

Management of Human Resources: The Essentials

Fourth

Canadian

Edition

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Dedication

To my mother
—G.D.

I would like to dedicate this book to those students who consistently demonstrate the ability to integrate, analyse and transfer knowledge, both within the classroom and outside of it.

Your excellence keeps me inspired.
—N.N.C.

To Peggy Martin
—N.D.C.

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Management of Human Resources: The Essentials, Fourth Canadian Edition, brings both human resources and non-human resources students into the current and comprehensive discussion on the ways in which human resources are among the most important assets in organizations today. *Human resources* refers to the employees in a company, more specifically, the knowledge, skills, assets, and competencies they bring to work to help the organization achieve its objectives. These resources continue to provide a source of competitive advantage for organizations in a hyper-competitive, global environment.

The strategic importance of human resources management (HRM) activities is emphasized throughout the book, using recent examples from the Canadian employment landscape. Knowledge of HRM is important for supervisors and managers in every field and for employees at every level—not just those working in HR departments or aspiring to do so in the future.

The Canadian fourth edition provides extensive coverage of all HRM topics, such as job analysis, HR planning, recruitment, selection, orientation and training, career development, compensation and benefits, performance appraisal, health and safety, and labour relations. Practical applications are highlighted with *Tips for the Front Line* and *Hints to Ensure Legal Compliance* icons in the margins. *Research Insights* are also highlighted, and *Ethical Dilemmas* are presented for discussion.

KEY FEATURES OF THE CANADIAN FOURTH EDITION

Comprehensive Introductory Chapter. The first chapter provides a comprehensive overview of the strategic importance of HR, highlighting the evolution of HR over the years, the advances in measuring HRM's contribution to the bottom line, and HRM's critical role in strategy implementation.

Legal Emphasis. Chapter 2 provides a clear understanding of the often overlapping areas of legislation that affect the employment relationship. This includes a discussion of key legal cases, potential outcomes and remedies to violations, as well as a discussion about employer rights related to employment.

Significant Discussion of Managing Decline. Chapter 11 focuses on the impact and management of turnover (quits, layoffs, termination, etc.). This includes a focus on legal, psychological, and communication issues.

More Coverage on the Impact of Globalization on HR. Further discussion on the impact of globalization on HR was added throughout with a focus on both Canadian organizations' interactions on a global scale and the impact of immigrants on the Canadian labour force. Specific sections, such as performance management (in addition to performance appraisal), the impact of immigration on the labour force, and employability skills, are introduced.

Integrated Chapters. Rather than approaching topics as isolated silos, the book highlights areas of overlap in order to present HRM as an integrated set of topics.

Required Professional Capabilities (RPCs). The required professional capabilities to be discussed are listed at the beginning of each chapter and indicated in the margins throughout the text. These RPCs are set out by the Canadian Council of Human Resources Associations for students preparing to write the National Knowledge Exam.

HR by the Numbers. This new element added in multiple places throughout each chapter focuses on the impact of HR practices and policies. The format of these sections is more magazine style and visually enticing for the students.

HR by the Numbers

Have We Achieved Pay Equity Yet?

\$0.7–2 m Estimated per-woman lifetime-difference financial loss (depending on education) due to pay inequities

Sept. 17 71 percent of the way through the calendar year, marking the day women in Canada start working for free, according to the Equal Pay Coalition

17th Canada's rank among Organization for Economic Co-operation and Development (OECD) countries

16% Young women graduating from university earn less than male graduates

71 Cents women earn for each dollar a man earns in Ontario

27% Young women graduating from high school earn less than male high school graduates

WORKFORCE DIVERSITY

Principles for Assessment Accommodations

When assessing persons with disabilities, those responsible for assessment should be guided by four principles to determine accommodations:

Principle 1: Provide all applicants with an equal opportunity to fully demonstrate their qualifications.

A disability may hinder a person from fully demonstrating his or her qualifications using a particular assessment instrument. Therefore, adjustments need to be made to either the administration procedures or the assessment instrument itself, so that the person is in a position to fully demonstrate his or her qualifications.

Principle 2: Determine assessment accommodations on a case-by-case basis.

Three key elements must be considered when determining appropriate accommodations: the nature and the extent of the individual's functional limitation, the type of assessment instrument being used, and the nature and level of the qualification being assessed.

Principle 3: Do not alter the nature or level of the qualification being assessed.

For example, although providing additional time to complete a test could be appropriate when the

qualification "knowledge of the organization's mandate and its business" is assessed, providing additional time could be inappropriate for a test assessing the qualification "verify information rapidly and accurately." In the latter case, the obtained result may not be representative of the applicant's true ability to do the task rapidly.

Principle 4: Base assessment accommodations on complete information.

To make appropriate decisions when determining assessment accommodations, there is a need to rely on complete information on the three elements mentioned earlier, justifying the case-by-case approach.

Source: Guide for Assessing Persons with Disabilities, www.psc-cfp.gc.ca/plcy-plng/guide/assessment-evaluation/apwd-epdl/pdf/apwd-epb-eng.pdf (pp. 10-12), Public Service Commission of Canada, Policy Development Directorate, July 2007. Reproduced with the permission of the Minister of Public Works and Government Services Canada, 2012.

Highlighted Themes

- **Workforce Diversity.** The *Workforce Diversity* boxes describe some of the issues and challenges involved in managing the diverse workforce found in Canadian organizations. The broad range of types of diversity addressed include generational/age, ethnic, gender, racial, and religious.

STRATEGIC HR

Onboarding: The First Step in Motivation and Retention



Professor Jerry Newman is one of the authors of a best-selling book on compensation. He worked undercover as a crew member in seven fast-food restaurants during a 14-month period to research total rewards. One of his findings was that the onboarding (also known as *employee orientation*) process played a significant role in long-term perceptions of management's leadership abilities and the quality of non-monetary rewards.

In the best restaurant he worked for, he walked in and asked a counter worker for an application. She handed it to him, suggested that he fill out the application in

the lobby, and in one simple gesture, created a positive first impression by asking, "Would you like a soda?" Although it may seem trivial, it was one of the few times anyone went to any lengths, however minor, to satisfy the needs of a future employee.

The first days and weeks of employment are crucial in the turnover reduction process as reality begins to converge with or diverge from an employee's needs and aspirations. Making good first impressions goes a long way toward shaping a future view of non-monetary rewards.

In recent years, the fast-food industry has made concerted efforts to reduce turnover. Many chains have cut turnover in half during the past five years. Why? Because when they start to analyze costs, the results of successful onboarding are dramatic.

Assume a typical store does \$1 million in sales and profits are 10 percent (\$100 000). A typical turnover, according to most brands, costs between \$1 500 and \$2 000. If turnover is 150 percent and the typical store has 40 employees, then 60 employees turn over during the course of the year. Taking the midpoint of the replacement cost, 60 employees at \$1 750 each equals \$105 000. With profits at \$100 000, the turnover costs eat up a store's profitability. This is why fast food has made reducing turnover a high priority. And the cost of turnover in, say, high-tech industries is much higher than \$1 500 or \$2 000. It quickly becomes apparent that reducing turnover, partially accomplished through a positive and successful onboarding experience, can have very positive payoffs.

Source: Contents © 2009. Reprinted with permission from WorldatWork. Content is licensed for use by purchaser only. No part of this article may be reproduced, excerpted or redistributed in any form without express written permission from WorldatWork. Photo: http://img.buffalo.edu/faculty/academic/resources/faculty/jnewman

- **Strategic HR.** These boxes provide examples that illustrate the ways in which organizations are using effective HRM policies and practices to achieve their strategic goals.

ENTREPRENEURS and HR**Succession Planning and Family Businesses**

In the second quarter of 2010, small businesses created 35 549 jobs, while large firms created only 728 jobs. During that period, small businesses in the construction sector alone accounted for 23 014 new jobs, while those in the healthcare and social assistance sectors introduced 9 755 new jobs.

Multigenerational family-controlled businesses often struggle with succession planning. Only one-third of family-owned businesses survive the transition to the second generation. And of these, only one-third survive the transition to the third generation.⁵

There are many reasons for these failures.

1. Determining who will inherit the business and how ownership will be determined among children can

be a source of immense stress for family business owners. Therefore, many choose to ignore the issue of succession planning altogether.

2. Second, a family business is a great source of pride for the business owner and is often their single largest asset. The concept of retirement or walking away can be incomprehensible to those who built the business.
3. There may not be a qualified or interested successor within the family.

While these are difficult issues to deal with, family businesses must begin to take an informed and strategic approach to these issues.

- **Entrepreneurs and HR.** Suggestions, examples, and practical hints are provided to assist those in smaller businesses who have limited time and resources to implement effective HRM policies and procedures.

GLOBAL HRM**Performance Appraisal Criteria in China**

In the West, where individuals have an inalienable right to choose their own lifestyles and moralities, performance criteria cannot be based on personal character, but instead need to focus on more objective criteria, such as job competence, abilities, and achievements. In China, however, the attitudes and moral character of a person are regarded as highly relevant to performance. Chinese culture tends to ascribe achievement more to effort (that is, diligence, which reflects one's morality) than to ability (which, conceived as an inborn trait, requires no moral effort). These deeply rooted Confucian values in China thus lead to an emphasis on appraisals that are based upon personal attitudes and moral characteristics that appear to reflect traditional Chinese values, such as hard work, and loyalty and respect toward senior staff. Some specific examples are accepting overtime work; being punctual, careful, helpful, loyal, and respectful toward senior staff; as well as being persistent, adaptable, dedicated, and hard working.

Research found three performance appraisal factors that were very acceptable to Chinese employees: work dedication, work efficiency, and teamwork. Work dedication behaviours, such as punctuality, loyalty, working hard, and dedication toward one's work, exist in both Eastern and Western cultures. Employee efficiency has long been considered important to good job performance, as it is considered to be a means to achieve organizational goals. Chinese employees appear to recognize this managerial objective since they were willing to be evaluated on criteria that assess the efficiency of their work. Teamwork is a behavioural manifestation of the group orientation in Eastern cultures.

Source: Robert J. Taormina and Jennifer H. Gao (2009), Identifying Acceptable Performance Appraisal Criteria: An International Perspective. *Asia Pacific Journal of Human Resources* 47(1), pp. 102-125. Copyright © 2009, Australian Human Resources Institute. Used with permission from John Wiley and Sons.

- **Global HRM.** In recognition of the increasing impact of globalization, topics highlighted in the *Global HRM* boxes include cultural issues in retirement plans, employment contracts in Europe, and the importance of personal relationships for business success in China.

Additional Features

Learning Outcomes. Specific learning goals are defined on each chapter-opening page.

Key Terms. Key terms appear in boldface within the text, are defined in the margins, and are listed at the end of each chapter.

Current Examples. Numerous real-world examples of HRM policies, procedures, and practices at a wide variety of organizations, ranging from small service providers to huge global corporations, can be found throughout the text.

Full-Colour Figures, Tables, and Photographs. Throughout each chapter, key concepts and applications are illustrated with strong, full-colour visual materials.

Web Links. Helpful internet sites are provided throughout the text and are featured in the margins.

End-of-Chapter Summaries. At the end of each chapter, the summary reviews key points related to each of the learning outcomes.

End-of-Chapter Review and Discussion Questions. Each chapter contains a set of review and discussion questions.

Critical Thinking Questions. Each chapter contains end-of-chapter questions designed to provoke critical thinking and stimulate discussion.

Experiential Exercises. Each chapter includes a number of individual and group-based experiential exercises that provide learners with the opportunity to apply the text material and develop some hands-on skills.

Student Supplements

CourseSmart for Students. CourseSmart goes beyond traditional expectations—providing instant, online access to the textbooks and course materials you need at an average savings of 60 percent. With instant access from any computer and the ability to search your text, you'll find the content you need quickly, no matter where you are. And with online tools like highlighting and note-taking, you can save time and study efficiently. See all the benefits at www.coursesmart.com/students.

MyManagementLab (www.mymanagementlab.com) delivers proven results in helping individual students succeed. It provides engaging experiences that personalize, stimulate, and measure learning for each student. Students and instructors can make use of the following online resources:

- **Study Plan:** MyManagementLab offers chapter pre-tests that generate personalized Study Plans showing students exactly which topics require additional practice. The Study Plan links to multiple learning aids, such as student PowerPoint slides, the eText, and glossary flashcards. After students work through the learning aids, they can take a post-test to measure their improvement and demonstrate their mastery of the topics.
- **Audio Glossary Flashcards:** This study tool provides a targeted review of the Key Terms in each chapter. The Audio Glossary Flashcards allow learners to select and listen to the specific terms and chapters that they would like to study. The cards can also be sorted by Key Term or by definition to give students greater flexibility when studying.
- **Pearson eText:** MyManagementLab also includes an eText version of *Management of Human Resources: The Essentials*, including a complete Glossary and Index. This dynamic, online version of the text is integrated throughout MyManagementLab to create an enriched, interactive learning experience for students. Users can create notes, highlight text in different colours, create bookmarks, zoom, and click hyperlinked words and phrases to view definitions and go directly to weblinks. The Pearson eText allows for quick navigation to key parts of the eText using a table of contents and provides full-text search.

Instructors and students can also access Chapter Quizzes, Case Assessments, Annotated Text Figures, and many additional study tools designed to engage learners and improve student understanding.

Instructor Supplements

The following instructor supplements are available for download from a password-protected section of Pearson Canada's online catalogue (vig.pearsoned.ca). Navigate to your book's catalogue page to view a list of the supplements that are available. See your local sales representative for details and access.

- **Instructor's Manual with CBC Video Guide.** This comprehensive guide contains a detailed lecture outline of each chapter, descriptions of the discussion boxes, answers to review and critical thinking questions, answers to the case questions, hints regarding the experiential exercises, and helpful video case notes.
- **Running Case.** The running case has been moved out of the print edition of each chapter and added to the instructor's manual. This running case illustrates the types of HRM challenges confronted by small-business owners and front-line supervisors. It is accompanied by critical thinking questions, which provide an opportunity to discuss and apply the text material. This provides an ongoing case to integrate ideas in chapters effectively.
- **Case Incidents.** Case incidents have also been moved from the print edition and now can be found in the instructor's manual for each chapter. These cases present current HRM issues in a real-life setting and are followed by questions designed to encourage discussion and promote the use of problem-solving skills.
- **Test Item File.** This comprehensive test bank contains more than 1 500 multiple-choice, true-or-false, and short-essay questions in Microsoft Word® format.
- **PowerPoint® Lecture Slides.** This practical set of PowerPoint lecture slides outlines key concepts discussed in the text, and includes selected tables and figures from the text.
- **Clicker PowerPoint® Slides.** This set of Clicker-ready slides is suitable for use with any Personal Response System.

Pearson Canada/CBC Video Library. Pearson Canada and the CBC have worked together to provide six video segments from the CBC series *The National*. Designed specifically to complement the text, this case collection is an excellent tool for bringing students in contact with the world outside the classroom. These programs have extremely high production quality and have been chosen to relate directly to chapter content.

MyTest. MyTest from Pearson Canada is a powerful assessment generation program that helps instructors easily create and print quizzes, tests, and exams, as well as homework or practice handouts. Questions and tests can all be authored online, allowing instructors ultimate flexibility and the ability to efficiently manage assessments at any time, from anywhere. MyTest for *Management of Human Resources: The Essentials*, Fourth Canadian Edition, includes more than 1 500 multiple-choice, true-or-false, and short-essay questions.

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Other Resources

- **HRManagement Simulation.** A great online simulation is available for students. Access code cards can be packaged with the text for an additional charge. Please see www.interpretive.com/rd6/index.php?pg=hrm&sid=1 and contact your Pearson representative for more details.
- **Pearson Custom Publishing** (www.pearsonlearningsolutions.com/higher-education/). Pearson Custom Publishing can provide you and your students with texts, cases, and articles to enhance your course. Choose material from Darden, Ivey, Harvard Business School Publishing, NACRA, and Thunderbird to create your own custom casebook. Contact your Pearson sales representative for more details.

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