

NABU 330

Cross Border Issues in Strategic Human Resource Management

Unit 5

Laurie Prange (Prange-Martin)



Agenda

- Taking Attendance
- Focus Activity
- Reminder: Midterm
- Lecture
 1. Ch. 6 = Recruitment
 2. Ch. 7 = Selection
- Learning Consolidation – Activity: In-Class Assignment
 - Worth 5% of Final Grade (Half of your Participation marks)
- Next Steps

Taking attendance



Intro to Focusing Activity

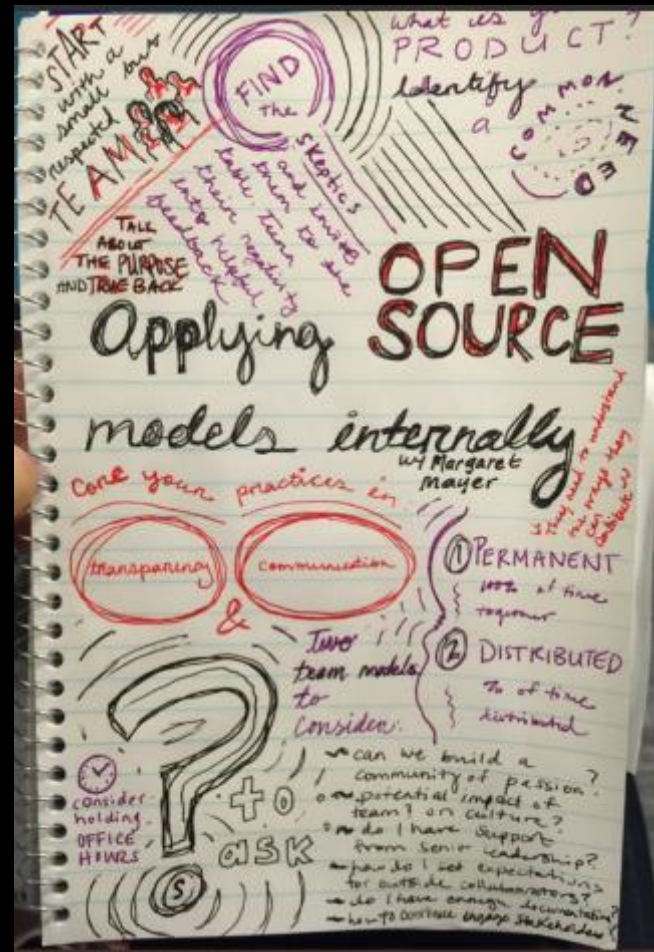
What are your thoughts on this unit's assigned readings?

(See Unit 5 in Moodle)

- Banerjee, R. , Reitz, J.G., & Oreopoulos, P. (2017). *Do large employers treat racial minorities more fairly? A new analysis of Canadian field experiment data.* Toronto, ON: Munk School of Global Affairs, University of Toronto.
- Islam, N. (2014). The dilemma of physician shortage and international recruitment in Canada. *International Journal of Health Policy Management*, 3 (1): 29-32.

Focusing Activity

1. With your neighbours, form groups of 2-4
2. Discuss the assigned readings
3. Using the notepaper provided or your own paper, create visual notes of your group discussion (see example to the right)
4. To close this activity, see next slide



Closing the Focusing Activity

1. Choose a volunteer from your group to take a picture of your Visual Notes and upload it to Unit 5 “Forum to Share Visual Notes from Focusing Activity.”
2. For more information about visual notetaking, watch the following:
 - ***Drawing in class* by Rachel Smith at TEDxUFM**
 - <https://www.youtube.com/watch?v=3tJPeumHNLy>

Midterm Information



Reminder: Midterm


- **Midterm**

- See Folder in Moodle on Student Success for International Students
- Bring lots of pens, pencils, and highlighters
- 2 hours
- Students who arrive more than 10 minutes late will not be permitted to write it



If you are five minutes early, you
are already ten minutes late.

Vince Lombardi

 custom.org

Midterm cont'd

- Standard Canadian Rules for Tests
 - Leave your bags, purses, coats, electronic devices, study notes, etc. at the front of the room
 - Use the bathroom facilities before the test starts
 - If you have a question, put your hand up and I will come over to you
 - Since many questions require having learned vocabulary, it may not be possible for me to answer your questions regarding the Midterm

“Always remember that the marks
you have earned over a lifetime
can never fully reflect the progress
you have made in your learning.”

Laurie Prange

Lecture

1. Ch. 6 = Recruitment

2. Ch. 7 = Selection

Ch. 6 = Recruitment



Learning Outcomes from Ch. 6

LEARNING OUTCOMES	RE
AFTER STUDYING THIS CHAPTER, YOU SHOULD BE ABLE TO	106 re
DEFINE recruitment and discuss the increasing use of employer branding.	206 po hu
EXPLAIN the recruitment process.	402
EXPLAIN the importance of application forms	by hi
ANALYZE the roles of job posting, human resources records, and skills inventories in recruiting from within.	4030 de wi
IDENTIFY at least 10 methods used for external recruitment.	
EXPLAIN two strategies used to recruit non-permanent staff.	
DISCUSS strategies for recruiting a more diverse workforce.	

Key Terms from Ch. 6

- **Simulations:** Practise decision-making in simulated management environments.

KEY TERMS

biographical information blank (BIB) (p. 134)
blind ad (p. 138)
contract workers (p. 146)
employer branding (p. 131)
human capital theory (p. 134)
job posting (p. 135)

nepotism (p. 138)
recruiter (p. 131)
recruitment (p. 131)
want ad (p. 138)
yield ratio (p. 136)

REVIEW AND DISCUSSION QUESTIONS

1. Discuss the advantages and disadvantages of recruiting from within the organization. Identify and describe the three tools that are used in this process.
2. Brainstorm the advantages of external recruitment.
3. Discuss the disadvantages of external recruiting.
4. Under what circumstances would a recruitment agency be used?
5. Describe the advantages of using forms or résumé repositories in the recruitment process.



Image Source: <https://www.pnet.co.za/for-recruiters/products-and-services/post-jobs/>

JOB POSTINGS

The Structure and Anatomy of the Best Job Posting



CANDIDATES SPEND AN AVERAGE OF **49.7 SECONDS** READING A QUESTIONABLE JOB DESCRIPTION, AND NEARLY **77 SECONDS** CONSIDERING A PROMISING POSTING. **IT IS IMPERATIVE FOR EMPLOYERS TO MAKE A POSITIVE IMPRESSION QUICKLY.**

 **A COMPANY THAT VALUES ITS EMPLOYEES**

7

1

Job titles with recognizable terms. Use a title that will rank high in search results.

MARKETING NINJA
GEEK GURU
IMPRESSIONS

Image Source: <http://www.rothstaffing.com/client/?p=3508>



Laurie Prange (Prange-Martin)

The Advantages And Disadvantages Of Internal And External Recruitment Methods

Internal Recruitment	External Recruitment
<p>Advantages</p> <ol style="list-style-type: none">1. Employment record of applicant available2. No induction needed3. Little cost involved4. Employee morale and motivation increased	<p>Advantages</p> <ol style="list-style-type: none">1. Avoids in breeding2. Possible to widen choice of applicants by having a pool of candidates
<p>Disadvantages</p> <ol style="list-style-type: none">1. Filling a vacancy in one department may lead to a more serious gap in another2. No suitable candidates may be available3. Supervisors may be reluctant to release key employee	<p>Disadvantages</p> <ol style="list-style-type: none">1. High cost of recruitment process2. Frustration amongst existing employees

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Image Source: <http://slideplayer.com/slide/7423651/>



RECRUITMENT PROCESS OUTSOURCING (RPO)

SOURCE

RECRUIT

HIRE

ON-BOARD

CUSTOMER
NEEDS

FIND
CANDIDATES

QUALIFY CANDIDATES

HIRE
EMPLOYEES

ON-BOARD
EMPLOYEES

SMW
ACTIVITIES
DURING
EACH STEP

- Requisition Management
- Career Portal
- Applicant Intake
- Resume Intake
- Internet Sourcing

- Pre-Screening
- Screening
- Assessments and Testing
- Interviewing & Interview Coordination
- Employment Branding

- Final Interview Management
- Offer Management
- Reference Checks
- Pre-Hire Assessments and Testing

- Background Checks & Drug Screens
- I-9 Verification
- WOTC Management
- Record/ Paperwork Management
- Third-Party Vendor Management

Image Source: <https://stmarksworld.com/our-rpo/>



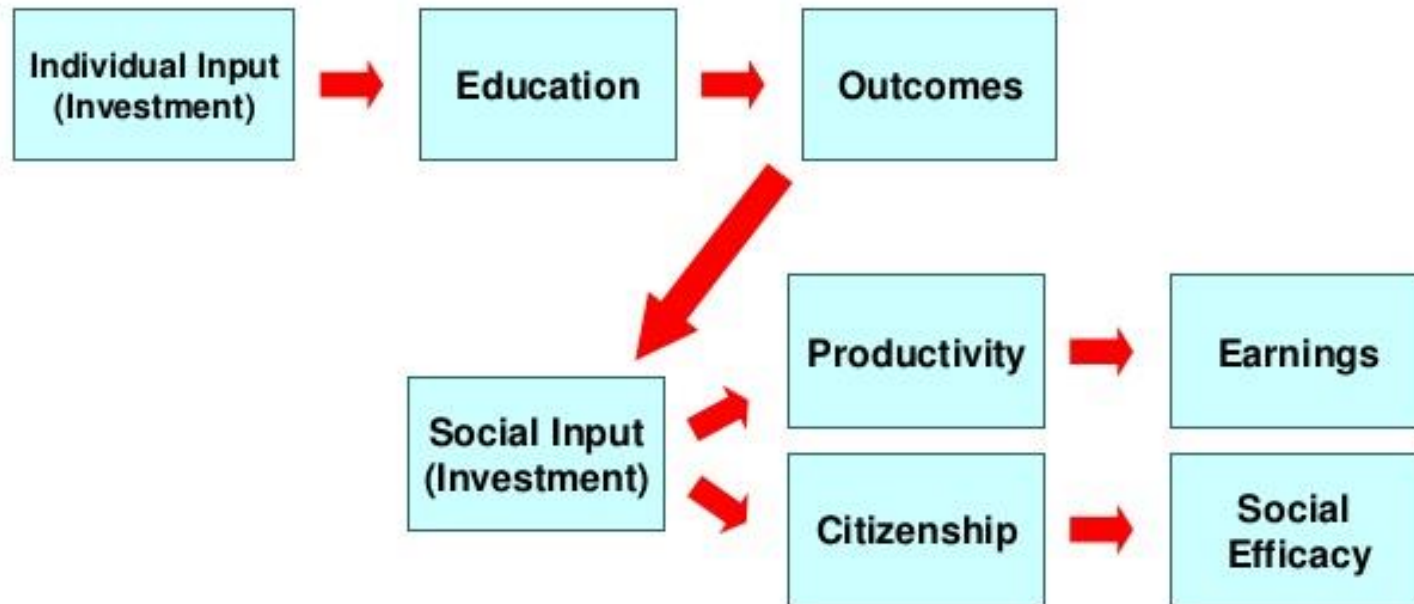
Recruiting Funnel



Image Source: <https://louadlergroup.com/wp-content/uploads/recruiting-funnel.png>



A Model of Human Capital Theory



*Source : Swanson & Holton III, 2001, p.110

Image Source: https://www.slideshare.net/SD_Paul/human-capital-theory-and-application



Recruiting for a More Diverse Workplace

1. Older Workers
2. Younger Works
3. Members from Designated Groups
 - Underrepresented gender
 - Underrepresented ethnic or linguistic group
 - LGBTQI
 - Indigenous people

Ch. 7 = Selection



Learning Outcomes from Ch. 7

LEARNING OUTCOMES	REQUIRED
<p>AFTER STUDYING THIS CHAPTER, YOU SHOULD BE ABLE TO</p> <p>DEFINE selection and DISCUSS its strategic importance.</p> <p>DEFINE reliability and validity and EXPLAIN their importance in selection techniques.</p> <p>DESCRIBE at least four types of testing used in selection and ANALYZE the conflicting legal concerns related to alcohol and drug testing.</p> <p>DESCRIBE the major types of selection interviews by degree of structure, type of content, and manner of administration.</p> <p>EXPLAIN the importance of reference checking, DESCRIBE strategies to make such checking effective, and ANALYZE the legal issues involved.</p>	<p>20100: Condu consistent v interests of</p> <p>20300: Adher practices to</p> <p>20600: Prom policies an human res</p> <p>40300: Exec oping peop organizatio</p> <p>50200: Inter consistent a fair and</p> <p>90500: Rep performan promote th</p>

SELECTION PROCESS

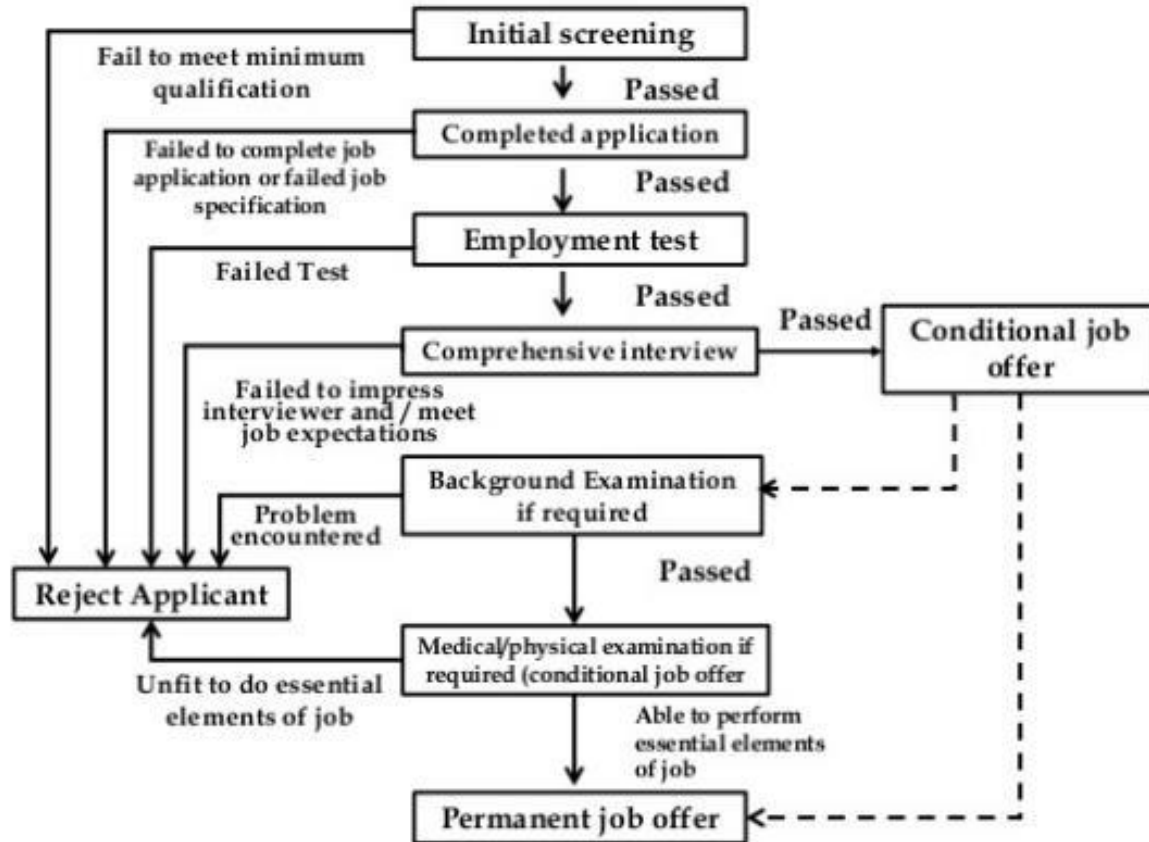


Image Source: <https://www.slideshare.net/umerkhalidhabib/recruitment-and-selection-24053999>

Employment Tests and Work Samples



6-30

Image Source: <https://www.slideshare.net/lyka95/selecting-employees-and-placing-them-in-jobs>

TYPES OF INTERVIEW

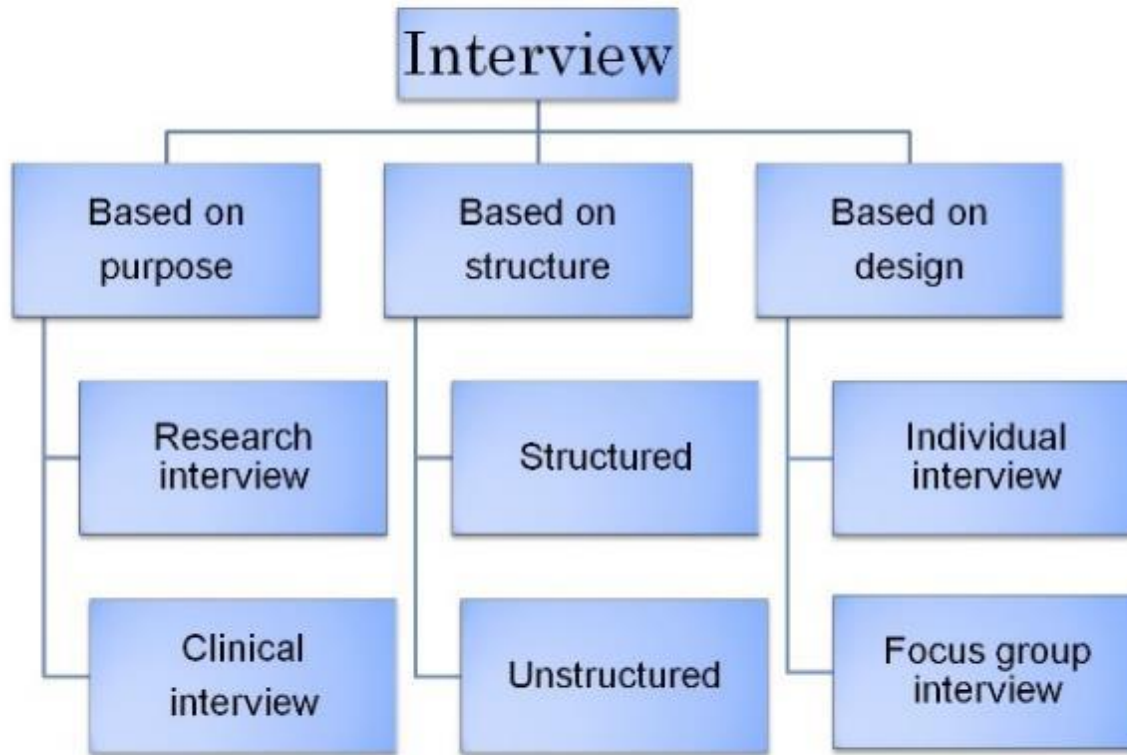


Image Source: <https://www.slideshare.net/sarapadne/interview-11039826>

Common Interviewing Mistakes

1. Poor planning by selection committee
2. Snap judgements – But not accurate
3. Negative emphasis
4. Halo effect
5. Poor knowledge of the job
6. Contrast Error (Candidate-Order)
7. Influence of Nonverbal behavior
8. Leading
9. Too much/Too little talking
10. Similar-to-Me Bias

Checking References





Image Source: <http://www.smarttalent.net/files/2014/05/SmartTalent-Reference-Check.jpg>

Always consider the source of the
Reference, not just what is said.

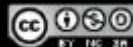
**THE MOST
IMPORTANT THING
IN COMMUNICATION
IS HEARING WHAT
ISN'T SAID.**



QUOTEHD.COM

Peter Drucker
Austrian-American Author

1909 - 2005



Laurie Prange (Prange-Martin)

Legal Issues in Reference Checking

- Possibility of civil litigation
 - Slander
 - Negligent misrepresentation
- Many Canadian employers will only confirm the following:
 - Position(s) held
 - Dates of employment
- Requiring written permission to call References

Learning Consolidation

Activity: In-Class Assignment

Unapproved absence results in an automatic
zero

Worth 5% of Final Grade
(Half of your Participation marks)

Roleplaying the first 3 steps

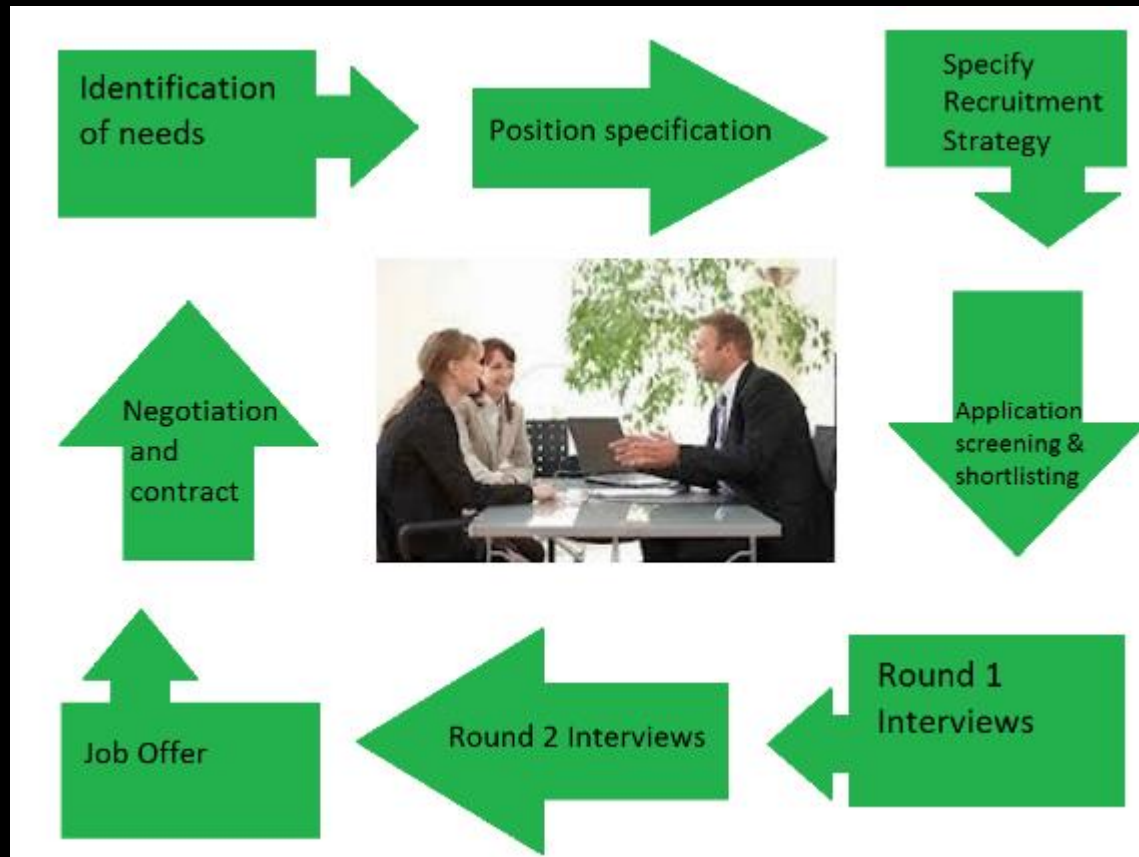


Image Source: <http://vendorplus.co.in/recruitment/recruitment-process/>

Activity = In-Class Assignment

1. Groups randomly assigned by Instructor
 1. Groups of four or less members
 2. Students may chose to work alone
2. See Unit 5 folder in Moodle for .docx worksheet
 1. See page 2 for directions
3. Complete as much as you can during class time using your electronic devices
 1. If you consult a source, please add to your References list
 2. If you quote a source, please put the quotation in quotation marks and add it to your References list
4. Once completed, have one group member upload the two files into Moodle.
 1. Make sure all group member names are on all the documents

Next Steps

1. Complete your group In-Class Assignment and upload it!
 - All documentation due in Moodle within 3 days
2. Getting ready for Unit 6
 - A. See the tip sheets for hints about the Midterm!!
 - A. See highlighting 😊
 - B. Bring your Student ID
3. Complete HR Stories in Moodle

Thank you for another great class!

See you in Moodle, email, or text

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