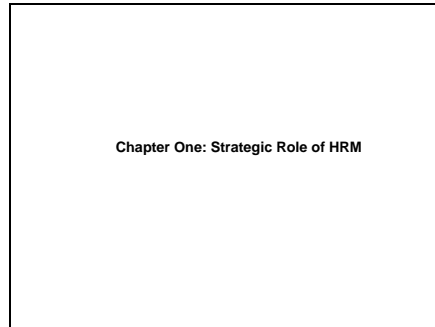


Slide 1



Slide 2

### Introduction to HRM

**Human Resources Management (HRM)**

- **managing people** in organizations to produce the workforce competencies and behaviours required to achieve the **operation's strategic goals**
- **managing human capital**: knowledge, education, training, skills, expertise

Slide 3

### Measuring the Value of HRM

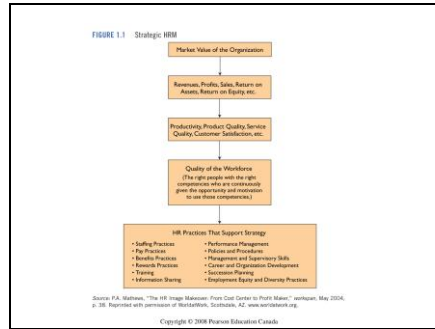
Effective HR practices are related to better organizational performance

**Balanced scorecard** measurement system **translates organizational strategy** into a comprehensive set of performance measures

**Human Capital Index** based on

- ☐ recruiting excellence
- ☐ clear rewards and accountability
- ☐ collegial and flexible workplaces
- ☐ communications integrity
- ☐ prudent use of resources

## Slide 4



## Slide 5

**TABLE 1.1 Key Links between Human Capital and Shareholder Value Creation**

Practice	Impact on Market Value
Total rewards and accountability	16.5%
Collegial, flexible workplace	9.0%
Recruiting and retention excellence	7.9%
Communications integrity	7.1%
Focused HR service technologies	6.5%
Prudent use of resources	-33.9%

Expected change in market value associated with a significant one standard deviation (1 SD) improvement in HCI dimension.

Source: Watson Wyatt Human Capital Index®. Human Capital as a Lead Indicator of Shareholder Value. [www.watsonwyatt.com/research/researcher.asp?id=W-488&page=1](http://www.watsonwyatt.com/research/researcher.asp?id=W-488&page=1) (August 15, 2006). Reprinted with permission of Watson Wyatt Worldwide.

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## Slide 6

### HRM Responsibilities: Operational/Administrative

- (may be outsourced)
- serving as administrative experts and employee champions
- managing human capital lifecycle
- consulting and offering advice
- formulating policies and procedures
- providing services

## Slide 7

### HRM Responsibilities: Strategic

- serving as **strategic partners** and **change agents**
- strategy **formulation: environmental scanning**
- strategy **execution**: leading change, customer service, lowering labour costs, building employee engagement (emotional and intellectual involvement of employees in their work)

## Slide 8

TABLE 1.2 Operational versus Strategic HR

Operational	Strategic
Skills	Concepts
Administrative tasks	Planning
Reactive	Proactive
Collecting metrics/measurements	Analyzing metrics/measurements
Working to achieve goals and objectives	Setting the goals and objectives
Following the laws, policies, and procedures	Interpreting, establishing, and revising the laws, policies, and procedures
Employee focus	Organizational focus
Explaining benefits to employees	Designing benefit plans that help the organization achieve its mission and goals
Setting up training sessions for employees	Assessing training needs for the entire organization
Recruiting and selecting employees	Workforce planning and building relationships with external resources
Administering the salary/wage plan	Creating a pay plan that maximizes employees' productivity, morale, and retention
Always doing things the same way	Recognizing that there may be better ways of doing things; recognizing how changes affect the entire organization—not just HR
Works within the organizational culture	Attempts to improve the organizational culture

Source: D.M. Cox & C.H. Cox, "At the Table: Transitioning to Strategic Business Partner" workshop, November 2003, p. 22. Reprinted with permission of WorldWise, Scottsdale, AZ: [www.worldwise.org](http://www.worldwise.org). Copyright © 2008 Pearson Education Canada.

## Slide 9

### Internal Environmental Influences

- **Organizational Culture**
  - **core values, beliefs and assumptions**
  - shared by **members** of an organization
- **Organizational Climate**
  - prevailing **atmosphere**
  - its impact on employees
- **Management Practices**
  - **empowerment**
  - **boundaryless** organizations

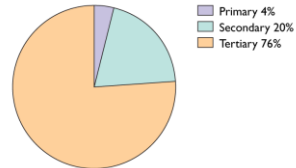
## Slide 10

### External Environmental Influences: Economic Conditions

- unemployment levels
- productivity levels
- growth of the service sector

## Slide 11

FIGURE 1.2 Employment by Sector in Canada, 2005



Source: Statistics Canada, CANSIM table 282-0008. Adapted from Statistics Canada website [www40.statcan.ca/01/cst01/abor10b.htm](http://www40.statcan.ca/01/cst01/abor10b.htm) (August 15, 2006).

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## Slide 12

### External Environmental Influences: Labour Market Issues

- labour union movement
- use of contingent and part-time employees for non-standard jobs

## Slide 13

### External Environmental Influences: Demographic Trends

- population **growth** (impact of immigration)
- **age** (baby boomers, Sandwich Generation, Generation X, Generation Y)
- **educational** level (differences in literacy levels)
- **increasing workforce diversity**: visible and ethnic minorities, women, aboriginal peoples, persons with disabilities

## Slide 14

### External Environmental Influences: Technology

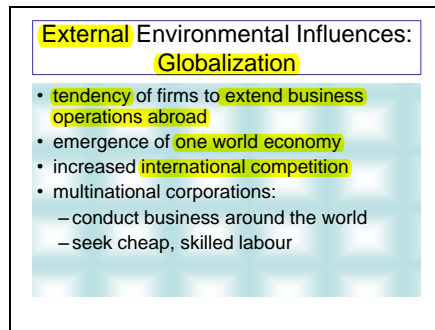
- **increase** in **technical**/professional jobs
- **decrease** in traditional **blue-collar** jobs
- labour force **training has not kept pace**
- **concern** about job displacement and health hazards
- right to **privacy** and **ethical issues**

## Slide 15

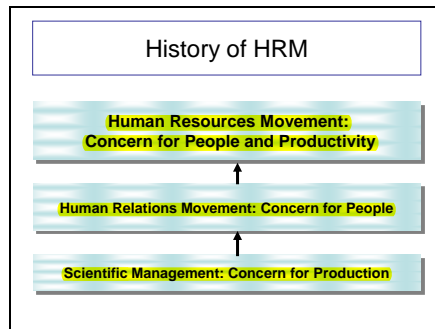
### External Environmental Influences: Government

- ensure **policies** and **practices comply** with new and changing laws covering:
  - human rights
  - pay equity and employment equity
  - occupational health and safety
  - employment standards
  - government-sponsored benefit plans
  - multiple jurisdictions across Canada

## Slide 16



## Slide 17



## Slide 18

