

Chapter 1 : Strategic Resources | Ethics, Integrity and Professional Excellence

Hiring, training, evaluating, and retaining the right people are all undeniably core management challenges for any human resources department, but they also constitute a huge chunk of any company's ethical fiber.

Tax will be calculated at the checkout where applicable. Buy now About the book Resourcing and Talent Management provides broad and accessible coverage of key topics such as employment markets, flexibility, fairness, diversity, human resource planning, recruitment, employer branding, retention and retirement. Including in-depth discussion of dismissals and redundancy, this textbook is the essential companion for the CIPD Level 7 Advanced Resourcing and Talent Management module. This fully updated 7th edition of Resourcing and Talent Management includes new information on social media and e-recruitment, additional discussion of flexible working and a brand new chapter on global resourcing. Including new international examples and case studies throughout this is essential reading for all students studying a resourcing, recruitment, selection or talent management module on HR or business masters degree. There are also brand new student resources including multiple choice questions, reflective questions and further reading. Table Of Contents Chapter - Employment Markets and Regulation; Chapter - Flexibility; Chapter - Fairness and Diversity; Chapter - Human Resource Planning; Chapter - Job Analysis and Job Design; Chapter - Recruitment Advertising; Chapter - Alternative Recruitment Methods; Chapter - Employer Branding; Chapter - Selection - The Classic Trio; Chapter - Advanced Methods of Employee Selection; Chapter - The New Employee; Chapter - Succession Planning; Chapter - Measuring and Analysing Employee Turnover; Chapter - Improving Employee Retention; Chapter -

Chapter 2 : Resourcing and Talent Management ()

Paying attention to business ethics is an important part of any business owner or manager's job. The human resources function deals with a variety of ethical challenges; being the department that.

Introduction So much has been written about the role of the Human Resource Management HRM function and its ability to respond to competitive pressures Foote, There is evidence, however, of a gap between the rhetoric and reality of HRM in that many organisations are eroding job security, while at the same time increasing the demands made of employees Foote, It is this gap that has led researchers such as Legge and Purcell and Hutchinson for instance, to postulate that restructuring initiatives and work intensification have contributed to employee demoralisation, de-motivation and alienation, instead of enhanced engagement thereof and raises critical ethical concerns. In determining the ethical course of action, HR professionals have to consider their dual memberships in the business organization and in the profession. Because professionals place a premium on expertise, specialization and objectivity, they are appalled when they observe managers making decisions based upon non-objective techniques, intuitive speculation or seat-of-the-pants approaches Wiley, Given the foregoing, the salient question that then follows is: Admittedly, there is no one right approach to illuminating and understanding this question. Yet, as Wiley Indeed, there has been an increasing interest generally in business ethics, particularly in the U. Through the integration of literatures in human resources, management studies and philosophy, this paper seeks to direct the attention of scholars and practitioners alike to these ignored aspects of HR ethics. In doing this, the paper critically examines contemporary debates and emerging themes around HR ethics, raising a number of fundamental ethical questions which current literatures alluded to but failed to address in line with the changing realities of contemporary business environment, particularly the management of people. This analysis is intended to help explain and elicit further debates on the many shortcomings inherent in contemporary thinking about HR ethics. In this regard therefore, the overall aim of the article is to provide a research agenda to identifying realistic strategies and conceptual lenses for addressing issues of HR ethics in contemporary people management. It is this critical need that presents the immediate major challenge to management scholars and Human Resource HR practitioners and engenders most of the theory “ practice gap. As Stewart and Rigg point out, despite the long-standing effort at theorising and understanding the concept of ethics and making it practical, there is relatively little agreement or certainties, even as there are many different perspectives on meanings and applications. Indeed, the concept has defied a univocal definition; neither is there any single understanding. Fisher and Lovell attribute this development partly due to the fact that there are very few studies of ethics built on theoretical positions, but are largely based on beliefs and arguments. It is this line of reasoning that perhaps, informs Stewart and Rigg This development notwithstanding, some scholars have attempted to provide a better understanding of the concept. This view is consistent with that of Stewart and Rigg Torrington and Hall A broader definition of the concept is presented by Cornock and Johns to include: We all make ethical decisions every day. There is no such thing as private morality. The philosopher can forward principles which should guide decisions, but the ultimate decision is always down to the individual. Beauchamp and Bowie further note that ethics involves an inquiry into the justification or rationale for those standards. While by no means exhaustive, the foregoing definitions emphasise the importance of morals, fairness and the centrality of the individual in the practicality of the concept of ethics. What is important therefore is to be clear about what is being established and about which meaning is being applied to it. Indeed, the need to be clear about what is being established and the meaning applied thereof becomes even more critical, considering the eclectic and contested nature of the concept of ethics. However, as Palmer notes, theorists from different backgrounds, have pondered the ethical basis of businesses and employment relations for decades. Fisher and Lovell cited in Stewart and Rigg Consequently, business ethics as a field of study and as an issue with currency in broader community has grown considerably in recent times. Recent research on business ethics indicate that HR-related issues are increasingly prominent in the day “to- day practice of contemporary managers Wooten, Welch, have argued that general organisational ethics and ethics of HRM

practice are not indistinguishable, a contrary perspective can nonetheless be presented. Admittedly, many organisational members engage in HRM activities e. Given the above, it is plausible to conclude therefore, that the ethics of HRM while sharing many features with general organisational ethics must at least be relatively unique in several respects. In recent times, HRM has come under intense criticism as being very manipulative, exploitative and in fact immoral. This argument is not unconnected with the fact that in a globalising world of increased emphasis on competitiveness and profitability, HR has emerged as a major panacea for effective management of people to achieve organisational goals and sustainable advantage. However as Greenwood It is this that has led some e. Who is to say what is good and who should be included? In this view and in the context of HR ethics, the manager is seen as amoral and does not find ethical considerations central to his decisions. What is important therefore, and of primary concern to this study, is how HR delivers on these important functions, considering the many ethical challenges that it presents in a contemporary context. Herein lay the importance of ethical consideration in HRM and the linkages thereof. A developing literature on the ethical dimensions of HRM has begun to critically examine these issues; and while some e. Danley et al, have presented a fairly positive assessment of the situation; others e. Greenwood, have not been that very complimentary. They briefly highlighted how various management theories might be seen to approach ethics and HRM, and then explore some ethical dilemmas associated with particular HRM practices, such as recruitment and selection, training and development, work practices, remuneration and employee participation. They were quick to observe that practitioners face tremendous dilemmas in the course of their work and concluded that there are significant constraints facing ethical HRM Palmer, What they however failed to do is provide a panacea or at least a framework that might help mitigate these identified constraints. Ethics and Employment, similarly examine ethics and employment issues in contemporary Human Resource Management. They note that bringing ethical awareness into the core of HRM is all the more important given the trend in Western societies towards the decline of trade unionism and the emergence of more individualist approaches to employment, arguing that the decline of collectivist arrangements has left many employees potentially more vulnerable to opportunistic and unethical behavior. While this position is relatively valid, it pertinent to note that the decline of unionism or the increasing individualist approach to employment, does not in themselves lead to an increase in unethical behaviour. Rather, it could be argued that increasing global competition and the need to cut costs are more valid sources of unethical behaviour in our view. As Pinnington et al. Given the above, the fundamental question is: Against the backdrop of this seeming ambivalence, Mathis and Jackson have argued that ethical issues in HRM pose fundamental questions about fairness, justice, truthfulness, and social responsibility. They note that seven specific ethical issues in HRM have the potentiality of creating particular difficulty. They further identified these as: The ethical climate of an organization is defined by the shared perception of how ethical issues should be addressed and what constitutes an ethically correct behaviour Desphande, The authors however failed to tell us what in turn influences the ethical climate in the first place. This would have provided an insight into the epistemological biases of HR professionals and how their work ethics are formed or established, considering the fact that all human behaviours have been shown to be influenced by epistemological basis. In this regard, several scholarly attempts have since explored the epistemological considerations of HRM professionals. Dachler and Enderle cited in Wooten for instance, have examined a variety of the epistemological assumptions of those in the HRM field. They argue that the behavior of HRM professionals and their decisions reflect their implicit assumptions and values. Dachler and Enderle also argue that many ethical issues are ignored by HRM professionals as a result of these assumptions and values. Payne has examined alternative social paradigms explaining HRM professional behavior, ranging from constructivist to postmodern approaches. Similarly, Greenwood has also analyzed the conceptual basis of HR ethics, examining issues such as affirmative obligation, the concept of stake-holding and the dual nature of HRM in modern organizations in the context of issues of rights, obligation and interferences. A common theme that nonetheless permeates is a broad unanimity on the fact HRM as practiced in modern organizations, has on the average, generally failed the ethical test. While the field of HRM has grown in sheer numbers, as well as strategic importance to organizational functioning, it has lagged behind other professions such as accounting or law to the extent that there is specificity concerning

core values of the profession, clear expectations concerning expected roles, standards of practice, and the processes to safeguarding the public from inappropriate professional behaviour. These two minimum standards are used to assess HRM. HRM in its various guises fails this evaluation. This may need a critical re-evaluation of current mainstream ethical frameworks in the context of HRM. The next few paragraphs critically examine these issues.

Ethical Frameworks and HRM The ethical approaches to HRM are diverse, so one of the interests of this review is to depict different theoretical frameworks and ethical arguments for the management of human resources in organizations from a critical perspective. It is thus important that human resource professionals and academics critically re-engage with some of these ethical issues in line with the exigencies of the moment. What is intended here is to situate them in relation to the HRM implications and in the context of our analysis and contemporary realities. The principle that that what is right for one person is right for everyone, and thus it is important to do unto others as you would be done by – the criteria of universality and reversibility. The principle of respect for people whereby they should be treated as ends in themselves and never as means to an end. It epitomizes what Winstanley and Woodall

Abrue and Badii From the foregoing, it plausible to affirm that rights-based ethical framework and its expected obligations both from employees and employers will undoubtedly protect the interest of individual employees and guarantees a reasonably more ethical HRM. Yet, it has nonetheless come under severe criticisms from proponents of the business case school who maintain that it is impractical and undermines the interest of businesses; even as it does not generate much enthusiasm from HRM practitioners.

Beauchamp and Bowie It is often argued that an important factor to consider when thinking about the ethics of HRM is that of the aims and purpose of the employer.

Christy and Brown Accordingly and in the context of HRM, ethical egoists maintain that the ethical role of HR professionals would be limited to supporting the enlightened self-interest of the employer rather than the rights of employees

Winstanley and Woodall, b: From an objective stand point, it would appear that the business case paradigm is a very commonly used ethical argument in HRM practice. This is consistent with the classic view of the stakeholder theory shareholder value theory see Friedman, and reflects much of the thinking that underpins the concept of ethical egoism. This is akin to the utilitarian and consequentialist frameworks identified earlier in this review. It is my contention here however, that utilitarianism, or consequentialism or any of its variants is a very weak principle for ethical action and therefore, should not profoundly influence or justify HR practices. This position is akin to what Winstanley and Woodall

b: Distributive Justice and Ethics of Care In addition to the foregoing approaches, a number of alternative ethical frameworks also lend themselves to the analyses of HRM. Some of these approaches as identified by Winstanley, Woodall and Heery

In the context of HRM, the procedural principles of distributive justice, egalitarianism, equity, equality of opportunity can be used, for example, to evaluate systems for pay setting, recruitment and performance management. This is very similar to the Kantian principle of treating each individual as an end in themselves and not just as a means to an end, or sacrificed in a utilitarian equation of the greatest good for the greatest number. Doing as we should wish to be done by is a very strong ethical principle. This approach moves from the individual to consider the roles and responsibilities of organizations. A more communitarian view of the organization, or at least taking a stakeholder rather than purely a shareholder view of the firm, stresses the need for debate, respect and tolerance as virtues to be held above all else, for example, when assessing strategies for downsizing and delayering.

Chapter 3 : Strategic Human Resource Management as Ethical Stewardship by charlotte grady on Prezi

The standards outlined in our new Code of Ethical and Professional Standards in Human Resource Management, together with integrated ethics program components, are designed to provide guidance and.

In particular, the blending of languages, cultures and ways of doing business create a minefield of challenges. Today, human resources managers must make difficult decisions in order to bridge these gaps to create harmony within the company and to ensure the company is operating within acceptable practices in each country in which it does business. Lack of Cultural Awareness Multinational managers inevitably deal with miscommunication and lack of cultural awareness. They must prepare their employees for appropriate conduct before sending them to their overseas destination. Training and cultural classes help to enlighten employees about different customs and practices overseas. A lack of cultural awareness could be shown by a lack of respect for the conservative or liberal nature of other cultures. HR managers should assume responsibility for providing employees the right knowledge to successfully navigate cultural issues in foreign countries. However, this law cannot possibly cover all of the range of payments that international businesses encounter. Things like facilitation payments may be required to operate in a foreign country, and the U. In addition, international companies face an environment of pervasive corruption, according to a survey by Ernst and Young. In that survey, 39 percent of respondents said corruption occurred frequently in their country. Some countries, such as Brazil and Indonesia, had very high rates of reported corruption -- 84 percent and 64 percent, respectively. Human resources management must prepare its employee traveling to these hot-bed countries on how to properly interact with the people and authorities, as well as ensuring the employees remain safe and secure. Privacy Privacy is a pervasive issue for many companies. In addition, privacy laws vary in different locations. The European Union has much stricter privacy laws than the U. When the two sets of laws conflict, human resources managers must make a decision which to follow. Some corporations choose to enforce the home country standards due to their belief that it is a better operating model that will produce better corporate results, as well as protection for their employees abroad. Compensation Another important issue to consider is the relative compensation levels for each country. Multinationals often have offices in both developed and developing countries where the salaries are quite different. For example, an American transferred to China might make 2 to 3 times their Chinese counterpart doing the same job. It is a bit unseemly to have people working side by side earning so differently for jobs requiring the exact same skill set. In this case, human resources management may face the ethical issue of whether to narrow the gap in compensation.

Chapter 4 : The Importance of Ethics in Human Resources | theinnatdunvilla.com

"Explain Ethical Steward and Transformative leader role as applied to the HR professionals. How does each contribute to the practice of strategic HR management." The End. -Great organizations are also normative, or value-based, and achieve their greatness because their commitment to values and.

Ethics in Human Resource Management Ethics in Human Resource Management Human resource management deals with manpower planning and development related activities in an organization. Arguably it is that branch of management where ethics really matter, since it concerns human issues specially those of compensation, development, industrial relations and health and safety issues. There is however sufficient disagreement from various quarters. There are different schools of thought that differ in their viewpoint on role of ethics or ethics in human resource development. One group of thought leaders believes that since in business, markets govern the organizational interests and these interests are met through people, the latter are therefore at the highest risk. They believe that markets claim profits in the name of stakeholders and unless we have protocols, standards and procedures the same will develop into a demon monopolizing markets and crushing human capital; HR ethics are become mandatory. There is another group of ethicists inspired by neo-liberalism who believe that there are no business ethics apart from realization of higher profits through utilization of human resources. They argue that by utilizing human resources optimally, there is more value creation for the shareholders, organization and the society and since employees are part of the society or organization, they are indirectly benefited. Nevertheless ethics in human resource management has become a perennial debate of late! Discussions in ethics in HRD stem from employee relationships and whether or not there can be a standard for the same. Employee rights and duties and freedom and discrimination at the workplace are issues discussed and covered by most texts on the topic. Some argue that there are certain things in employment relationship that are constant others disagree with the same. For example, right to privacy, right to be paid in accordance with the work fair compensation and right to privacy are some areas that cannot be compromised upon. Ethics and Market System The kind of market system affects business and HR ethics; the latter thus becomes negotiable. In occupations where the market conditions do not favor the employees it is necessary to have government and labor union interventions in order to control the possible exploitation. In free market system, employees and the employer are almost equally empowered, negotiation create win win situations for both the parties. Government or labor union interventions become harmful. Globalization has brought about the concept of globalizing labor, trade unions have started to decline and the role of HR as such in issues like employee policies and practices has become a debatable topic. In fact many people are of the opinion that HR is nothing but an arm of the stakeholders through which major strategic and policy decisions are divulged geared towards profit making! Thought there can be no single opinion on ethics in HR that is convincing. Market in itself is neither an ethical institution nor unethical and no policies and procedures alone cannot govern and align markets to human well being. However the requirement of such policies and procedures can also not be denied. In lieu of this HR ethics should take care of things like discrimination sexual, religion, age etc , compensation, union and labor laws, whistle blowing, health and safety of the employees etc.

Chapter 5 : Ethics in Human Resource Management

Ethical Challenges in Human Resources James O'Toole By way of introduction, let me state my most fundamental belief about organizational ethics: Ethics is not about answers.

Ethical Issues in HR Ethical Issues in HR Of all the organisational issues or problems, ethical issues are the most difficult ones to handle or deal with. Issues arise in employment, remuneration and benefits, industrial relations and health and safety. Diagrammatic representation of HR Ethical Issues Cash and Compensation Plans There are ethical issues pertaining to the salaries, executive perquisites and the annual incentive plans etc. The HR manager is often under pressure to raise the band of base salaries. There is increased pressure upon the HR function to pay out more incentives to the top management and the justification for the same is put as the need to retain the latter. Further ethical issues crop in HR when long term compensation and incentive plans are designed in consultation with the CEO or an external consultant. While deciding upon the payout there is pressure on favouring the interests of the top management in comparison to that of other employees and stakeholders. Race, gender and Disability In many organisations till recently the employees were differentiated on the basis of their race, gender, origin and their disability. Not anymore ever since the evolution of laws and a regulatory framework that has standardised employee behaviours towards each other. In good organisations the only differentiating factor is performance! In addition the power of filing litigation has made put organisations on the back foot. Managers are trained for aligning behaviour and avoiding discriminatory practices. Employment Issues Human resource practitioners face bigger dilemmas in employee hiring. One dilemma stems from the pressure of hiring someone who has been recommended by a friend, someone from your family or a top executive. Two cases may arise and both are critical. In the first case the person has been trained and the position is critical. Both the situations are sufficiently dilemmatic to leave even a seasoned HR campaigner in a fix. Privacy Issues Any person working with any organisation is an individual and has a personal side to his existence which he demands should be respected and not intruded. This personal life may encompass things like his religious, political and social beliefs etc. However certain situations may arise that mandate snooping behaviours on the part of the employer. For example, mail scanning is one of the activities used to track the activities of an employee who is believed to be engaged in activities that are not in the larger benefit of the organisation. Similarly there are ethical issues in HR that pertain to health and safety, restructuring and layoffs and employee responsibilities. There is still a debate going on whether such activities are ethically permitted or not. Layoffs, for example, are no more considered as unethical as they were thought of in the past.

Chapter 6 : Human Resource Management Ethics and Professionalsâ€™™ Dilemmas: A Review and Research

Effects of Human Resources Ethics in HR Policy Manual Code of Ethics must determine the contents of HR policy manual whereby these reflect the good and attractive characteristics of the organization. The main function of an HR policy is to structure the operations of the HR function, HR policy, programs and decision making capabilities.

This phenomenon, however, is not limited to the private sector. The words just look a little different when we talk about ethical lapses in the public sector, where we might find ourselves reading headlines that talk about, for instance, "misappropriation of public funds. In many curricula, those programs are not only offeredâ€”they are required. Yet, the headlines are still being printed. And in the organizations from which these headlines emanate, it is often HR professionals who find themselves in the middle of the fray. Ethics has been defined in a number of ways. One way to look at ethics is as a shared values-based system that serves to guide, channel, shape, and direct the behavior of individuals in organizations in an appropriate and productive direction. In her article "The Ethical Enabler: Empowering Employees To Become Chief Ethics Officers," Susan Alevas speaks of the process of promulgating and inculcating ethical values in the organization as follows: When it comes to combating ethical complacency, governing board members, chief executive officers and senior management need to become "ethical enablers," the folks who encourage, support, and champion their employees to become "Chief Ethics Officers. In short, an erosion of ethics can lead to an erosion of the organization. Just a few of the reasons why it is critical to ensure that our organizations remain ethical are discussed in the following sections. To Prevent Erosion of Trust Successful organizations are based on a network of trustâ€”trust that their members will "do the right thing. They may then begin to rationalize inappropriate and unethical behaviors. As the results of this erosion become more visible, employees with a strong sense of personal integrity may leave, and potential employees who do uphold high ethical standards might be difficult to attract. To Prevent Cynicism Some people describe skepticism as "healthy," and perhaps some small measure of it is The negativity that comes along with cynicism can poison the culture of an organization. Those who cannot tolerate that atmosphere will likely leaveâ€”which makes the atmosphere of the remaining organization even more toxic. To Prevent Dysfunctional Manifestations of Politics Politics, to some degree, is inevitable within organizations. In unethical organizations, however, politics will likely become increasingly dysfunctional and perhaps even destructive. Sadly, even tragically, that outlet is not always productive, and can even be highly destructive, as we have all witnessed in well-publicized cases of workplace violence, such as the Royal Oak Post Office shooting. This tragedy was the result of a hostile work environment, created by postal management and condoned by those in higher positions within the postal service. This militaristic autocratic management style was allowed to go unchecked, even though the Royal Oak District was feeling the "backlash" in service to its patrons The workforce throughout the Royal Oak District was under attack by overzealous managers who used whatever tactics needed to disrupt their lives This same group of managers had been investigated in a GAO Government Accounting Office investigation done in Indianapolis for the same problems 3 years prior Aggression can also manifest itself through less violentâ€”and thus perhaps less easily identifiableâ€”forms, such as theft, lying, tampering or vandalismâ€”all in an effort to "get even" with those in power who are treating them unfairly. Aggressive acts such as these have financial as well as non-financial costs to the organization that might exponentially increase if the organization permits or perpetuates an unethical culture. Cultivating an Ethical Organization One important element of creating an ethical culture comes from establishing an organizational code of ethics. The code itself needs to start with the mission, vision, and values of the organization. Together, these three go a long way toward setting the framework for ethics. The Code of Ethics: A Living Document The process of writing a code of ethics is only the beginning. It cannot simply be written and forgotten. Instead, the code of ethics needs to have "life," and it needs to have "teeth"â€”clear statements relative to how the codeâ€”along with and the policies that emanate from the codeâ€”will be implemented and upheld. Once the code is established, individuals at all levels of the organization must be held to its standards. A single standard must apply to all within the organization. Nothing will erode a code of ethics faster than the revelation that it has been applied

or enforced inconsistently. It is simply not possible to "overlook" certain ethical violations from a certain person while making an example of the ethical violations of others. This is a likely topic for inclusion on the PHR exam, so review it beforehand.

Chapter 7 : Ethical Issues in HR

The research about strategic human resource management (SHRM) has suggested that human resource professionals (HRPs) have the opportunity to play a greater role in contributing to organizational success if they are effective in developing systems and policies aligned with the organization's values.

Chapter 8 : What Are the Ethical Issues in Human Resource Management in Multinational Corporations? |

New ethical issues for human resources managers have emerged with the globalization of commerce and the rise of increasingly large, complex multinational companies.