The Evolving Workplace and the HR Professional

HR Tomorrow
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Introductions

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Agenda

• The workforce is changing
• New issues
• New skills needed
• How to think and act with a global mindset
• Challenges/roles for HR practitioners
• Legal and technical resources
Workforce dynamics

• Race- People of color make up one third of US workforce
  – 65% non-Hispanic white
  – 16% Hispanic
  – 12% African American
  – 5% Asian
  – 3% not identified

• Gender
  – Men 53%
  – Women 47%

Generational Issues
US Workforce

What’s going on…..

- Organizations shifting business model
- New employees with changing values
- Tighter labor market
- Persons working longer
- Shifting values
- Global trade wars
- Immigration and visa issues
- Outsourcing, offshoring and insourcing
- Greater mobility
- Virtual global teams
- Privacy issues
The Role of HR is changing

- “Organization glue” concept
- Multiple hats required with international organizations
- Integral part of organization strategy and operations
- Human capital dimension
- Keeping current with changes
- Become the “cultural architect” of your organization
- Dealing with mobility
Labor market

• High demand
• Immigration visa getting tighter under new administration – more information and efforts toward hiring US citizens
• Changed value system
• 24/7 and 27 time zones
• Local nationals
• Expatriates
• Alternative workforce
But I don’t work for a global organization...

- Think broadly
- Vendors, suppliers, customers
- Competitive pressures
- Tariffs
Diversity Issues

• Diversity is more than Cinco de Mayo and Kwanzaa celebrations.....
• Promoting cultural and employee diversity and Inclusion
• The 4 R’s
  – Recognize
  – Respect
  – Reconcile
  – Root
• Language issues
Recognize differences

- Globe Study and Geert Hofstede research
- Food
- Language
- Compensation programs
- Holidays
- Work hours
- Currency
- Culture
- Gestures
- Customs
- Phrases and Idioms
- Colors and numbers
- Ethical issues
Legal Issues

- ILO, OECD and UN
- Employment contracts
- 13th month payments
- Food and transportation allowances
- Employment at will is not widely practiced
- Changing compensation and benefit programs
- TUPE and Acquired Rights
- Works councils vs. Labor Unions
- Severance
- Constructive termination
- Bribery and grease payments
- Extraterritorial application of laws
Research Tools

- SHRM
- Global and regional HR professional organizations (Mercer, Aon/Hewitt, Willis Towers Watson, etc)
- Government sites
- Global legal and accounting firms
- SHRM training materials now include global
- Cultural and language training
- Compensation and benefits sites for taxation, basket of goods and services comparison
PESTLE – environmental scanning

- Political
- Economic
- Societal
- Technology
- Legal
- Environmental
Benefits

• State provided
• Mandated
• Employer taxation
• Employee taxation
• Voluntary
• Customary and normative
Corporate Social Responsibility

• Workplace affiliation
• Safe environment
• Build the community
• Environmental
• Volunteerism
• Triple Win (People, planet and profits)
  – Environmental
  – Community
  – Business Enterprise
Ethical Issues- Thomas Donaldson

Why would an action that is unacceptable in the home country be acceptable in the host country?

Because of the different level of economic development in the host country

Would the home country have allowed this practice when it was at a similar level of development?

- If “yes,” the practice is acceptable.
- If “no,” the practice is not acceptable.

Other reasons

Can the MNE compete without engaging in this practice? and
Does the practice violate a clear fundamental right?

- If “yes” to either, the practice is unacceptable.
- If “no” to both, the practice is acceptable.
Training and Development issues

- Training variance based on culture
- Employee development challenges
- eLearning
- Learning styles
- Virtual teams
- Getting to “Glocalization”
Quiz

• How do you present a business card in Japan?
• What does “Let’s have a drink sometime” mean?
• What time should you show up if the host asks you to come “around seven”?
• When do you discuss business?
• When does “yes” mean “no”?
• Where is giving the “OK” sign an offensive gesture?
• How do we select an employee for an international assignment?
• What is the typical annual cost for an expatriate?
Developing a Global Mindset

- Understand and respect the differences
- Live and breath the value statements
- Agility / flexibility
- Integrity
- Emotional intelligence and the ability to influence people unlike you
- Behavioral models
  - Destroyers
  - Equalizers
  - Creators
The Four T’s of Managing International Employees

• Travel
• Training
• Transfer
• Teamwork
HR Practices

• Upstream / Downstream
• Train managers on avoiding “microinequities”
• Knowledge sharing
• Talent management
• Prepare expatriates
  – Global assessment instruments
  – Select family as well as employee
  – Culture shock and reverse culture shock
  – Contracts
  – Language and cultural training
  – Clear expectations
• Risk management and mitigation
Global Databases

• Compensation, currency, and pay periods
• Benefits
• Opt in requirements
• EU Privacy Changes
  – General Data Privacy Regulation (GDPR)
  – Effective May 25, 2018
  – Increased compliance and territorial scope
  – Increased penalties
  – Clear consent
  – Right to access
Questions?

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