



PERSONNEL MANAGEMENT IN CANADA

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Personnel Management in Canada

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Personnel

Management

in Canada

The Canadian Edition Is Dedicated
to
Jack H. and Lena Meltz
who taught their son the quintessence of
personnel management: to recognize the dignity
of every person and to persevere in a task

Preface

The economic conditions of the 1980s challenge all Canadians in business and industry. For those working in the field of personnel and industrial relations, the coming years will present increasing demands for demonstrable contributions to the productivity and profitability of their organizations. PAIR professionals cannot meet this challenge armed only with knowledge of various personnel methods and techniques. They must also understand how to contribute to organizational effectiveness. This understanding requires a solid grasp of the economic, social, and legal environments and of the way in which various personnel functions affect organizational effectiveness. *Personnel Management in Canada* was written to help students of personnel and industrial relations achieve this goal.

Personnel Management in Canada is a Canadianization of Thomas Stone's American textbook *Understanding Personnel Management*. Why a Canadianization? The purpose of the Canadian edition is to present the theories and principles of personnel management in the Canadian context. The original textbook set out these theories and principles to provide an explication of the functions and functioning of the personnel process in the United States. Although the overall process transcends national boundaries, its application is influenced to an important extent by the laws, regulations, institutions, attitudes, and history of the particular country in which it occurs. Laws, regulations, institutions, attitudes, history — these are, of course, the very areas in which this country differs from our neighbours to the south. As a result, we have combined in this book a general explanation of the theories and principles of personnel management with a description of their application in the Canadian context.

Personnel Management in Canada provides sophisticated but readable coverage of the essential areas of personnel and human resources. The text has a number of distinguishing features:

- 1 It presents personnel and human resources management within the context of its contributions to organizational effectiveness. The material was structured in this way to enable students to understand the field vis-à-vis the organization, including economic, legal, and social factors.
- 2 Discussions of the various personnel functions are integrated throughout so that students can understand exactly how each function relates to all the others.
- 3 Terms, concepts, and theories are clearly and completely explained with real-world examples and without excessive jargon.
- 4 The material is developed in a "lean" style, omitting needless models and pedagogical devices.

Plan of the Book

Personnel Management in Canada has five parts organized by a functional approach to the material. Part 1 introduces personnel management: the PAIR field itself and the human and legal environments within which it exists. The next three parts correspond to the major areas of personnel management responsibility. Part 2 describes the planning and staffing functions (human resource planning, job analysis, recruiting, and selection). Part 3 focusses on functions related to employee development (orientation, training and development, performance appraisal, and career planning). Part 4 includes chapters on functions of importance to employee maintenance (compensation, benefits, health and safety, and labour relations). Part 5 addresses issues and challenges in personnel administration.

Throughout, the text emphasizes the fact that personnel management is a dynamic field whose various functions are highly interrelated and interdependent. For the sake of clarity, the chapters are arranged in an order analogous to the flow of human resources into and through an organization. (For example, the chapter on recruiting precedes the chapter on selection, which is followed by a chapter on orientation.) The book makes it clear, however, that variations in these arrangements occur in the real world, partly because certain personnel tasks occur simultaneously and partly because organizations have a wide range of operating procedures.

Each chapter ends with project ideas to stimulate student interest in personnel-related issues in a "real-world" context.

Personnel Management in Canada is accompanied by an instructor's manual, which includes a test bank of objective and essay questions, an annotated bibliography, transparency masters, and other teaching aids.

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Acknowledgements

This book is an adaptation of an American edition by Thomas H. Stone, published by The Dryden Press in 1982 as: *Understanding Personnel Management*. For this Canadian edition, Chapters 3, 13, 14, and 15 were completely rewritten to reflect current Canadian legislation, while Chapters 2, 4, 12 and 16 were extensively revised to reflect Canadian practice. The remaining chapters have retained the original's theoretical framework, but Canadian material has been incorporated.

Important contributions to *Personnel Management in Canada* came both directly and through the American edition. The latter received valuable comments, ideas, and critiques from: Kristina Banks, University of Texas; Cynthia Fischer, Texas A & M University; Charles Maxey, University of Southern California; Ken Rowland, University of Illinois; Richard Ward, Bowling Green State University; John Nolan, Western Carolina University; Randall Schuler, University of Maryland; Edwin Miller, University of Michigan; and Michael L. Murray of the University of Iowa. Helpful input to the original also came from many members of the Eastern Iowa chapters of the American Society for Personnel Administration (ASPA), who shared their "real-world" experiences with Professor Stone.

Other people who assisted in the American edition were the staff members of The Dryden Press, including, Anne Boynton-Trigg, Paul Psilos, Jane Perkins, and Kathryn Tandeska; the late William F. Glueck who inspired the original book; and Professor Stone's wife, who contributed editorial skills, typing, and dedication to its completion.

Personnel Management in Canada owes a debt of gratitude to all of these people, plus a number of others who provided assistance in Canada. First, we would like to thank the following who reviewed the Canadian manuscript and made very helpful comments and suggestions: Arjun Aggarwal, Confederation College; Dave Bicknell, University of Saskatchewan; Gene Deszca, Wilfrid Laurier University; Harish Jain, McMaster University; Robert Jamieson, Mohawk College; Rick MacDowell, Ontario Labour Relations Board; Dan Ondrack, University of Toronto; John Wood, Dawson College; Phil Wright, Humber College.

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Also to be acknowledged is the absolutely essential assistance of the staff of the Jean and Dorothy Newman Industrial Relations Library, Centre for Industrial Relations, University of Toronto, in particular, Elizabeth Perry, Bruce Pearce, and Thora Clarkson (now with the Legislative Library, Government of Ontario). This group patiently and expertly answered innumerable questions and provided excellent references from the Centre's superb resource materials. Cam Christie, Wanda Filiszewski, Monica Hypher, and Marian Stanley provided back-up support from the library.

While Noah Meltz was working on this book, his able assistant, Deborah Campbell, and his secretary, Carmela Moltisanti, were helping to tend the shop. Thanks also go to his colleagues at the Centre for Industrial Relations, and the Faculty of Management Studies and the Department of Economics, University of Toronto. Many of those who did not contribute directly to the textbook provided important exchanges of ideas on subjects relating to personnel management. In addition, the Faculty of Administrative Studies, York University, first brought the two authors together when Professor Stone was in residence as a visiting professor and Professor Meltz was welcomed for a term of his sabbatical.

A key to the quality of a book is the support group provided by the publisher. We were very fortunate to have two outstanding persons work on this textbook: Dennis Bockus of Holt, Rinehart & Winston, and Lenore d'Anjou. Mr. Bockus provided an excellent sense of direction and contributed valuable comments and advice, while Ms. d'Anjou once again was an outstanding copy editor whose ideas and suggestions were much appreciated. We also appreciate the efforts of other staff members of Holt, Rinehart and Winston: Michael Roche, Vivien Carter, Karen Young, and Hilda Gowans.

Final thanks go to the people behind the scenes on the Canadian side: Professor Meltz's wife, Rochelle, for her patience and support in this endeavour, and his children, David, Jonathan, Toba, and Hillel, for letting him complete it.

While we are indebted to the many people who assisted us, in the final analysis "the buck stops with us." We would appreciate any comments or suggestions on this book, especially from instructors using it in the classroom or practitioners using it in the field.

To the Student

As you begin the study of personnel management, bear in mind that the area is a rather eclectic, applied social science. That is, the field has very few “grand theories” or principles that provide practical and insightful ways of organizing its information. The few you will encounter are borrowed from psychology, sociology, economics, and statistics, and PAIR professionals usually take courses in all of these areas to prepare themselves for their work. This interdisciplinary approach to personnel management is necessary because people are its “materials” and its “products,” and people are highly variable in their behaviour, abilities, and needs. Recognizing these characteristics of the field makes it easier to read and learn about personnel and industrial relations.

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The Personnel Management Context