

Unit 2. HRM

Topic 2.6 Supporting functions

Dr. Vera Butkouskaya

Content

- There are some specific HR roles or HRM supporting functions:
 - 1. Labor Relationships
 - 2. HRIS
 - 3. Health and Safety
 - 4. Diversity

1. Labour Relationships

1. Labour Relationships

Having good ***employee relationships*** means providing fair and consistent treatment to all employees so that they will be committed to the organization.

<https://youtu.be/JLkBu0xcXLY>



1. Labour Relationships

Psychological contract

Employees expect to be treated fairly and ethically in return for



providing their employer with a fair and reasonable amount of work.

What is the role of manager in employee relationships?

What is the role of HR manager?

1. Labour Relationships

managers and supervisor in employee relationships

- evaluate, reward, and discipline employees
- in line with the company's Employee Relations Philosophy (Policy)
 - Develop trust
 - Act consistently
 - Be truthful and avoid white lies
 - Demonstrate integrity
 - Meet with employees
 - Ensure that employees are treated equitably
 - Control to clear standards
 - Demonstrate respect and recognition toward employees

1. Labour Relationships

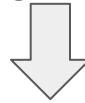
Employee relations representatives from the HR department

- ensure that employment policies are being fairly and consistently administered within the company.
- consult on specific employee relations problems with both supervisors and employees.

1. Labour Relationships

Employee communications

Effective communications \Leftrightarrow Feedback



downward communication

allows managers to implement their decisions and to influence lower employees (in the organizational hierarchy).



upward communication

allows employees at lower levels to communicate their ideas and feelings to higher-level decision makers.

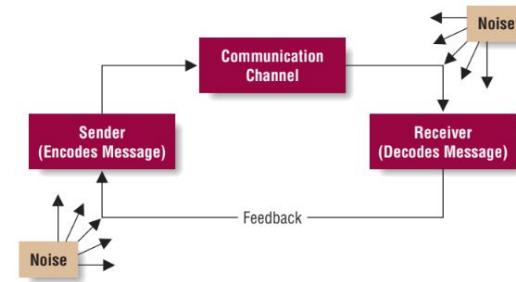


FIGURE 13.1
The Communications
Process Within an
Organization



How to Communicate Useful Feedback to Employees.

1. Labour Relationships

Employee communications

Informal communication, Also called “the grapevine.” Information exchanges without a planned agenda that occur informally among employees.



What are the consequences?

1. Labour Relationships

Employee programs.

employee feedback program. A program designed to improve employee communications by giving employees a voice in policy formulation and making sure that they receive due process on any complaints they lodge against managers.

employee assistance program. (EAP). A company-sponsored program that helps employees cope with personal problems that are interfering with their job performance.

employee recognition program. A program that rewards employees for their ideas and contributions.

1. Labour Relationships

IT communications multimedia technology

A form of electronic communication that integrates voice, video, and text, all of which can be encoded digitally and transported on fiber optic networks.

Telecommuting

is also called "remote work", "telework", or "teleworking". A person who telecommutes is known as a "telecommuter," "teleworker," and sometimes as a "home-sourced," or "work-at-home" employee.

(Wikipedia)

Challenges: feeling out of the team, need the high-level of self-control, difficulties in on-line communications, technological problems.



What are the challenges?

Telecommuting

<https://youtu.be/IMOOG7rWTPg>



Five Keys to Managing Telecommuters

1. Labour Relationships

Internal Marketing

internal marketing is used to build enthusiastic commitment among the organisation's middle managers, front-line managers and employees

Internal marketing strategy:

- Hiring and training
- Standards
- Communication
- Participation
- Monitoring and rewards

Employees are possible customers.

Employees have direct contact with customers.



Case: Intel.

Internal Marketing Examples

<https://youtu.be/YpiylFF6sV4>

<https://youtu.be/b2cauVuJsJE>

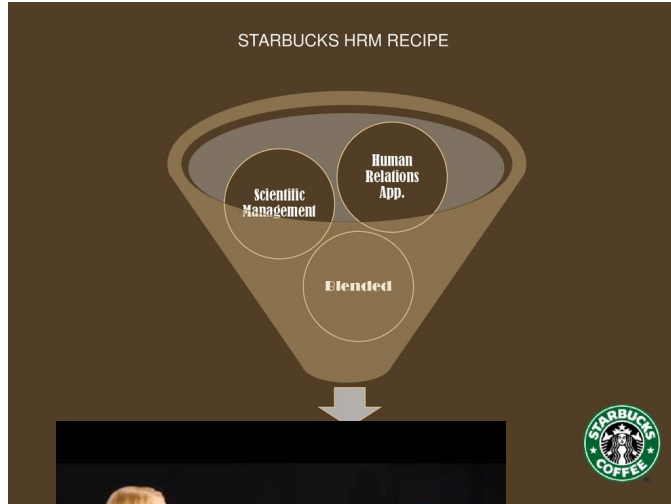
<https://youtu.be/enbLWjRetdE>

<https://youtu.be/Jlu16l-D3GM>

All videos

<https://www.youtube.com/playlist?list=PLt37VH2dsB7C6Mwpj8EEme8A5hVSTisrM>

Internal Marketing Starbucks



<https://youtu.be/nWFq9bWllpM>

All star bucks employees are called partners and the waiters at Starbucks are called baristas to make them feel exceptional and proud about their workplace, not to feel just simple service workers.



2. HRIS

2. HRIS

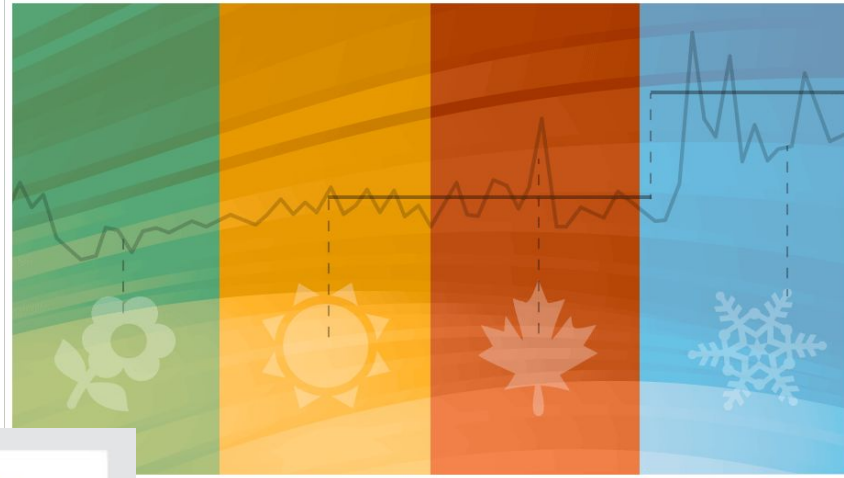
A **HRIS** (human resource information system) or human resource management system (**HRMS**), is basically an intersection of human resources and information technology through HR software.

This allows HR activities and processes to occur electronically.

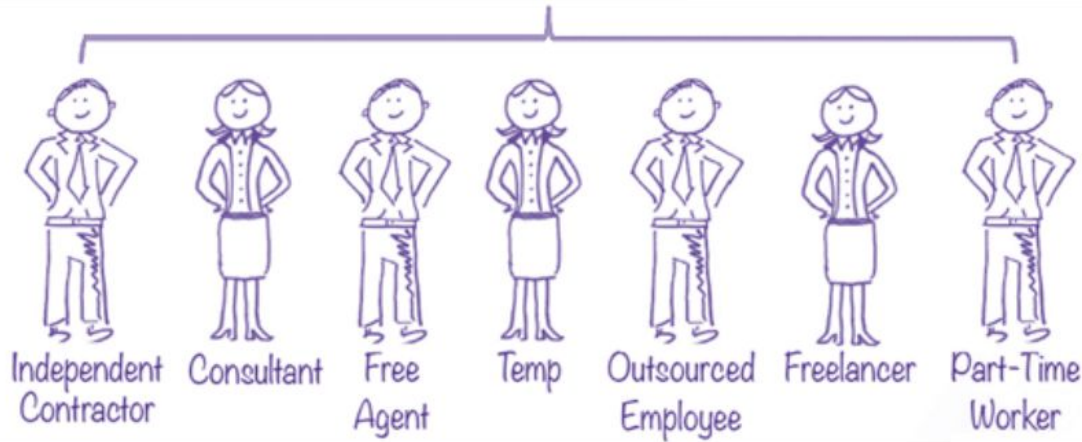


Why HRIS?

Contingent workers



Seasonality workers



2. HRIS

personnel file

- A file maintained for each employee,
- containing the documentation of critical HR-related information, such as
 - performance appraisals,
 - salary history,
 - disciplinary actions, and
 - career milestones.

The company should guarantee the safety and secrecy of this information.



3. Workplace Safety and Health



Dust from sugar is highly combustible, an explosion caused by sugar dust killed 14 workers at the Imperial Sugar refinery in 2008.

Source: Maksud/Shutterstock



It is difficult to be definitive in terms of identifying the number of people who may be HIV positive or have AIDS within the workplace.

Managing Workplace Safety and Health

3. Workplace Safety and Health

Workplace Safety and the Law

There are two sets of workplace safety laws:

- (1) workers' compensation, an employer-funded insurance system that operates at the state level
- (2) the law that mandates safety standards in the workplace.



3. Workplace Safety and Health

Comprehensive Safety Programs are well-planned efforts in which management

- (1) involves employees and carefully considers their suggestions,
- (2) communicates safety rules to employees and enforces them,
- (3) invests in training supervisors to demonstrate and communicate safety on the job,
- (4) uses incentives to encourage safe behaviors and discipline to penalize unsafe behaviors, and
- (5) engages in regular self-inspection and accident research to identify and correct potentially dangerous situations.



3. Workplace Safety and Health

Health program is the range of activities with the focus on employee health improvement provided from the organization.

Benefits for EMPLOYEES:

- improving physical health
- improving focus at work
- increasing job satisfaction
- bettering relations with co-workers and supervisors

Benefits for EMPLOYERS:

- attract and retain good employees, reduce turnover
- improve productivity
- reduced absenteeism*
- job satisfaction, employee morale brings stronger organizational commitment
- enhance corporate image

4. Managing Diversity

4. Managing Diversity

Diversity - Human characteristics that make people different from one another.

<https://www.intel.com/content/www/us/en/diversity/diversity-at-intel.html>

Diversity in Hospitality
<https://www.youtube.com/watch?v=cZdOyeUbfPU>



4. Managing Diversity

Why Manage Employee Diversity?

Management of Diversity - the set of activities involved in integrating nontraditional employees (for ex. minorities) into the workforce and using their diversity to the firm's competitive advantage.

diversity management = inclusiveness

- Greater creativity
- Better problem solving
- Greater system flexibility
- Better information

Diversity management = personalisation

4. Managing Diversity

Diversity training programs - programs that provide diversity awareness training and educate employees on specific cultural and sex differences and how to respond to these in the workplace.



CQ 2.6

Question of ethics

The **glass ceiling**, an invisible barrier in the organization that prevents minority employees from rising to any higher position.

What ethical problems might arise from giving preferential treatment to certain employees based on their group membership?

Diversity?

+/- for company

+/- for employee

Solution

Questions