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# Human Resources Management in Canada

Canadian

Twelfth

Edition



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Edition

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PEARSON

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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.*



# Brief Contents

*Preface xvii*

**Part 1 Human Resources Management in Perspective 1**

- Chapter 1 The Strategic Role of Human Resources Management 1
- Chapter 2 The Changing Legal Emphasis: Compliance and Impact on Canadian Workplaces 25
- Chapter 3 Human Resources Management and Technology 56

**Part 2 Meeting Human Resources Requirements 87**

- Chapter 4 Designing and Analyzing Jobs 87
- Chapter 5 Human Resources Planning 119
- Chapter 6 Recruitment 143
- Chapter 7 Selection 173

**Part 3 Developing Effective Human Resources 208**

- Chapter 8 Orientation and Training 208
- Chapter 9 Career Development 238
- Chapter 10 Performance Management 261

**Part 4 Total Rewards 293**

- Chapter 11 Strategic Pay Plans 293
- Chapter 12 Pay-for-Performance and Financial Incentives 322
- Chapter 13 Employee Benefits and Services 351

**Part 5 Building Effective Employee–Employer Relationships 381**

- Chapter 14 Occupational Health and Safety 381
- Chapter 15 Managing Employee Separations: Foundations of Employee Engagement, Communication, and Turnover Management 415
- Chapter 16 Labour Relations 439

**Part 6 Global Issues in Human Resources Management 466**

- Chapter 17 Managing Human Resources in a Global Business 466

*Notes 492*

*Glossary 516*

*Name and Organization Index 526*

*Subject Index 529*

*Photo Credits 541*





# Table of Contents

*Preface xvii*

## **PART ONE**

### **Human Resources Management in Perspective 1**

#### **Chapter 1 The Strategic Role of Human Resources Management 1**

The Strategic Role of Human Resources Management 2

A Brief History of HRM 3

**Strategic HR** The HR Role Continues to Evolve 9

Environmental Influences on HRM 11

**Global HRM** Lin Congyin Prizes His Staff 15

Growing Professionalism in HRM 18

*Chapter Summary 20*

*Key Terms 21*

*Review and Discussion Questions 21*

*Critical Thinking Questions 22*

*Experiential Exercises 22*

*Running Case 23*

*Case Incident 24*

#### **Chapter 2 The Changing Legal Emphasis: Compliance and Impact on Canadian Workplaces 25**

The Legal Framework for Employment Law in Canada 26

Legislation Protecting the General Population 29

**Workforce Diversity** The Evolution of Thought on Sexual Harassment in Canada 37

**Global HRM** UK Court Awards \$1.7 Million to Bullied Employee 39

Employment Equity Legislation 44

Employment/Labour Standards Legislation 47

Respecting Employee Privacy 48

*Chapter Summary 51*

*Key Terms 52*

*Review and Discussion Questions 52*

*Critical Thinking Questions 53*

*Experiential Exercises 53*

*Running Case 54*

*Case Incident 55*

#### **Chapter 3 Human Resources Management and Technology 56**

Human Resources Management and Technology 57

The Strategic Importance of Technology in HRM 57

**Strategic HR** Google Tackles Retention Issues with “Predictive Attrition” 58

The Impact of Technology on the Role of HR 58

Human Resources Information Systems (HRIS) 61



Selecting and Implementing an HRIS 69

Electronic HR 73

**Entrepreneurs and HR** Cronus Technologies 77

A Brief History of the Evolution of HR Technology 78

Trends in HR and Technology 79

**Global HRM** Outsourcing HR Functions 81

*Chapter Summary* 81

*Key Terms* 82

*Review and Discussion Questions* 83

*Critical Thinking Questions* 83

*Experiential Exercises* 83

*Running Case* 84

*Case Incident* 84

**PART TWO**

**Meeting Human Resources Requirements 87**



**Chapter 4 Designing and Analyzing Jobs 87**

Fundamentals of Job Analysis 88

Step 1: Review Relevant Background Information 90

**Strategic HR** 90

Step 2: Select Jobs to be Analyzed 93

Step 3: Collecting Job Analysis Information 98

Step 4: Verifying Information 105

Step 5: Writing Job Descriptions and Job Specifications 106

**Entrepreneurs and HR** A Practical Approach to Job Analysis and Job Descriptions 110

Step 6: Communication and Preparations for Revisions 114

*Chapter Summary* 114

*Key Terms* 115

*Review and Discussion Questions* 115

*Critical Thinking Questions* 115

*Experiential Exercises* 116

*Running Case* 117

*Case Incident* 118



**Chapter 5 Human Resources Planning 119**

The Strategic Importance of Human Resources Planning 120

Forecasting the Availability of Candidates (Supply) 123

**Entrepreneurs and HR** Succession Planning and Family Businesses 127

**Strategic HR** Pumping Up People Supply 129

Forecasting Future Human Resources Needs (Demand) 130

Planning and Implementing HR Programs to Balance Supply and Demand 134

*Chapter Summary* 139

*Key Terms* 139



<i>Review and Discussion Questions</i>	140
<i>Critical Thinking Questions</i>	140
<i>Experiential Exercises</i>	140
<i>Running Case</i>	141
<i>Case Incident</i>	142

## Chapter 6 Recruitment 143

The Strategic Importance of Recruitment	144
The Recruitment Process	146
<b>Global HRM</b> Recruiting European Candidates	147
Developing and Using Application Forms	147
Recruiting from within the Organization	151
Recruiting from Outside the Organization	154
Recruiting a More Diverse Workforce	165
<b>Strategic HR</b> Attracting the Younger Generation	166
<b>Workforce Diversity</b> The Disconnect in Recruiting People with Disabilities	168
<i>Chapter Summary</i>	168
<i>Key Terms</i>	169
<i>Review and Discussion Questions</i>	169
<i>Critical Thinking Questions</i>	170
<i>Experiential Exercises</i>	170
<i>Running Case</i>	171
<i>Case Incident</i>	172

## Chapter 7 Selection 173

The Strategic Importance of Employee Selection	174
<b>Entrepreneurs and HR</b> Employment Testing and Interviewing	176
Step 1: Preliminary Applicant Screening	180
<b>Workforce Diversity</b> Principles for Assessment Accommodations	181
Step 2: Selection Testing	181
Step 3: The Selection Interview	190
Step 4: Background Investigation/Reference Checking	197
Step 5: Supervisory Interview and Realistic Job Preview	199
Step 6: Hiring Decision and Candidate Notification	199
<i>Chapter Summary</i>	200
<i>Key Terms</i>	201
<i>Review and Discussion Questions</i>	201
<i>Critical Thinking Questions</i>	202
<i>Experiential Exercises</i>	202
<i>Running Case</i>	203
<i>Case Incident</i>	204
<b>Appendix 7.1</b> A Guide to Screening and Selection in Employment	205



**PART THREE****Developing Effective Human Resources 208****Chapter 8 Orientation and Training 208**

Orienting Employees 209

**Strategic HR** Onboarding: The First Step in Motivation and Retention 210

The Training Process 214

**Strategic HR** The Role of Training and Orientation in a Tough Economy 215

Step 1: Training Needs Analysis 218

Step 2: Instructional Design 222

Steps 3 and 4: Validation and Implementation 227

Step 5: Evaluation of Training 227

Training for Special Purposes 230

*Chapter Summary* 233

*Key Terms* 233

*Review and Discussion Questions* 234

*Critical Thinking Questions* 234

*Experiential Exercises* 234

*Running Case* 235

*Case Incident* 236

**Chapter 9 Career Development 238**

Career Planning and Development 239

**Workforce Diversity** Career Development for Older Workers 240

The Evolution of Career Development 240

Managing Transfers and Promotions 245

Management Development 246

**Global HRM** Leadership Development in the Asia-Pacific Region 247

**Strategic HR** Brewing Up Management Trainee Programs 250

Leadership Development 254

*Chapter Summary* 256

*Key Terms* 257

*Review and Discussion Questions* 257

*Critical Thinking Questions* 257

*Experiential Exercises* 258

*Running Case* 258

*Case Incident* 259

**Chapter 10 Performance Management 261**

The Strategic Importance of Performance Management 262

The Performance Management Process 262

Step 1: Defining Performance Expectations 262

**Global HRM** Performance Appraisal Criteria in China 264

Step 2: Providing Ongoing Coaching and Feedback 264

Step 3: Performance Appraisal and Evaluation Discussion 266



- Workforce Diversity** Watch for Cultural Biases in Assessing Employees 276
- Strategic HR** Jaguar Land Rover Formal Appraisal Discussion Training 284
- Step 4: Determine Performance Rewards/Consequences 286
- Step 5: Career Development Discussion 286
- Legal and Ethical Issues in Performance Management 286
- The Future of Performance Management 288
- Chapter Summary* 288
- Key Terms* 289
- Review and Discussion Questions* 290
- Critical Thinking Questions* 290
- Experiential Exercises* 291
- Running Case* 291
- Case Incident* 292

**PART FOUR**

**Total Rewards 293**

**Chapter 11 Strategic Pay Plans 293**

- The Strategic Importance of Total Employment Rewards 294
  - Strategic HR** Rewards Program Effectiveness at the World's Most Admired Companies 296
- Basic Considerations in Determining Pay Rates 297
- Establishing Pay Rates 299
- Pay for Knowledge 310
- Pay for Executive, Managerial, and Professional Jobs 311
- Pay Equity 313
  - Workforce Diversity** Women Work for Free as of September 17 314
- Chapter Summary* 316
- Key Terms* 316
- Review and Discussion Questions* 317
- Critical Thinking Questions* 317
- Experiential Exercises* 318
- Running Case* 319
- Case Incident* 320

**Chapter 12 Pay-for-Performance and Financial Incentives 322**

- Money and Motivation 323
- Incentives for Operations Employees 324
  - Workforce Diversity** Targeting Incentives for Life Stage 325
- Incentives for Senior Managers and Executives 328
  - Strategic HR** Bank CEOs Take a Pay Cut 334
- Incentives for Salespeople 334
- Incentives for other Managers and Professionals 337
- Organization-Wide Incentive Plans 338
- Developing Effective Incentive Plans 340



Employee Recognition Programs 342

- Entrepreneurs and HR** Recognition and Incentives for Entrepreneurs 343
- Chapter Summary* 345
- Key Terms* 346
- Review and Discussion Questions* 346
- Critical Thinking Questions* 346
- Experiential Exercises* 347
- Running Case* 348
- Case Incident* 349

||||| **Chapter 13 Employee Benefits and Services 351**

The Strategic Role of Employee Benefits 352

- Strategic HR** AltaGas Benefits Drive Successful Competition for Talent 352

Government-Mandated Benefits 353

Voluntary Employer-Sponsored Benefits 359

- Workforce Diversity** Gen Y's Benefits that Work 362
- Global HRM** Defined Benefit Pension Problems and Solutions Around the World 367

Employee Services 369

Flexible Benefits Programs 373

Benefits Administration 375

- Chapter Summary* 376
- Key Terms* 377
- Review and Discussion Questions* 377
- Critical Thinking Questions* 378
- Experiential Exercises* 378
- Running Case* 379
- Case Incident* 380

**PART FIVE** Building Effective Employee–Employer Relationships 381

||||| **Chapter 14 Occupational Health and Safety 381**

Strategic Importance of Occupational Health and Safety 382

Basic Facts about Occupational Health and Safety Legislation 383

What Causes Accidents? 389

- Workforce Diversity** Guiding Young Workers in Health and Safety 393

How To Prevent Accidents 394

- Strategic HR** Top Management Commitment to Safety at Steelcase Canada Pays Off 396
- Entrepreneurs and HR** Small Business Safety Calculator 397

Occupational Health and Safety Challenges in Canada 398

Employee Wellness Programs 409

- Chapter Summary* 410
- Key Terms* 411
- Review and Discussion Questions* 411
- Critical Thinking Questions* 412



*Experiential Exercises* 412  
*Running Case* 413  
*Case Incident* 414

||||||||||||||||||||||||||||||||||||||||| **Chapter 15 Managing Employee Separations: Foundations of Employee Engagement, Communication, and Turnover Management 415**

The Importance of Managing Employee Separations 416  
 Managing Turnover 416  
 Fairness in Employee Separations 426  
 Effective Employee Communication 432  
     **Strategic HR** Forensic Technology: Improved Engagement Fuels Company Turnaround 434  
  
*Chapter Summary* 435  
*Key Terms* 435  
*Review and Discussion Questions* 436  
*Critical Thinking Questions* 436  
*Experiential Exercises* 436  
*Running Case* 437  
*Case Incident* 438

||||||||||||||||||||||||||||||||||||||||| **Chapter 16 Labour Relations 439**

Introduction to Labour Relations 440  
     **Workforce Diversity** Collective Agreement Puts Aboriginals First 442  
     **Strategic HR** UFCW Forms a “Super Local” 443  
 The Labour Relations Process 445  
     The Impact of Unionization on HRM 460  
  
*Chapter Summary* 461  
*Key Terms* 462  
*Review and Discussion Questions* 462  
*Critical Thinking Questions* 462  
*Experiential Exercises* 463  
*Running Case* 464  
*Case Incident* 464

**PART SIX** Global Issues in Human Resources Management 466

||||||||||||||||||||||||||||||||||||||||| **Chapter 17 Managing Human Resources in a Global Business 466**

The Globalization of Business and Strategic HR 467  
 How Intercountry Differences affect HRM 467  
     **Workforce Diversity** Mummy Crew in Monster Trucks 468  
 Global Relocation 470  
     **Strategic HR** Employee Engagement Program Drives Business Results at DHL 472  
 Considerations in Global HRM 474  
 Repatriation 481



Managing Global Workers within Canada 482

- Global HRM** Successful Integration of Immigrants in Canada 485
- Chapter Summary* 487
- Key Terms* 488
- Review and Discussion Questions* 488
- Critical Thinking Questions* 488
- Experiential Exercises* 489
- Running Case* 489
- Case Incident* 490

*Notes* 492

*Glossary* 516

*Name and Organization Index* 526

*Subject Index* 529

*Photo Credits* 541



The twelfth edition of *Human Resources Management in Canada* shows students how human resources are the most important assets in organizations today. Human 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. This book is designed to provide a complete, comprehensive review of HRM concepts and techniques in a highly readable and understandable form for a wide audience: students specializing in HRM and those in business programs, supervisory/managerial staff, and small-business owners.

As in previous editions, the Canadian twelfth 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.

## NEW TO THE CANADIAN TWELFTH EDITION

- Revised Introductory Chapter.** The first chapter has been revised to provide 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.
- Reformatted and Updated Legal Emphasis.** Chapter 2 was refocused from diversity management and now develops a clearer understanding of the comprehensive and 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 15 was rewritten to focus 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, as well as 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.



**Boxed Features.** The four boxed features—*Workforce Diversity*, *Strategic HR*, *Entrepreneurs and HR*, and *Global HRM*—have been updated and revised in all chapters.

**Required Professional Capabilities (RPCs).** Each chapter indicates where the specific required professional capabilities are discussed. These RPCs are set out by the Canadian Council of Human Resources Associations for students preparing to write the National Knowledge Exam.

# KEY FEATURES OF THE CANADIAN TWELFTH EDITION

## 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.** 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.** 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.

**WORKFORCE DIVERSITY**

**The Disconnect in Recruiting People with Disabilities**

The good news is that employers want to hire people with disabilities, and qualified candidates are available. But putting employers and job seekers together needs improved coordination to create more success stories. Employers have bottom-line reasons for building workforce diversity. Inclusiveness is a competitive advantage that lets an organization better connect with a diverse community and customer base. Inclusiveness provides access to a larger pool of strong job candidates in a time of skills shortages and enhances an organization's reputation as an employer of choice.

So why aren't more employers tapping into the wealth of human potential in people with disabilities? After all, as a group they make up roughly 13 percent of the working-age population. That is precisely what the Canadian Abilities Foundation set out to determine in its recently completed *Neglected or Hidden* study, the findings of which may surprise employers.

Likely the most revealing finding that illustrates the need for a new employment strategy for people with disabilities is the disconnect that exists among employers, people with disabilities, and the service providers who help these individuals enter the workforce.

With few exceptions, these stakeholders just don't seem to know how to communicate with one another,

if they are fortunate enough to find one another in the first place. The commitment and passion of workers with disabilities and those assisting them is sound. Meanwhile, hundreds of disability-related organizations across Canada provide some level of employment support to their clients. The *Neglected or Hidden* study suggests that the number of Canadian employers willing to hire people with disabilities should be more than adequate to meet the availability of disabled job seekers.

The good news is that a small number of disability organizations have made significant inroads in their regions by using employer partnerships. One example is the Dartmouth Work Activity Society in Nova Scotia, which started its new approach with just a single employer "partner" who was highly satisfied with the services provided. EmployAbility, a full-time service agency serving Edmonton and northern Alberta for more than 35 years, has also launched a partnership-building strategy. A unique feature of the agency's approach is its partnership with the local chamber of commerce through which it offers advice on disability issues to employers.

Source: Adapted from A. Prost, "Successful Recruiting from an Untapped Source," *Canadian HR Reporter* (January 18, 2006), pp. 11–12.

**STRATEGIC HR**

IKEA Canada doesn't just want to fill jobs; it wants to partner with people. It recruits unique individuals who share the corporate values of togetherness, cost consciousness, respect, and simplicity. IKEA listens and supports each employee to identify his or her needs, ambitions, and capabilities. Employees are expected not to ask others what they should be doing but to ask themselves and then get on with it. It is important for IKEA employees to have a strong desire to learn and the motivation to continually do things better, because the IKEA way of working is less structured than that of many other organizations.

IKEA Canada employee Ingeborg, a sales co-worker who is 71 years young, says, "Everyone asks me why I am still working. I tell them I love my job. There is always a great atmosphere in the store. I really enjoy the company of my managers and co-workers. We work together very well."

Source: Adapted from IKEA Canada, [www.ikea.com/ikea\\_CA/jobposting\\_jobs/index.html](http://www.ikea.com/ikea_CA/jobposting_jobs/index.html) and [www.ikea.com/ikea\\_CA/workingwithus/index.html](http://www.ikea.com/ikea_CA/workingwithus/index.html). (Accessed April 6, 2009). Used with permission from IKEA Canada.

**ENTREPRENEURS and HR**

**A Practical Approach to Job Analysis and Job Descriptions**

Without their own job analysts or even their own HR managers, many small-business owners need a more streamlined approach to job analysis. A resource that includes all of the possible positions that they might encounter, with a detailed listing of the duties normally assigned to these positions, exists in the National Occupational Classification (NOC) mentioned earlier. The practical approach to job analysis for small-business owners presented next is built around this invaluable reference tool.

**Step 1: Develop an Organization Chart**

Drawing up the organization chart of the present structure comes first. Then, depending on how far in advance planning is being done, a chart can be produced that shows how the organization should look in the immediate future (say, in two months), as well as two or three other charts showing how the organization is likely to evolve over the next two or three years.

**Step 2: Use a Job Analysis Questionnaire**

Next, a job analysis questionnaire can be used to determine what each job entails. A shorter version of one of the more comprehensive job analysis questionnaires, such as that in Figure 4.5, may be useful for collecting job analysis data. An example of a job summary for a customer service clerk follows:

Answers inquiries and gives directions to customers, authorizes cashing of customers' cheques, records and

returns lost credit cards, sorts and reviews new credit applications, and works at the customer service desk.

**Step 3: Obtain a Copy of the National Occupational Classification (NOC) and Related Publications for Reference**

Next, standardized examples of the job descriptions needed should be obtained from the NOC website at [www.hrsdc.gc.ca/eng/workplaceskills/noc/index.shtml](http://www.hrsdc.gc.ca/eng/workplaceskills/noc/index.shtml). A related publication entitled *Job Descriptions: An Employers' Handbook* is also available for downloading from the NOC website at [www.hrsdc.gc.ca/eng/workplaceskills/noc/employers/emplr\\_handbooks.shtml](http://www.hrsdc.gc.ca/eng/workplaceskills/noc/employers/emplr_handbooks.shtml).

**Step 4: Choose Appropriate Job Titles and Job Descriptions and Copy Them for Reference**

For each department, the NOC job titles and job descriptions that are believed to be appropriate should be chosen. The NOC definition will provide a firm foundation for the job description being created. It will provide a standardized list and constant reminder of the specific duties that should be included.

**Step 5: Complete the Job Description**

An appropriate job description for the job under consideration can then be written. The job analysis information, together with the information from the NOC, can be used to create a complete listing of the tasks and duties of each of the jobs. The working conditions section can be completed once all of the tasks and duties have been specified.



**GLOBAL HRM****Outsourcing HR Functions**

Accenture, a global management consulting, technology, and outsourcing company, has recently entered into an agreement with Unilever Corporation. Unilever is a multinational marketing organization with familiar products such as Dove soap, Biscoff margarine, and Lipton soup that employs 206 000 people in 100 countries worldwide. To optimize its HR services to its employees, Unilever has decided to outsource its administrative HR functions to Accenture. The agreement will cover three geographic regions—Europe, the Americas, and Asia—and provide services to approximately 200 000 employees in more than 20 languages. Accenture will

manage critical HR software applications. Some of the services it will provide are recruitment, payroll administration, total rewards administration, performance management, workforce reporting, and core HR administration.

This arrangement will change the way Unilever manages and delivers its HR services across the company. Once these functions are outsourced, the remaining HR activities will be redesigned to focus more on the customer and establish a targeted service delivery model.

Source: J. Finlay, "Accenture to Help Unilever Transform Human Resources Operations in 100 Countries with a Seven-Year Outsourcing Agreement," Press Release, June 6, 2016. Used with permission of Accenture.

- **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.

**Running Case.** The running case at the end of each chapter 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.

**Case Incidents.** Case incidents can be found at the end of 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.



## Supplements

*Human Resources Management in Canada*, Twelfth Edition, is accompanied by a complete supplements package.

## MyManagementLab

[www.mymanagementlab.com](http://www.mymanagementlab.com)

### The Moment You Know

Educators know it. Students know it. It's that inspired moment when something that was difficult to understand suddenly makes perfect sense. Our MyLab products have been designed and refined with a single purpose in mind—to help educators create that moment of understanding with their students.

MyManagementLab 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 that show students exactly the topics that 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 *Human Resources Management in Canada* 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

- **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.
- **Test Item File.** This comprehensive test bank contains more than 1500 multiple-choice, true/false, and short essay questions.



- **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.
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Dr. Nita N. Chhinzer is an Assistant Professor of Human Resources at the Department of Business, University of Guelph. Her research is concentrated on Strategic Human Resources Management, with a strong focus on downsizing practices, procedures, and ethics. Her program of research includes securing a stronger understanding of downsizing activity in the Canadian context, with an aim to affect public policy and legislation regarding layoffs. She has gained international recognition with conference participation including Athens, Greece; Paris, France; Dubai, UAE; and many North American speaking engagements. From May 2012–2017, Dr. Chhinzer is the recipient of the prestigious Fellowship in Leadership, HRM and Work.



## Dr. Nina D. Cole

Dr. Nina Cole has over 30 years of experience in human resources management as a practitioner, consultant, researcher, and professor. She worked in business for 12 years as an HR management consultant and an HR manager with federal industries. Since 1990, she has worked as an academic, teaching and conducting research in human resources management and organizational behaviour. Dr. Cole is currently an Associate Professor at the Ted Rogers School of Management at Ryerson University in Toronto. She has been an active member of the Administrative Sciences Association of Canada, the Human Resources Professionals Association, and numerous other academic, industry, and community groups for many years.



## PART ONE

Human Resources  
Management in  
Perspective



## CHAPTER

# 1

# The Strategic Role of Human Resources Management

### LEARNING OUTCOMES

AFTER STUDYING THIS CHAPTER, YOU SHOULD BE ABLE TO

**DEFINE** human resources management and **ANALYZE** the strategic significance of human resources management.

**DESCRIBE** the two categories of activities required of HR managers and **DISCUSS** examples of each.

**DISCUSS** the internal and external environmental factors affecting human resources management policies and practices and **EXPLAIN** their impact.

**DESCRIBE** the three stages in the evolution of HRM.

**EXPLAIN** how HRM has changed over recent years to include a higher-level advisory role.

### REQUIRED PROFESSIONAL CAPABILITIES (RPC)

- Advises on the status of dependent and independent contractors and determinants of employee status
- Contributes to improvements in the organization's structures and work processes
- Gathers, analyzes, and reports relevant business and industry information (including global trends) to influence the development of strategic business HR plans
- Develops business cases for HR activity
- Stays current with professional knowledge
- Fosters and promotes the advancement of the profession
- Keeps current with emerging HR trends
- Guides and facilitates change in organizational culture or values consistent with business strategy
- Provides support and expertise to managers and supervisors with respect to managing people
- Monitors expenditures and timelines



# THE STRATEGIC ROLE OF HUMAN RESOURCES MANAGEMENT

**human resources management (HRM)** The management of people in organizations to drive successful organizational performance and achievement of the organization's strategic goals.

**human capital** The knowledge, education, training, skills, and expertise of an organization's workforce.

**RPC**

Develops business cases for HR activity.

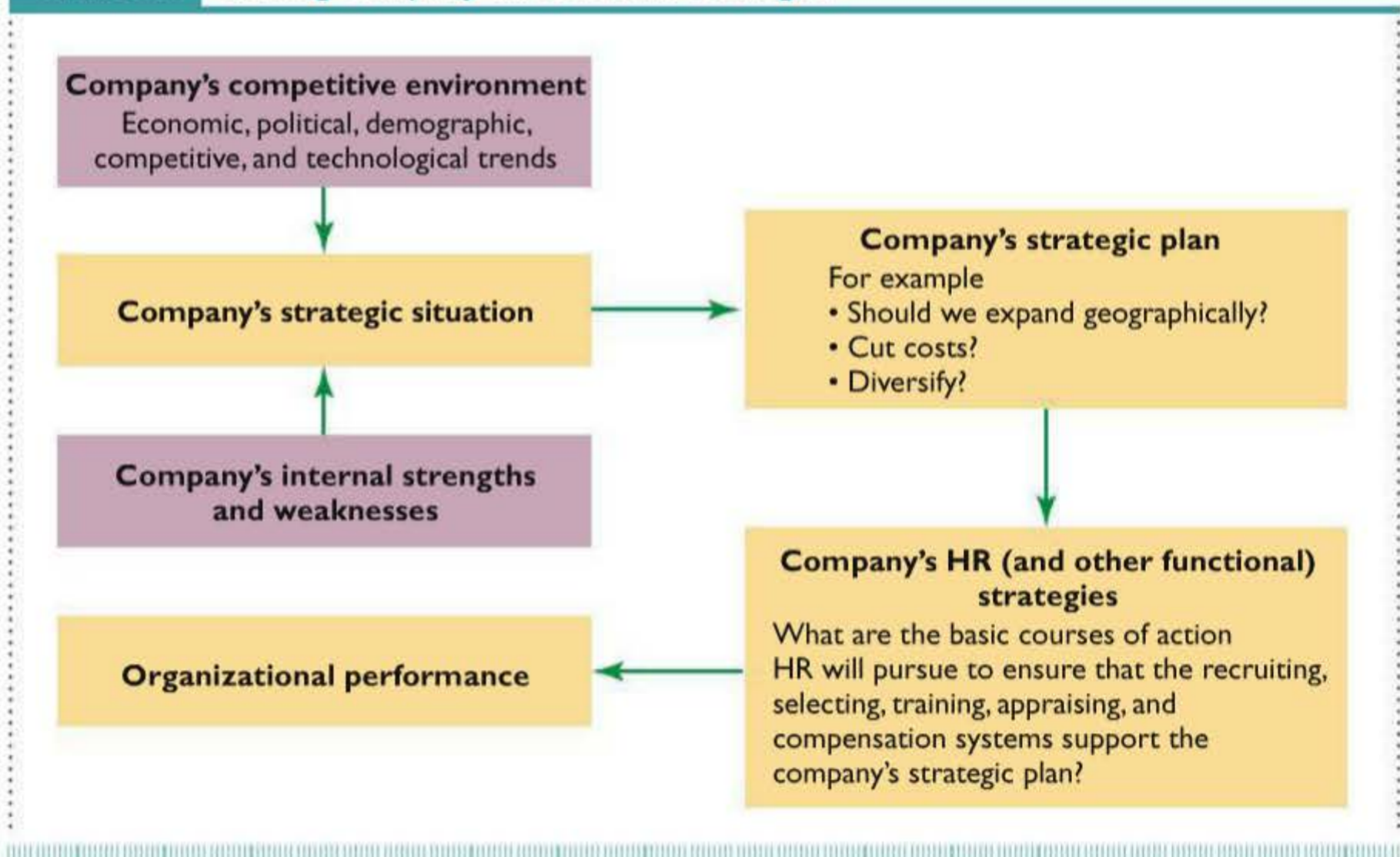
**Human resources management (HRM)** refers to the management of people in organizations. Human resources professionals are responsible for ensuring that the organization attracts, retains, and engages the diverse talent required to meet operational and performance commitments made to customers and shareholders. Their job is to ensure that the organization finds and hires the best individuals available, develops their talent, creates a productive work environment, and continually builds and monitors these human assets. They have the primary responsibility for managing the workforce that drives organizational performance and achieves the organization's strategic goals.<sup>1</sup>

More specifically, HRM involves formulating and implementing HRM systems (such as recruitment, performance appraisal, and compensation) that are aligned with the organization's strategy to ensure that the workforce has the competencies and behaviours required to achieve the organization's strategic objectives. It is crucial that the HR strategy be aligned with the company's strategic plan (see **Figure 1.1**).

Just as important as the financial capital that is required for an organization to operate, the knowledge, education, training, skills, and expertise of a firm's workers represent its increasingly valuable **human capital**. More and more organizations are awakening to the importance of human capital as the next competitive advantage.<sup>2</sup>

Research studies over the past two decades have confirmed that effective HR practices are related to better organizational performance.<sup>3</sup> Organizational benefits range from employee empowerment to extensive training that affects the productivity of employees.<sup>4</sup> The resource-based view of the firm suggests that human resource practices contribute to the development of embedded knowledge of a firm's culture, history, processes, and context, which are non-imitable.<sup>5</sup>

**FIGURE 1.1** Linking Company-wide and HR Strategies



Source: © Gary Dessler, Ph.D., 2007.



More specifically, three HR practices (profit sharing, results-oriented performance appraisal, and employment security) have strong relationships with important accounting measures of performance (return on assets and return on equity).<sup>6</sup> High-performance HR practices (comprehensive employee recruitment and selection procedures, incentive compensation and performance management systems, and extensive employee involvement and training) have a positive relationship with turnover, productivity, and corporate financial performance (gross rate of return on capital).<sup>7</sup>

## A BRIEF HISTORY OF HRM

HRM has changed dramatically over time and has assumed an increasingly strategic role. The demands on HR staff and expectations regarding their role have evolved as HRM has changed. HR practices have been shaped by society's prevailing beliefs and attitudes about workers and their rights, which have evolved in three stages.

### Scientific Management: Concern for Production

**scientific management** The process of “scientifically” analyzing manufacturing processes, reducing production costs, and compensating employees based on their performance levels.

Frederick Taylor was the driving force behind **scientific management**, the process of “scientifically” analyzing manufacturing processes, reducing production costs, and compensating employees based on their performance.<sup>8</sup> As a result, management practices in the late 1800s and early 1900s emphasized task simplification and performance-based pay. Such incentives were expected to lead to higher wages for workers, increased profits for the organization, and workplace harmony. Taylor's views were not accepted by all management theorists. For example, Mary Parker Follett, a writer ahead of her time, advocated the use of self-management, cross-functional cooperation, empowerment, and managers as leaders, not dictators.<sup>9</sup>

### The Human Resources Movement: Concern for People and Productivity

**human resources movement** A management philosophy focusing on concern for people and productivity.

HRM is currently based on the theoretical assumptions of the **human resources movement**. Arriving at this joint focus on people and productivity involved four evolutionary phases.<sup>10</sup>

#### Phase 1

In the early 1900s, HRM—or personnel administration, as it was then called—played a very minor or non-existent role. During this era, personnel administrators assumed responsibility for hiring and firing (a duty formerly looked after by first-line supervisors), ran the payroll department, and administered benefits. Their job consisted largely of ensuring that procedures were followed.

#### Phase 2

As the *scientific management movement* gained momentum, operational efficiency increased but wage increases did not keep up, causing workers to distrust management. The resulting increase in unionization led to personnel



departments serving as the primary contact for union representatives. Following the depression of the 1930s, various pieces of legislation were enacted, including a minimum wage act, an unemployment insurance program, and protection of workers' right to belong to unions. Legal compliance was subsequently added to the responsibilities of personnel managers. During the 1940s and 1950s, personnel managers were also involved in dealing with the impact of the *human relations movement*. Orientation, performance appraisal, and employee relations responsibilities were added to their job.

### Phase 3

The third major phase in personnel management was a direct result of government legislation passed during the 1960s, 1970s, and 1980s that affected employees' human rights, wages and benefits, working conditions, health and safety, and established penalties for failure to meet them. The role of personnel departments expanded dramatically. They continued to provide expertise in such areas as compensation, recruitment, and training but in an expanded capacity.

**outsourcing** The practice of contracting with outside vendors to handle specified business functions on a permanent basis.

Technological advances resulted in outsourcing much of the operational HR activities. **Outsourcing** involves contracting with outside vendors to handle specified business functions on a permanent basis. Although using outside experts to provide employee counselling and payroll services has been common for many years, the outsourcing of other specific HR functions, including pension and benefits administration, recruitment, management development, and training, has become increasingly common.<sup>11</sup>

For example, Air Canada, CIBC, BMO Financial Group, Hewlett-Packard Canada, IBM Canada, Calgary Health, and TELUS have all outsourced part or all of their administrative HR functions. During the latter part of this era, the term “human resources management” emerged. This change represented a shift in emphasis—from maintenance and administration to corporate contribution, proactive management, and initiation of change.<sup>12</sup>

### Phase 4

The fourth phase of HRM is the current phase, where the role of HR departments has evolved to that of helping their organization achieve its strategic objectives.<sup>13</sup> HR activities have become ubiquitous, where not only the HR department but also every line manager has responsibilities related to employees as they move through the stages of the human-capital life cycle: selection and assimilation into the organization, development of capabilities while working in the organization, and transition out of the organization. **Figure 1.2** highlights core job requirements that are found in non-HR roles that were traditionally limited to the HR department, thus providing further evidence for the permeation of HR skills throughout the organization. Thus, all potential managers must be aware of the basics of HR to succeed in their respective roles. HR professionals often serve as subject matter experts or in-house consultants to line managers, offering advice on HR-related matters, formulating HR policies and procedures, and providing a wide range of HR services.

A 2011 national survey of HR professionals identified five critical pieces of knowledge required by HR professionals today. Presented in priority order, they are business acumen, an understanding of employment law and



**FIGURE 1.2** Traditional HR Responsibilities in Non-HR Roles**Senior Managers**

- Senior managers may specialize in areas such as finance, marketing, or human resources or in the sale of a particular product or provision of a particular service
- Establish objectives for the company and formulate or approve policies and programs (Strategy: Chapter 1)
- Authorize and organize the establishment of major departments and associated senior staff positions (Designing and Analyzing Jobs: Chapter 4)
- Allocate material, human, and financial resources to implement organizational policies and programs; establish financial and administrative controls; formulate and approve promotional campaigns; and approve overall personnel planning (HR Planning: Chapter 5)
- Select middle managers, directors, or other executive staff (Selection: Chapter 7)
- Coordinate the work of regions, divisions, or departments (Designing and Analyzing Jobs: Chapter 4)

**Financial Auditors and Accountants**

- May supervise and train articling students, other accountants, or administrative technicians (Orientation and Training: Chapter 8)

**Supervisors, General Office and Administrative Support Workers**

- Coordinate, assign, and review the work of clerks engaged in word processing, record keeping and filing, operating telephones and switchboards, data entry, desktop publishing, and other activities involving general office and administrative skills (Performance Management: Chapter 10)
- Establish work schedules and procedures and coordinate activities with other work units or departments (Career Development: Chapter 9)
- Resolve work-related problems and prepare and submit progress and other reports (Legal: Chapter 2)
- Train workers in job duties, safety procedures, and company policies (Occupational Health and Safety: Chapter 14)
- Ensure smooth operation of office equipment and machinery, and arrange for maintenance and repair work (Occupational Health and Safety: Chapter 14)

**Industrial and Manufacturing Engineers**

- Plan and design plant layouts and facilities
- Study new machinery and facilities and recommend or select efficient combinations (Performance Management: Chapter 10)
- Develop flexible or integrated manufacturing systems and technological procedures (Technology: Chapter 3)
- Conduct studies and implement programs to determine optimum inventory levels for production and to allow optimum use of machinery, materials, and resources (HR Planning: Chapter 5)
- Analyze costs of production (Strategic Pay Plans: Chapter 11)
- Design, develop, and conduct time studies and work simplification programs (Employee Benefits and Services: Chapter 13)
- Determine human resource and skill requirements and develop training programs (Orientation and Training: Chapter 8)
- Develop performance standards, evaluation systems, and wage and incentive programs (Financial Incentives: Chapter 12)
- Establish programs and conduct studies to enhance industrial health and safety or to identify and correct fire and other hazards (Occupational Health and Safety: Chapter 14)
- Supervise technicians, technologists, analysts, administrative staff, and other engineers (Performance Management: Chapter 10)

**Nursing Coordinators and Supervisors**

- Supervise registered nurses, licensed practical nurses, and other nursing personnel (Performance Management: Chapter 10)
- Evaluate patients' needs and ensure that required nursing care is delivered (Strategy: Chapter 1)
- Assist in the establishment of unit policies and procedures (HR Planning: Chapter 5)
- Assist in the selection, evaluation, and professional development of nursing personnel (Selection: Chapter 7, Orientation and Training: Chapter 8, Career Development: Chapter 9)

*continued*