



SHRM INTRO

Hello and welcome to another CanIndian Channel Feature. This video is part of Strategic Human Resource Management or SHRM segment. Please feel free to watch sections of MBA 101 course.

Diving straight on the topic, lets see the fundamentals of Strategic HRM and SHRM as a whole.

***Human resource management (HRM)** focuses on recruiting and hiring the best employees and providing them with the compensation, benefits, training, and development they need to be successful within an organization. However, strategic human resource management takes these responsibilities one step further by aligning them with the goals of other departments and overall organizational goals. HR departments that practice strategic management also ensure that all their objectives are aligned with the mission, vision, values, and goals of the organization of which they are a part.*

If you have watched my earlier videos you may have noticed that I prefer to explain the concepts using an example. Let's take an example for Starbucks.

Most Americans have probably purchased a coffee or some product at Starbucks. They have stores located in countries all around the world including Canada, Bahrain, Sweden, Hong Kong, Singapore, Brazil and recently in China.

Starbucks is ubiquitous, and it's a company that really does put a lot of attention on their human resources. Starbucks generally believes that its employees, who they call partners, are the key to Starbucks' experience. Starbucks wants its partners to have coffee knowledge, product expertise, and provide excellent customer service.

At the same time, it believes in treating its partners with dignity and respect. Starbucks offers its partners comprehensive health benefits that exceed those provided by many other retailers. Although many partners work part time, they're still eligible for full-time benefits if they work 240 hours a quarter.

Starbucks provides health, dental, vision care, as well as tuition reimbursement, stock options, vacations, and a 401(k) retirement plan.

Now the high importance placed on partners and Starbucks' success is shown by the decision made by Starbucks CEO, Howard Schultz. Schultz was asked by an institutional investor during the worst time for the company, during the recent recession, to consider cutting its workers healthcare benefits in order to save costs. Schultz advised the investor that he would not do this, and he told the investor that he should take his money elsewhere.

Now clearly, investors are very important stakeholders in any organization, but notice that how CEO Schultz put the employees actually ahead of the shareholders in terms of



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his priorities for going forward into the future. Starbucks was successful in tying up the company's goals strategically with the employees. I always wondered why Starbucks was so successful in charging so much for a coffee and be so successful. I come from a country, Canada where a coffee shop called Tim Hortons leads the pack. Starbucks is slowly gaining in on the market share. I always see a difference in the employee from Starbucks who are generally really happy whereas the employee at Tim Horton's are not so much. A disclaimer that this is my own opinion. When I interviewed the staff at both locations I was surprised that Starbucks employee were much happier performing their job and understood the core values than the Tim Horton's staff. Using this example, we can comprehend Howard Schultz used strategic human resource management to provide exemplary customer service. Therefore customers are willing to pay more for so called Starbucks experience.

Traditional and strategic human resources models differ significantly from each other. Many businesses have moved toward the strategic HR model because of its utility in building a business. Strategic human resources management is geared toward developing strategic plans that fit within the larger structure of the company's plans, whereas traditional HR management is almost purely administrative in nature. Understanding the difference between traditional and strategic human resources can be important for the development of your small business

I hope you enjoyed this video. I look forward to you exploring other videos on this channel. Please feel free to like, comment subscribe or share. If you intend to download the notes, please visit the website in the description. This is CanIndian Channel signing off peace.



JOB ANALYSIS & DESIGN

Hello and welcome to another CanIndian Channel feature. This video is a part of MBA 101 SHRM segment. In this video we are going to looking at a very important aspect of Strategic Human Resource Management i.e. the Job Analysis, Design and Evaluation.

For the research that I conducted to make this video, I read countless articles, watched YouTube videos but somehow, I still couldn't gage the concepts about Job Analysis and Design. I then made notes and compared them against each other that is when I clearly understood the concepts. I am sure after watching this video you will have a better understanding as well.

Diving straight into the topic:

Job Analysis is the process of studying and collecting information relating to the operations and responsibilities of a specific job.

Job Design involves systematic attempt to organize tasks, duties and responsibilities into a unit of work to achieve certain objective.

During a job application the information about ownership and responsibilities is compiled by the human resource manager after consulting with the various departments that the job pertains to. For example, if you remember my video for Fiedlers contingency theory where I state that I used to work as a manager at a pizza store during my university days. If I needed to hire a cook, the HR manager will conduct a job Analysis.

The job analysis for the pizza store would look something like this:

Work long hours

Ability to stand for a long period of time

Good in interfacing with customer

Neat and clean in appearance

Able to work weekend shift

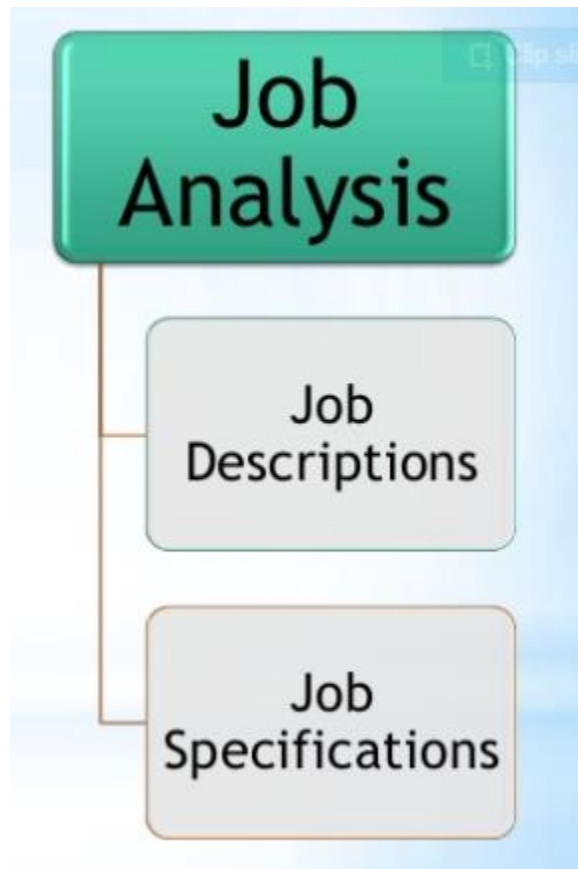
Now for the Job Design, the manager would look at ergonomics such as rubber mats as the cook have to stand for longer period of time. The store is well light, which creates an ambiance that increases positivity during the busy times. Clean uniform with lots of



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aprons at disposal. Hand wash station near the cash register when the cook handles customers. Make sense.....

Now lets look at details of Job Analysis.



Job Analysis can be broken down into job description & job specifications. Lets roll back to the pizza store example again:

The job description can be prepared by conducting:

- *Job Identification*
- *Job Summary*
- *Job duties and responsibilities*
- *Working condition*
- *Machine tools and equipment's*
- *Social environment*
- *Supervision*
- *Related to other jobs*

The Job Specification can be prepared by conducting/compiling information about:

- *Qualification*



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- Experience
- Physical Characteristics
- Social characteristics

Now let's look at the methods of collecting data for Job Analysis.

1. *Individual method* – For the pizza store example the HR would have one on one discussion with me as store manager, then the delivery drivers, then the front staff to find out what sort of responsibility to list for cooks
2. *Group Interview method* – Again the HR manager can setup a meeting timing and then meet us in a group setting to provide the required information
3. *Questionnaire Method* – Where the HR manager will provide us questionnaire to list the item we seek in our cook
4. *Technical Conference Method* – This is when the HR manager would reach out to the franchise owners if they seek any information on responsibility of the cook for example believe it or not there is science behind cooking pizza on a stone oven. Although pizza making might seem straight forward there is plethora of things that differentiate between a kickass pizza to a usual pizza.
5. *Videos or physical observation.* The HR manager could spend time at the store and learn about responsibilities of a cook or watch videos to list the skills required.



I used to work for a company as a Quality consultant. The company had a huge operation providing salads, vegetables to corporation such as wegmans, mcdonalds



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and dominos. The recently hired CEO was a MIT engineer and had a preference for engineers. This company did not do a good analysis and hired engineers as production supervisors. Not that they did not do a good job but they would get hired and then would quit because they did not like the job. The company had a huge turnover rate due to this reason.

Referring to this example here is the importance of Job Analysis:

1. Facilitates proper publicity of the job
2. Selection of applicable psychological test
3. Facilitates purposeful interview
4. Facilitates scientific selection, placement and orientation – here is where job design comes in handy. If the position requires technical competency. Using Job Design - A training can be setup for new employee and their competency can be accessed prior to stating the job.
5. Facilitates scientific promotions and transfers.

Now lets revisit Job Design –

The factors that affect the job design are: -

- Organization factors
- Environmental factors
- Behavioral factors

The primary objectives of the organization is:-

1. Increase profitability
2. Reduce Absenteeism and Turnover – remember there is direct correlation to profitability and turnover – we will look at this in another video
3. Increased performance – The better the employee performance the more profitable the company
4. Lastly greater job satisfaction – The employee will perform well if they are satisfied with the job.



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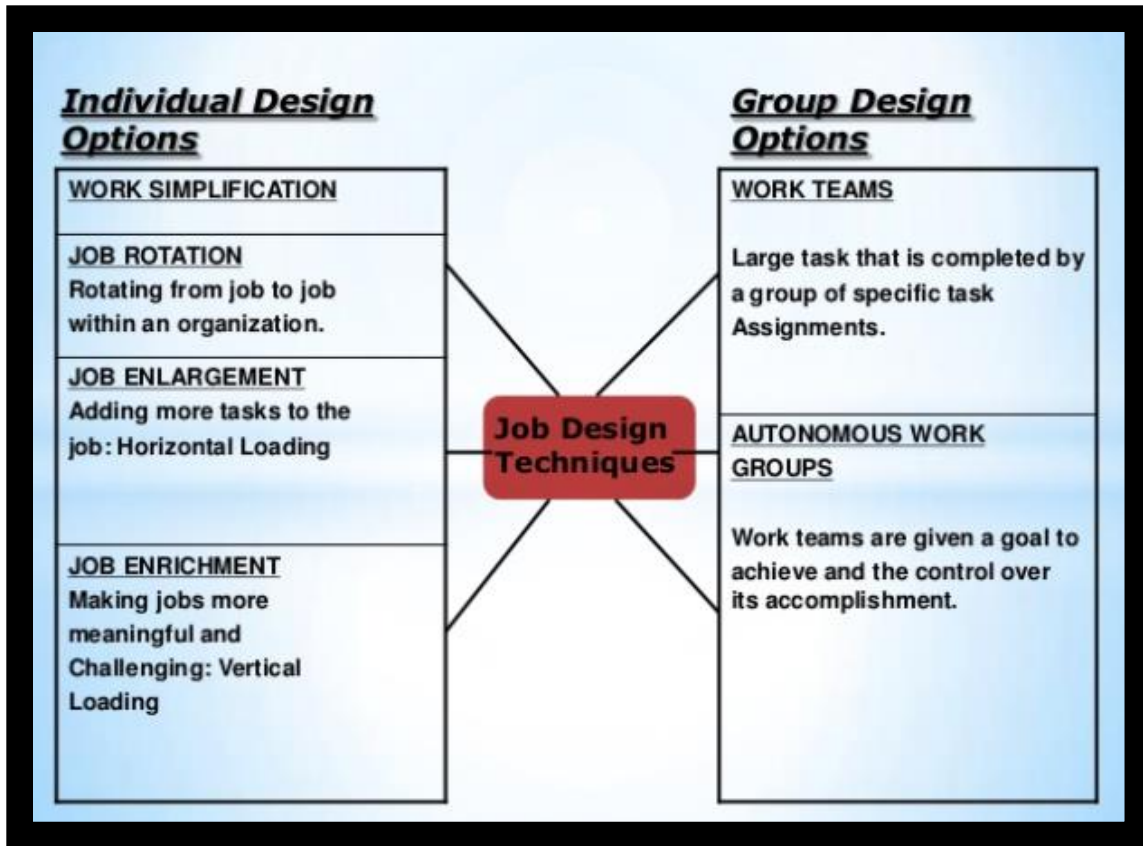


Now let's see how you can tie these to the job design to ensure company's increased profitability.

You can do this in two types – Individual design and group design.



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The work can be simplified by incorporation

Job Rotation – This is to reduce boredom. I encourage you to watch videos on automotive production line, where jobs are repetitive. To combat boredom the employee, rotate jobs every 2 hours.

Job Enlargement – As you get more competent in your job, additional jobs should be added

Job Enrichment – This works on the example about the food company hiring engineers for production supervisory position. They just didn't feel the job was challenging enough

For the group design:

Create Work team – As a Steve jobs fan I urge you to watch his video about setting up teams for NEXT. Where he creates high performance work teams

Lastly autonomous work group – I am fascinated by a company called 3M. They give projects to a group where you can work on your own time. Remember the "post it" invention; this was a result of autonomous work group.



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I really hope you enjoyed this video and I able to explain the two concepts clearly. As always please feel free to like, comment, share and subscribe. Please check out other sections of this channel. I look forward to seeing you on another video. This is CanIndian Channel signing off. Peace!!!



EMPLOYEE RETENTION

Hello and welcome to another CanIndian Channel feature. This video is a part of MBA 101 SHRM segment. In this video we are going to looking at Turnover and employee retention.

First let's look at why is retention of employees so important.

Retaining a positive and motivated staff is vital to an organization's success. High employee turnover increases expenses and has a negative effect on company morale. Implementing an employee retention program is an effective way of making sure key workers remain employed while maintaining job performance and productivity.

Cost Effective

A company can significantly benefit from employee retention programs because of a direct effect on an employer's bottom line. High turnover can be very expensive. According to the Society for Human Resources Management, "employee replacement costs can reach as high as 50 to 60 percent of an employee's annual salary." Strategies geared towards retaining good workers helps offset employee replacement costs and reduces the indirect costs such as decreased productivity and lost clients.

Now lets briefly look at Employee Turnover.

There are two types of employee turnover:

Voluntary Turnover: - Which is when the employee decided to quit work due to Pay/Benefits – This is when the employee feels that they are not paid fairly, or some other company would pay them higher, or an industry switch.

Role Mismanagement: If the employee feels their role are ambiguous or it conflicts with other departments. If you watched my previous video you would know how important Job Analysis would play to reduce Role Mismanagement.

Role overload-underload: the employee is overloaded with work which could cause stressful work environment or if the employee has limited tasks they would feel underutilized.

Personal Disposition- If you have watched my video in the leadership section called Theory X and Theory Y managers you would understand this better. Retrospection on my job, I once worked with a Director of Business Transformation at my company



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named Joe A. Joe used to view all his employees negatively. Because of this strained relationship everyone working with him started to quit. Ultimately by the time the President of the Company, Bruce, realized this it was too late; he had lost most of his good staff due to Joe. Joe was very intelligent, a good person and very good worker; he just did not have good attributes of a leader.

Now let's look at involuntary turnover. This is when an organization decides to end employment. The sources of involuntary turnover are:

Poor Performance: When an employee is not competent to perform the job

Violation of company policy:

Slowdown in Sales: when the company decides to downsize.

Decrease in Demand: In the history of mankind never has the change been so rapid, the industries need to adapt quickly or else they become obsolete. Take for example Kodak, Blackberry or the Angry Bird game maker Rovio.

Now let's look at some of the key **Techniques to manager turnover**

HPWS: -

The first step to developing an employee retention plan is capitalizing some of the theories surrounding employee job satisfaction. The employee job withdrawal can be enhanced by instituting an effective high-performance work systems (HPWS). Figure 1.0, highlights key areas of HPWS. Creating a HPWS systems ensures the overall success of the organization as it focus is on empowering the employees to exert higher levels of performance



EMPLOYEE RETENTION



SHRM Focus on Job Design & Analysis

As per a research (Hanif et al., 2013), efficient job design and job analysis, contribute to reduced employee turnover. Please watch my other video about Job Design and Analysis.

Job Enrichment

Adding complexity and meaningfulness to a job.

Job Rotation

Systematic movement of people between jobs in one department or between department. This happens mainly in production line setting. I have also explained this on the job Analysis video.

I am also going to present an effective mind map created by one of the contributors to this channel, Rochelle Devin. Rochelle and I studied MBA at the same business school. I am also going to provide a downloadable link in my website. This Mind map can be printed and can be an effective source during your examination.



EMPLOYEE RETENTION

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