



**Smart Island University**  
Unlocking Treasures of Knowledge



**PROVIDER ID: RP8897**

# Human Resource Management

MHR501: Global Human Resources Management Trends

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## Lecture 6



# Staffing

**Staffing describes the act of selecting, hiring, and training qualified people for specific jobs and reducing the workforce when needed.** HR professionals must consider current and future trends to support staffing needs effectively.

One of the Special Expertise Panels identified trends related to staffing management. Some of these trends include the following:

- Many workers are available (although not always qualified) to apply for many jobs. However, other jobs are harder to fill and require a competitive recruitment strategy.
- Workforce planning will be affected by the availability of qualified workers and changes in retirement patterns.
- HR needs to build competency in selecting and managing third-party products and services.





# Staffing

One of the Special Expertise Panels identified trends related to staffing management. Some of these trends include the following:

- Sustaining the employment brand is critical for recruitment and retention regardless of the employment market and economic business conditions.
- Employers are increasingly using multiple selection measures—including panel interviews, reference checks, and work samples.





# Staffing

In addition, William Arruda, founder of Reach Communications Consulting Inc., identified technology trends that he says will find increasing use among employers and corporate recruiters through 2012. These trends include the following:

- Customized Google searches help recruiters quickly find relevant and accurate information on potential employees.
- Blended searches provide employers with multimedia information on job candidates, including photos and videos.
- Digital bridges let potential employees access online suites of career marketing tools.
- Crowd sourcing allows colleagues and clients to make online recommendations and reviews of a person's work skills (Society for Human Resource Management, 'Search Me' Button Might Help Eliminate Mistaken Identity, 2011).





# Staffing

## *Proactive Recruiting Using Social Media*

Social media use is a growing technology trend. Social networking sites available to recruiters include Facebook, LinkedIn, and Twitter. Benefits of using these media include a reduced recruiting cost and a larger pool of potential applicants.

The LinkedIn Recruiter platform, for example, provides an organization's recruiters with access to an expanding database of over 80 million members in 200 countries (Society for Human Resource Management, *Recruiting Strategies for Social Media* 2010). However, according to Sherrie A. Madia, author of **The Social Media Survival Guide**, recruiters should balance social media with continued use of their existing recruitment channels (Society for Human Resource Management, *Recruiting Strategies for Social Media* 2010).





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# Staffing

## *Employment Branding*

Employment branding is an organization's strategy to change how others perceive it.

Employment branding aims to project an image of the organization as a desirable employer.

An effective employment brand is crucial for recruitment and retention.

More information about the employment branding trend can be found at the following websites:

- [http://www.shrm.org/Research/FutureWorkplaceTrends/Documents/10-0028%20India\\_Article\\_Employer\\_brand\\_v5.pdf](http://www.shrm.org/Research/FutureWorkplaceTrends/Documents/10-0028%20India_Article_Employer_brand_v5.pdf)
- <http://www.shrm.org/Publications/Books/Pages/CulturalFitFactor.aspx>





# Staffing

## *Outsourcing*

HR plays a crucial role in the success of outsourcing. It's essential for HR to build competency in selecting and managing third-party products and services, as this can significantly impact the organization's operations and outcomes.

The use of third-party contractors is also known as **outsourcing**. Outsourcing involves transferring certain business functions outside the organization so that the organization can focus on core activities.







# Staffing

## *Outsourcing*

Before considering outsourcing, organizations should be aware of the following issues:

- The gap between what the organization needs and what the organization currently has.
- What role outsourcing can serve in closing those gaps.
- The impact on the organization in terms of a reduction in workforce or future dissatisfaction with the outsourcing arrangement (Society for Human Resource Management 2008).





# Staffing

## Compensation and Benefits

- **Benefits** are things the employee receives in addition to a salary, such as health insurance.  
**Compensation** refers to the total rewards that the employee receives for working, including pay and nonmonetary benefits.
- HR Magazine's **2011 HR Trend Book** reports a need for salary and incentive overhauls as a result of the global financial crisis. As part of compensation planning for 2011, organizations must align their compensation program with their recovery strategy (Krell 2010).





# Staffing

Following are some of the significant trends related to compensation and benefits.

## *Transparent Executive Compensation*

-Poor performance by an organization can lead to closer scrutiny of the compensation received by the organization's top executives.

Dolmat Connell & Partners, an executive compensation consulting firm, identified the following top trends in executive compensation for 2009:

- 1.Low increases in base salaries
- 2.Restructuring of bonus plans
- 3.Potential shifts in long-term incentive mixes
- 4.An increased potential for taking back previously awarded money or benefits because of corporate underperformance
- 5.A more conservative approach by compensation committees (Society for Human Resource Management, Executive Compensation: What Lies Ahead? 2009)





# Staffing

## *Total Rewards Emphasis*

- *Total rewards are all the tools an employer can use to attract, motivate, and retain employees (WorldatWork 2006).*

A 2009 survey by Deloitte Consulting and the International Society of Certified Employee Benefit Specialists (ISCEBS) identified the cost of providing health care benefits as the top priority of total rewards specialists (Society for Human Resource Management, Increased Cost Concerns Dominate 2009 Total Rewards Trends 2009).





# Staffing

## *Generational Differences*

- HR professionals must be aware of the differing attitudes and motivations of different generations of employees. C. Scott Boring, 2009 ISCEBS President, cautions that each generation of employees has unique beliefs about work and rewards. However, in the 2009 survey by Deloitte and ISCEBS, 24% of the respondents believed that their organization's leadership did not understand the total rewards perspective of the different generations in the workforce (Society for Human Resource Management, Increased Cost Concerns Dominate 2009 Total Rewards Trends 2009).





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# Staffing

## *Demand for Work/Life Balance*

- Employees are facing increased caring responsibilities (for example, caring for their aging parents). This situation may lead to greater demands for work/life balance benefits

## *Preventive Health and Wellness Programs*

- Many organizations are adopting preventive health and **wellness programs**. These programs combat the increase in preventable and chronic health conditions and the increase in the organization's health insurance costs. Examples of wellness programs include the following:
  - Nonsmoking campaigns
  - Stress management
  - Weight management
  - Hypertension (high blood pressure) screening and education





# Human Resource Measurement and Metrics

The 2010 SHRM report on future workplace trends identified the following trends related to **human capital** measurement and HR metrics:

One significant trend is the ongoing effort to create a *formal and standardized definition* of the practice of HR. This effort requires HR professionals to identify and formalize a core group of universal HR principles and practices that are not confined to any nation or **jurisdiction**. An example of this trend is the course material you are currently studying. Another example is the Society for Human Resource Management's effort to establish an HR-specific series of ISO standards that can be applied worldwide (Society for Human Resource Management, SHRM Bid to Lead Global HR Standards Effort Ratified 2011). All such efforts *support the increasing objectivity and professionalism associated with the practice of HR worldwide.*







# Employee Engagement

**Employee Engagement** measures employees' involvement, satisfaction, happiness, and loyalty with their employment. Engagement is reflected in how hard employees work and how long they stay with their organization.

A recent [online survey](#) of over 5,000 executives from 109 countries, a testament to the global significance of this issue, identified employee engagement as one of the most critical HR topics (Society for Human Resource Management, Study: Engage Employees and Middle Managers 2010). In order to engage their employees globally, organizations are encouraged to do the following:





# Employee Engagement

- View global HR decisions in the context of national culture.
- Use valid research to align HR practices with actual employee attitudes in a local population.
- Collect data on national norms in order to interpret employee surveys correctly.
- Recognize that the elements that create engagement also create the employment brand.

(Society for Human Resource Management, Developing and Sustaining Employee Engagement 2010)





# Training and Development

- Recent technological advances have changed the methods that human resource and training professionals use to design, deliver, and administer training. Technology—such as social media—is allowing learners to learn differently and more effectively.
- Training should use more sophisticated tools that entertain as well as educate employees. These tools can include gaming, social media, and virtual worlds rather than conventional slides and classroom approaches, according to Anders Gronstedt of The Gronstedt Group, Inc. Innovative technology can result in better-trained employees (Society for Human Resource Management, *Forget the Classroom: Turn to the Web for Innovative Learning Techniques* 2010).





# Training and Development

At the 2010 American Society for Training & Development (ASTD) International Conference and Exposition, keynote speaker Charlene Li explained that ***the use of social media*** tools can enhance social learning and connect it to formal learning. Li identified the *following five levels of engagement* in social media-driven learning (Society for Human Resource Management, Social Media Tools Redefining Learning in Organizations 2010):

- Watching
- Sharing
- Commenting
- Producing
- Curating (in other words, organizing content into meaningful packages that connect with the audience to create a meaningful experience)





# Training and Development

Examples of using technology in training include the following:

- An anesthesiologist at a remote hospital watches a YouTube video to see how to perform a particular procedure (Society for Human Resource Management, Social Media Tools Redefining Learning in Organizations 2010).
- Employees improve sales by watching a weekly webisode (a short episode played on the Internet) based on a popular television comedy (Society for Human Resource Management, Forget the Classroom: Turn to the Web for Innovative Learning Techniques 2010).
- Employees are presented with a sales case as an alternate reality game with clues hidden in the organization's Intranet (Society for Human Resource Management, Forget the Classroom: Turn to the Web for Innovative Learning Techniques 2010).





# Training and Development

Specific training trends are described in more detail below.

## *e-Learning*

**E-learning** is an online method of training or education where participants attend classes via electronic media. E-learning can be delivered via the public Internet, an organization's Intranet or extranet, satellite broadcast, DVD or compact disk, or other electronic means. E-learning technology can be used to implement **distance learning**, which is the process of delivering educational or instructional programs to locations away from a classroom or central site





# Training and Development

## *Getting-More-from-Less-Training Strategy*

Human resources may face competition from other business functions for an organization's limited—and sometimes diminishing—resources. Many organizations are reluctant to apply these resources toward additional **talent management** and training. Therefore, HR professionals must focus on getting more from less—retaining and maximizing the productivity of the most vital talent while minimizing staffing and training costs. A key to this strategy is maintaining good communications with the organization's significant stakeholders (Society for Human Resource Management, *Getting More from Less Trend Will Continue in 2010*, 2010).





# Training and Development

## *Learning Management Systems*

A learning management system (LMS) is computer software that administers, tracks, and reports on employee development opportunities, such as classroom and online events, e-learning programs, and training content. An LMS can track and manage employee course registration and completion, career development, and other employee development activities. Many learning management systems also offer testing and measurement capabilities.







# Training and Development

## *Learning Organization*

Tetrick and Da Silva define a **learning organization** as, —A learning organization that can create, acquire, and transfer knowledge, and with this new knowledge, it can then change its behaviors to improve organizational performance. (Tetrick and Da Silva 2003).

Nancy R. Lockwood's research for the Society for Human Resource Management is instrumental in our understanding of organizational learning. Her findings have identified key attributes that, when embraced, can lead to a competitive advantage for organizations:

- A focus on organizational learning results in a competitive advantage.
- Effective learning refers to shifting what is learned and how learning occurs and evolves in an organizational context.
- Within a knowledge economy, cooperation, networking and collaboration are essential in organizational culture.





# Training and Development

## *Learning Organization*

- Learning organizations have cultures that are open to transformation and continuous change.
- A learning culture allows for some risk-taking with some tolerance for mistakes.
- Communities of competence are providing the structure in which to describe and combine different strengths and core competencies—job satisfaction, productivity and work quality improve as all members share knowledge and expertise (Society for Human Resource Management, Knowledge Management Series Part II: Organizational Learning 2005).





# Training and Development

## *Learning Portals*

- Portal is a term used to describe a gateway or access point to the Internet. A **learning portal** provides access to an organization's database of information and resources regarding learning and training. Learning portals allow training and learning information to be channeled and communicated effectively to employees. Learning portals are often used together with learning management systems (see above) to manage data, provide access to internal training programs and distribute training-related information and resources to employees.





# Training and Development

## *Remote Project Collaborations*

Organizations are dealing increasingly with technological advancements, telecommuting, globalization and escalating travel costs. These factors are leading to a demand for better options for remote communication and collaboration.

Software companies are responding by offering specialized suites of programs that make it easier for **virtual teams** to communicate with each other and to use project management tools collaboratively. HR professionals can use these new tools to increase the involvement of local stakeholders in the training program design and development process.





# Training and Development

## *Social Networks*

A **social network** is a group of people who interact because they have a common interest. The group communicates either in-person or using technology (for example, Facebook or Twitter). Social networking sites such as LinkedIn is Internet-based services that allow individuals to do the following:

- Construct a public or semipublic profile within a bounded system
- Create a list or database of other users with whom they share a connection
- View and use their lists of connections and those made by others within the system

HR professionals can use these sites for multiple professional purposes, including identifying and contacting potential suppliers, leveraging learning and developing mentoring and professional support relationships.





# Training and Development

## *University Involvement*

An emerging trend is linking organizations with national and international universities to enhance knowledge and develop competencies within the organization. One example is the Accenture-XLRI HR Academy, a training academy in India launched by Accenture and the XLRI School of Business and Human Resources.





# Training and Development

## *Virtual-World Simulations*

Computer and electronic simulations are also growing in popularity. Training-related simulations place the learner in a virtual work environment (for example, managing an office or using a machine) and present a series of real-life challenges. The learner has the opportunity to practice new skills and make decisions in a supportive and low-risk environment. One of the better-known virtual-world simulations is Second Life, an [Internet](#)-based video simulation launched in 2003 by [Linden Research](#).

Simulations offer a number of important benefits:

- Appealing to young learners with sophisticated technological expectations
- Actively engaging individuals in the learning process
- Providing additional opportunities for individuals to learn complex or potentially dangerous skills in a realistic but safe environment





# Training and Development

## Web 2.0

The term, Web 2.0, was coined in 2004 to indicate a group of web-based technologies characterized by interactivity. These technologies are focused on building connections through the ability to interact and encourage collaboration and community. Thomas Friedman wrote in **The World is Flat** that these programs make connections possible across the world. He quotes Carly Fiorina of Hewlett Packard who described information as —...digital, mobile, personal and virtual. Digitization makes the information easy to transmit. This information can be manipulated through many applications where people capture and manipulate data without thinking about the technology (Society for Human Resource Management, HR and Technology 2009).







# Training and Development

## *Webinars*

A **webinar** is an interactive seminar on the Internet. Usually the webinar is a live presentation. The webinar can be one-way communication with limited audience interaction, or it can be limited two-way communication to allow full participation between the audience and the presenter (for example, through the addition of collaborative, polling and question-and-answer activities). This technological solution provides many of the benefits of live classroom training without many of the attendant costs of bringing the instructor to the audience or the audience to the instructor.





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**Thank you**



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