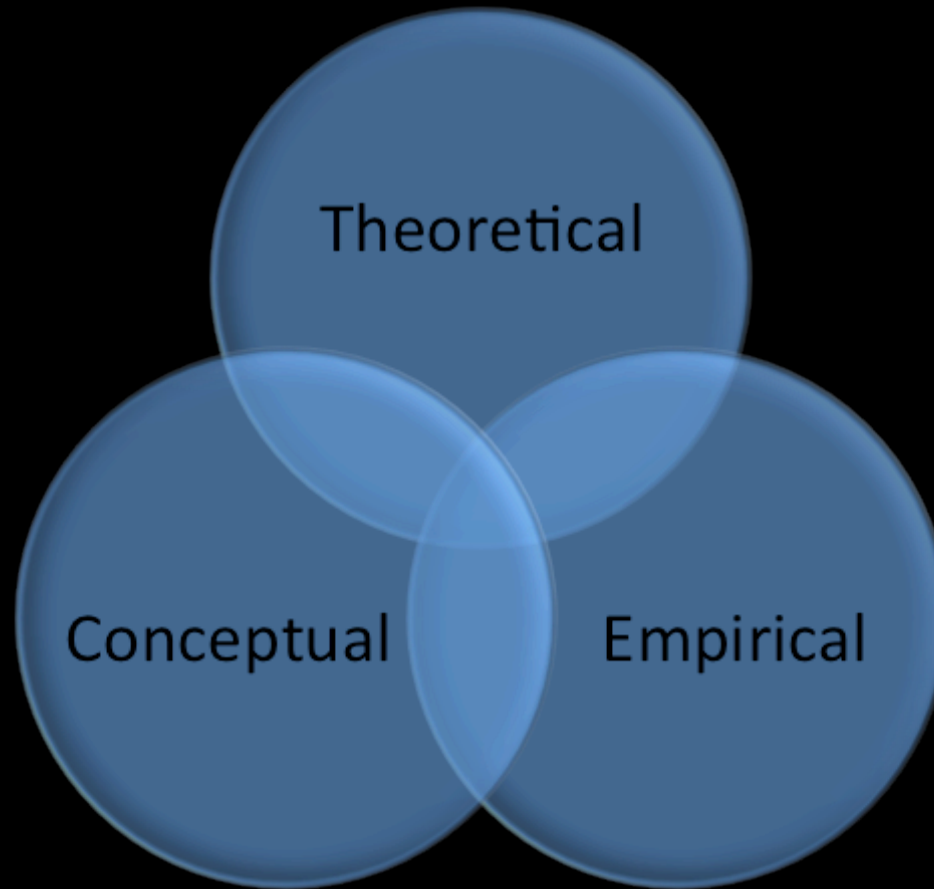


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# Is Performance Management harmful?

- Short Answer = Often, yes
- Even the best review has shown to deflate some Employees' dedication, passion, commitment, etc. for their work
- Does not align with research on extrinsic and intrinsic motivation
- Disproportionately rewards Employees higher in the organizational hierarchy
- Some approaches have been found to represent broader cultural biases about women and minorities instead of reflecting the quality of individuals' work

# Why are there problems with Performance Management strategies? Lacks Theoretical & Empirical



So, what are researchers doing  
to address this research gap?

Researching different approaches to meet  
broader strategic goals.

But, some of this research doesn't apply to  
the Canadian business world because of  
PIPEDA.

For example...

## Example

Tomaczak, D.L., Lanzo, L.A., & Aquinis, H. (2018). Evidence-based recommendations for employee performance monitoring. *Business Horizons*, 61: 251-259.

[http://audioslides.elsevier.com/  
ViewerSmall.aspx?  
doi=10.1016%2Fj.bushor.2017.11.006&](http://audioslides.elsevier.com/ViewerSmall.aspx?doi=10.1016%2Fj.bushor.2017.11.006&)

# So, what do we do?

- For now, learn the various practices
  - I.e. Read and create study notes from Ch. 10
  - If you are unsure how to do this, see handouts in Moodle and talk to me 😊
- Enter the workforce knowing there are problems with these practices
- Be prepared for future changes

# Activity – Group Mind Mapping for Assignment #2

## New Employee Handbook & Trade Show



# Intro to Activity

- Research indicates that creativity and innovation can be easily interrupted when someone with more power presents their ideas first.
- Therefore, to be strategic in beginning this assignment, we are flipping the traditional order of introducing a new Assignment.
- Groups will first start envisioning what they want to do, and then I will give the lecture.

# What is Mind Mapping?

(Besides one of my favourite techniques)



<https://antonvandenbergh.wordpress.com/2011/06/15/planning---what-do-i-need-how/>

# Activity – Group Mind Mapping

- Use the large sticky note provided to brain storm and map out any element you can imagine.
- No idea is too zany! It will spark more viable ideas later
- New Employee Handbook needs 20-30 topics
- Career Fair (aka pedagogical approach - Gallery Walk) needs a poster and possibly some multimedia
- At the end, I will photograph your mind maps to use to revise the information packet for the assignment.
- The groups get to keep the sticky note!

For more information, there are many books and online resources.

Conti, G. (August 30, 2016). *How to Make Mind Maps: Visualize Your Ideas for Better Brainstorming.*

<https://zapier.com/blog/mind-mapping-tutorial>



# One Strategy

Think various times when you were new to an environment.

In the cases where you adapted quickly, what information helped you?

In the cases where you didn't adapt quickly, what information was missing that you wish you had been given?

# Not sure how to begin? One Strategy...

1. Think various times when you were new to an environment.
  - In the cases where you adapted quickly, what information helped you?
  - In the cases where you didn't adapt quickly, what information was missing that you wish you had been given?
2. Add these reflections to your mind map
3. Remember, no idea is too zany when brainstorming!

# Lecture – 2<sup>nd</sup> half

## 1. Ch. 8 = Onboarding and Training



# Linking Performance Management with Onboarding & Training

Once you have given feedback, what  
are you going to do to help this  
employee to improve?

# History Onboarding & Training

- In mainstream history, this is a relatively new responsibility for individuals
- Colleges and universities have taken on a significant amount of the work that used to be performed at workplaces
- Modern workforce is expected to know and do far more advanced tasks than workers in previous centuries

# Onboarding



Image Source: <https://www.smartsheet.com/employee-onboarding-processes-plans-best-practices-flowcharts>



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# Training



Image Source: <https://safety4sea.com/training-for-seafarers-needs-to-change-philosophy/>

# One Type: Lunch & Learn



Image Source: <http://www.freemindconsultants.com/2016/06/15/freemind-pa-biotech-center/>



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# Save the Date!

## Lunch & Learn

Wednesday,  
November 6, 2013  
11:00 am – 1:30 pm

LOCATION:

559 S. Palm Canyon Drive, Suite B 101  
Palm Springs, CA 92264

RSVP: 877-769-4780 or  
events@recoveryview.com

### “Liar, Liar, Money’s on Fire Treating Problem Gamblers and Their Families”

with **Gary Lange**, Ph.D., MFT, CAS, NCGC

Problem gamblers use deceit and lies as freely as racing forms, lotto tickets, or other gambling paraphernalia. A person in the grasp of a gambling disorder uses a tremendous amount of secrecy and manipulation to squander any available financial resources, so much so, that their families often feel as though their “money is on fire”. Treatment of both problem gamblers and their families involves assessing for addiction, domestic violence, co-occurring disorders and of course financial stress.

**Gary Lange**, Ph.D. is a licensed Marriage and Family Therapist for twenty-five years in Rancho Mirage, CA. He holds a National and California Certification as a Gambling Counselor and is Chair of the Training Committee for the California Council on Problem Gambling.

Event hosted by:



Event co-sponsored by:



Image Source: <https://www.pinterest.ca/pin/316237205055728214/>



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# Online Example

*Microsoft Excel Lunch and Learn:  
An Excel Review for all of us!*

By Doreen Cameron

16 April 2013

[http://prezi.com/41767j9ji7tg/?  
utm\\_campaign=share&utm\\_medium=copy&rc=  
ex0share](http://prezi.com/41767j9ji7tg/?utm_campaign=share&utm_medium=copy&rc=ex0share)





At CapU – ChatLive Discussion Group  
select Thursdays 11:30a.m. to 12:30p.m. in LB188



<https://www.capilanou.ca/ChatLive/>

“ChatLive is a series of informal, face-to-face discussions over lunch (FREE PIZZA!) where you can explore interesting ideas with other students. Facilitated by a different faculty member(s) each week, we discuss thought-provoking topics and current issues.”



# Learning Consolidation



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# Activity: Researching Workplace Training

- What examples can you find online of workplace training, onboarding, lunch and learns, etc.? Work in groups of 2-3 students
- Key search terms: lesson plan, teaching plan, workshop details, classroom activities, lunch and learn, brown bag, employee workshop, employee training, community of practice, reading group, learning group, etc.

# Next Steps

1. Complete old HR Stories in Moodle by the date we've agreed upon
2. Read Chapters 11 & 12
3. Send me your questions regarding Assignment #2

# Thank you for another great class!

See you in Moodle, email, or text.

[laurieprangemartin@capilanou.ca](mailto:laurieprangemartin@capilanou.ca)

