

NABU 330

Cross Border Issues in Strategic Human Resource Management

Unit 13

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Agenda

- Attendance
 - Distribution of Info Pkg for Final Exam
- Lecture – Ch. 15
- Learning Consolidation
 - Final Exam Prep
- Class time to start studying
- Next Steps

Attendance & Distribution of Final Exam Info Package

Lecture – Ch. 15

Employee Separations

Voluntary vs. Involuntary

See Table 15.1 pg. 355

- Notice how many reasons relate to relationships and behaviour
- Reasons also relate to financial reasons, which may explain behaviour

Why is Turnover so Expensive?

- Administrative costs, both for exit of current employee and bringing on a new employee
- Separation or severance pay
- Cost of other employees covering the work, including overtime
- Lost sales from being short-staffed
- Onboarding and training costs of new employee

What's the *real* reason people quit?

- Depends on the study
 - Some studies say #1 reason = Quitting their boss
 - Even Table 15.1 shows that a combination of reasons together indicate poor leadership as the #1 reason
 - Some studies say #1 reason = Better job elsewhere
 - Whatever “better” means to them
 - Better benefits
 - More pay
 - Better work-life balance

What's the *real* reason people retire?

- No longer mandatory retirement
- Cannot legally force people to retire
- Therefore, always a personal & highly unpredictable phenomenon for the Employer
 - Reached financial goals
 - Health
 - Burnout
 - Family responsibilities
- With many retirement plans, retiring is better than quitting at a certain set age (e.g. 50yo)

Staffing reductions

- Earlier in the semester we covered...
 - Mergers
 - Layoffs
 - Re-assignments
 - Legislation and regulations that shape layoffs
- This textbook chapter relates back to these issues
- Recall the circle of Strategic HRM

3 Parts of a Proper Disciplinary Process

- PROGRESSIVE!
 1. Verbal warning
 2. Written warning
 3. Suspension (paid or unpaid)
 4. Then, dismissal
- Plan in place to address larger issues
 - What if the problem is with the Supervisor?
 - What if the problem is with the context around the employee?

Reasons for Dismissals

- Just Cause
 - Have to prove it!
 - No clear legal definition
- Insubordination
 - Intentionally not following orders
 - Criticizing supervisor in public
 - Yet, criticism is a subjective thing
 - List on pg. 361 helpful, but also shows vagueness

Important Considerations

- Provide reasonable notice!
- Bad-faith damages
 - Not treating with respect
- Punitive damages
 - Causing distress
 - May be more common as greater recognition that some dismissals are part of bullying and harassment

Why Employee Engagement?

“Engaged employees feel a vested interest in the company’s success and are both willing and motivated to perform to levels that exceed the stated job requirements.” pg. 366

Strategies for Engagement

- Suggestion programs
- Employee opinion surveys
- Communication from management
- Exit interviews

Exit (or Termination) Interview

1. Plan it
2. Get to the point immediately
3. Describe the situation briefly
4. Listen
 - Do not escalate their emotional response
 - Empathize, but do not keep adding details
 - “Broken record” communication strategy
5. Review all elements of the severance package

Realities for HR professionals

- Often brought in to handle dismissals
- Often handle dismissals without supervisor present for all or part of the situation
- Will become main contact post-separation (instead of supervisor) for various details, such as returning keys, completing paperwork, etc.
- May become target of emotional response
- Must remember HR's role is to protect the Employer and company

Learning Consolidation & Check-In

Final Exam Preparation

Activity: Final Exam Preparation

1. First, the Instructor will read out one question.
2. Next, the classroom remains silent for 3 minutes to give each student time to think, reflect, and write their initial thoughts down.
3. Then, the Instructor will proceed to the next question.
4. This process will repeat itself for all of the questions. If any students have questions for the Instructor, they are to write it down and wait until the end of the activity.

Thank you for a great last class!

See you at the Final Final
or on Email

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