



2016

**Association of International
Education Administrators
ANNUAL CONFERENCE**

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

- Globalization of Human Resources Management
Paaige 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

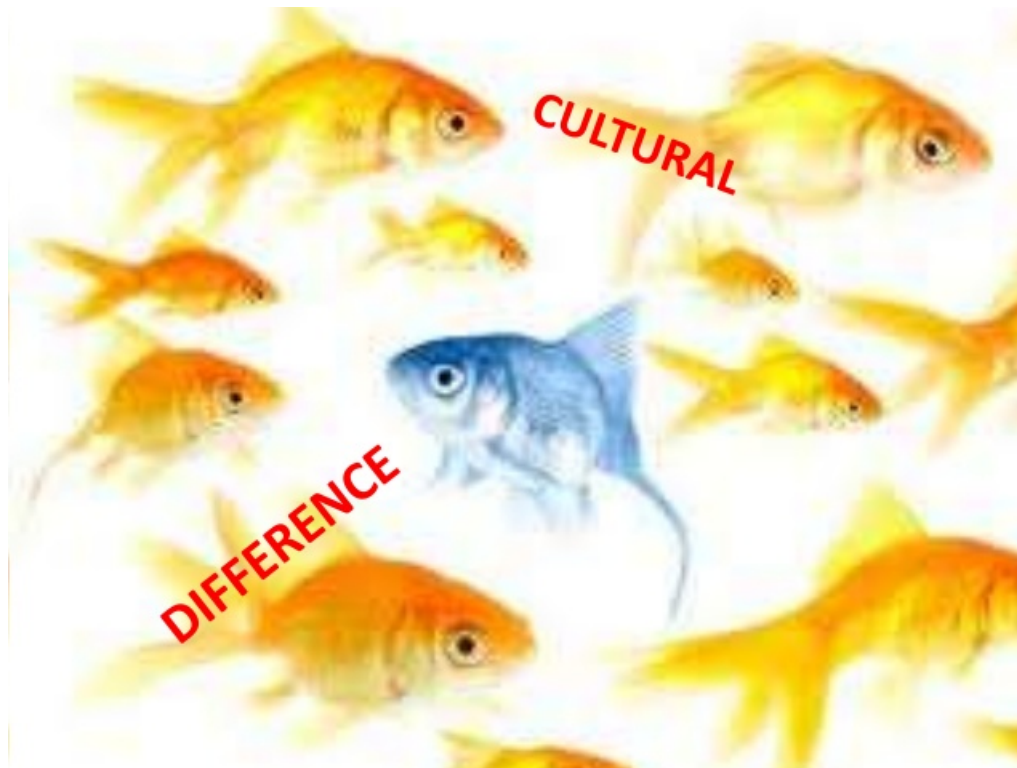
Differing cultural and regulatory expectations around:

- “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?