Glocal Human Resource Management: Strategies for International Personnel

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Glocalization of Human Resources Management

**Globalization** is the movement of people, ideas, goods, capital, services, pollution and diseases across borders.

**Internationalization** is higher education’s engagement with that reality.

Barbara Hill, 2013 ACE:CIGE
Overview

Topics

• Glocalization of Human Resources Management
  *Paai ge Turner*

• Complex Borders – Complex Staffing
  *Victoria Jones*

• Assessing Job Roles for Maximum Impact and Efficiency
  *Priya Kapila*

Objectives

• Gain insights into the tensions and opportunities of managing a global workforce.

• Generate practical strategies to adapt and apply.

• Learn how to conduct a job classification analysis.
Glocalization
Human Resources Management

Differing cultural and regulatory expectations around:

• “work”
• “supervision”
• “labor laws”
• “pay”
• “customer service”
• ??????
HR Approach >
Intercultural Communication Competency
Hiring Diverse Individuals
HR Approach encompasses:

- people and their role in organizations
- recruitment and selection of employees
- motivation and workplace relations
- rewards and benefits
- training and developing the workforce
Complex Borders – Complex Staffing

• Staffing international locations

• Hiring international staff

• Working with staff to be international

• Working with international partners’ staff
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Dialectic exercise: In groups, share one staffing experience (from an HR perspective) that is not working in your institution. The group will select one experience for discussion.

• What was the challenge faced?
• Why was that a challenge?
Assessing Job Roles for Maximum Impact and Efficiency

• Job classification analysis is intended to improve understanding of a job (i.e. the primary functions, qualifications and work conditions)

• When the job is occupied, classification analysis may also assess the competency and skill alignment of the employee

• Why conduct a job classification analysis?

• Ensure that the job expectations meet the needs of the institution and that the employee has the knowledge and ability to successfully perform the job
How to Conduct a Job Classification Analysis (US Approaches)

• Desk Audit (Observational) – Evaluation of the job as it is performed with additional input from the supervisor and department leader

• Job Questionnaire (Multi-Prong Information Collection) – Assessment of a questionnaire completed by the employee and reviewed by the supervisor and department leader

• Job Description (Single Prong Information Collection) – Review of a new or existing job description, often developed by a supervisor or department leader
Group Discussion: Assessing Job Roles for Maximum Impact and Efficiency

• What might you included in your assessment to adopt a Glocal Approach to HR?
  • Desk Audit (Observational)
  • Job Questionnaire
  • Job Description Review
Assessing Job Roles for Maximum Impact and Efficiency

• The results of the job classification analysis may yield:
  • Proposed changes to job title, duties, qualifications or reporting relationships
  • Revisions to job tasks performed by the employee
  • Training recommendations for the employee
  • Potential staffing or pay adjustments
Group Discussion: Assessing Job Roles for Maximum Impact and Efficiency

• What might you included in your response to adopt a Glocal Approach to HR?
  • Job title, duties, qualifications, reporting relationships
  • Revision to job task
  • Training
  • Staff or Pay Adjustments

• How have you worked successful with your HR department to achieve these?
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Dialectic exercise: In groups, using the staffing experience selected, discuss:

• What aspects of an HR approach would have prevented the situation?
  • E.g. Hiring, training, structure

• What options do you have for resolving the situation at this time?