New Opportunities for the Development of Education at the Technical University of Liberec

Specific objective A2: Development in the field of distance learning, online learning and blended learning

NPO_TUL_MSMT-16598/2022

Selected current HR challenges in managing human resources in the post-pandemic era

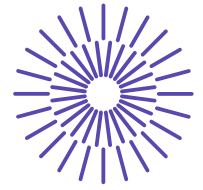# Practical examples of implemented activities

Ing. Tereza Michalová

Sample of group work outputs:

Topic 1: Digital tools and ethical aspects

Task 1: What are the ethical issues that companies need to be aware of when using AI or digital tools at work (such as chatbots, bots, etc.)?

- The 'human side' of applicants
- Prejudices are formed only by hard criteria
- AI lacks soft skills
- Some topics are better discussed face-to-face rather than with a robot (chatbot)
- Employers need to know in detail what they are looking for in an applicant
- Artificial intelligence needs a lot of information and detail to assess
- Through a chatbot, it is possible for candidates to get answers about the job more quickly and possibly in more detail
- From a candidate's perspective, it can be difficult to gauge a company without seeing the building/atmosphere/employees within it

Task 2: Is it ethically acceptable to use digital tools during the recruitment process/resume screening and sorting? Comment on this question and consider different situations.

- Candidates' soft skills may be overlooked
- How long will the data be kept in the company; who has access to the data
- Data security
- There would be more chance of equal competition - less favouritism for certain groups of workers
- Less discrimination in terms of culture, age, gender, etc.
- Lies can be detected by artificial intelligence
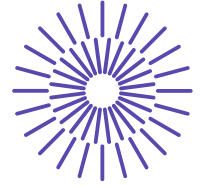
Topic 2: Motivation of Generation Z when looking for a job

Task 1: Identify any changes in the motivation of potential job seekers - especially Generation Z.
- More flexibility
- Personal values
- Internal motivation
- Remote work

Task 2: Assess how companies could effectively communicate their employer values as a means of matching the motivation of potential job seekers.
- Demonstrate how everything works in a company through a video
- List the company's values
- Campaign through social media
- Ask employees of the company I want to work for. About safety, health insurance, their positive as well as negative experiences
- Offer a chatbot as a digital option to get values. (Get an objective view of the company without ratings).

Topic 3: Recruiting through the company website

Task 1: Strengths and weaknesses of the website for the recruitment process

Strengths
- Provide more information, including company values, employee expectations
- Low cost of recruitment
- Simple process for candidates (if digital)
- Modern company image, positive image especially in the eyes of younger generations
- Transparency of processes for candidates
- Possibility of customising the website
- Optimised HR processes for recruiters, possibility of faster response, processes can be minimised within the organisation
- Reaching a wider audience through the website than traditional media (newspapers), better promotion of the company, reaching more potential candidates
- Better for the environment, less pollution (reduction of paper)
- Equal access to information

Weaknesses

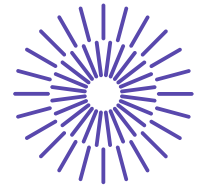- Programme, design, etc. is associated with high costs
- Technical problems (with the website) can become a problem
- Paid marketing, online advertising required
- Security of personal data is increasingly important
- Requires digital competence, internet access
- Less personal contact
- Company can create an "ideal" online that does not match reality

Task 2: To what extent do companies provide job-seekers with job-related organisational information on their websites?
Is there any difference in the automotive industry?

- Is the company culture described
- Diversity, statistics can be seen on the website
- Sustainability
- Tips for candidates
- Benefits of why you should apply for a job, working at the company
- Personal approach on the website
- Storytelling from employees
- Work-life balance and flexibility in focus
- Differentiators within the automotive industry: innovation, focus on mobility, sustainability, environmental friendliness, prestige/luxury

Topic 4: Digital tools and communication within remote teams

Task 1: What can be the advantages and disadvantages of working in remote teams?
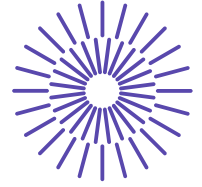
Advantages:
- Flexibility
- flexible organisation of work
- work efficiency can be increased
- no need for office space
- fewer interruptions during work
- lower costs

Disadvantages:
- challenging to organise a team across countries
- no shared office space for creative work
- internet connection required

- different approach to work

Task 2: What measures do you think would be useful for organising remote teams?

- To-do list
- everyone has defined responsibilities
- time management including breaks
- we need to work with the tools we have all agreed on
- Team leader
- training the remote team
- IT knowledge
- providing the necessary equipment
- regular meetings
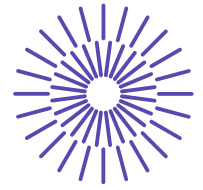- personal employee handbook

Poster Creation - Current Challenges in Human Resource Management in the Post-Pandemic Era

Create an informative and visually engaging poster highlighting current post-pandemic human resource management trends.

Choose one key finding or anticipated development from the topic your team has been assigned. Your poster should provide critical insights and information that can be used for adaptation by human resource professionals and organisations.

Poster Specifications:

1. Title: Provide the title of the topic/challenge.

2. Length: 1-2 pages.

3. Layout: Divide the poster into logically arranged sections for easy readability. Consider a clean and organized layout.

4. Visual Elements: Use visual elements, graphics and images to enhance the eye-catching appearance of the poster and effectively convey information to the audience.

5. Content:

- Key Facts: Highlight the most significant challenge or trend shaping staffing practices in today's labor market. Use charts or tables if appropriate.
- Practical example: Share practical examples and best practices in HR management to address a specific challenge. Offer practical advice that HR professionals can implement.

- Future Outlook: Discuss the expected trajectory of these challenges and how HR professionals can prepare for future developments.
- Visual Style: Use a professional and cohesive color scheme, fonts, and images. Ensure the poster is visually engaging and accessible to read from a distance.

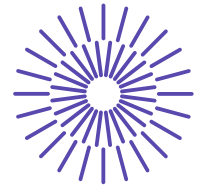6. Submission The poster shall be submitted electronically: Submit a digital version in PDF or JPG format.

Topic 1: Digital tools and ethical questions

TEAM 4 CHICOS

DIGITAL TOOLS AND ETHICAL QUESTIONS

THE FUTURE IS HERE!

SKODA RECRUIMENT 1ST STEP

- INTERNAL SEARCH THROUGH STUDENT JOB PORTAL
- INTERNAL SEARCH FROM EXISTING INTERNS
- LINKEDIN POSTING

RECRUITMENT PLAN

1. SCANNING CVS, REDUCE PEOPLE AND USE KEYWORD SEARCHING
2. ONLINE INTERVIEWS
3. PRACTISE TASK (FINDING TOP 15)
4. RANKING INDIVIDUALS
5. INDIVIDUAL INTERVIEWS
6. MAKE OFFER
7. IF NOT TAKEN, RETURN TO THE RANKING

KEY TAKEAWAYS

- DIGITAL TOOLS CAN EASE THE WORKLOAD OF HUMAN EMPLOYEES
- HR MUST PRIORITISE EMPLOYEES' DIGITAL LITERACY IN RECRUITMENT AND TRAINING.
- DIGITAL TOOLS ENABLE DIVERSITY IN WORKPLACE THROUGH DISTANT WORK (INTERNATIONAL OR DISABLED PEOPLE)
- HR MUST PREPARE TO EMPHASIZE SOFT- & PROBLEM SOLVING SKILLS IN RECRUITMENT.
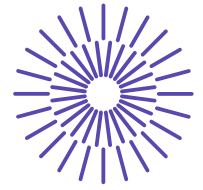
Topic 2: Employee job search motivation – Gen Z

1

Why is it important to know the factors?
- motivated employees = productive
>>> organization gets more profitable, valuble & efficient
- attract&encourage possible employees
- keep current employees

When is it important to know the factors?
- when interacting with people in a business context - doesn't have to be an job interview
- when recruiting people
- always important to know, to be up to date

Where is it important to know the factors?
- all countries where recruitment happens or gets interesting for the company
- HR
- other department where recruited person is going to work

Employee Job Search Motivation Factors:

Motivation Theory:
Study of understanding what drives people to work towards particular goal

Job Motivation:
Unterstanding what drives people to work well at particular job

Managers need to understand:
what motivates employees
this changes constantly / world changes
generations differ from eachother
especially GenZ and post pandemic shift factors at the moment

3

satisfied
Excitement
indifference
Performance
Need not fulfilled
Need well fulfilled
Basic
dissatisfied

Kano Model
- theory for product development + customer satisfaction
- connection between product/company & client / employee
- Customer = possible candidate/employee
- needs & desires of employee in charakteristics
- charakteristics differ for example between expectations, quality, excitement, not relevant ones
- individual per job / generation / person /...
- degree of fulfillment leads to satisfaction / dissatisfaction regarding job aspects or job/company

Measurement of job search motivation:
Herzberg uses motivational & hygenic factors for measuring impact of motivation towards satisfaction

hierarchy and unsatisfied needs

upper layers build on lower layers

from bottom to top more and more induvidual

upper layers = more intense in case of recruiting

Maslow's Theory   **Herzberg's Theory**

Self-Actualization Needs
Esteem Needs
Social Needs
Security Needs
Physiological Needs

Motivating Factors

Hygiene Factors

2

Intrinsic Motivation:
having fun/feeling fulfilled at the job
can only be driven by interest existing within the employee

Extrinsic Motivation:
can only be driven by external sources (rewards)
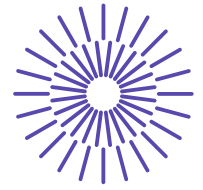
Topic 3: Webpage recruitment

Web Page Recruitment

SKODA CAREER

"Career pages as effective recruitment medium for hiring and selecting employees"

How to Attract Candidates with a Company Careers Page

TIMELINE

- **2**
  - 8D Problem Solving
  - Quality management
  - 10/05
- **4**
  - Lotus Blossom
  - Impact of digitalization on HRM
  - 22/05
- **6**
  - Skoda visit
  - How to avoid bad hiring
  - 24/05
- **8**
  - The end
  - 26/05

- **1** 03/05
  - First introducing
  - S/W of web pages for recruiting process
- **3** 15/05
  - HR questions for Skoda
  - Source for project
- **5** 23/05
  - Employee voice
- **7** 25/05
  - Assessment centre

STRENGTHS

- Multipurpose
- Key tool for attracting employees
- Important external marketing tool
- Cost effective
- Contributes to employer branding
- More sustainable than traditional channels
- Time efficient and streamlined process

- Structured target groups
- Recruitment Chatbot during application process
- Blogs on career page
- Newsletters (TRM - talent relationship management)
- sufficient amount of information about vision, mission, goals, values and benefits
- Good visuals
- Joint efforts in career page development (HR Marketing, Recruiting department , IT)

OPPORTUNITIES

- Wider reach of active and passive job seekers
- Increased web traffic
- Improved employer branding
- More dynamic interactive platform
- Video job profiles
- Build loyalty and enhance attractiveness to organization

- Chatbot for career pages
- Provide relevant message content (reskilling, diversification of jobs or tasks)
- More targeted job description
- Feedback from all applicants (survey)
- CV Parsing to prescreen application via AI

WEAKNESSES

- Potential lack of info on organizational culture—
- Outsourcing resulting in extra costs

- SEO, webpage maintainance
- Technical problems (debugging)
- Some job descriptions are not very clear/detailed

CHALLENGES

- Access to internet and digital competences
- Design and information quality might influence the perception of the company

- Data security –> double opt in system
- Analyze target group and customize career page

KEY WORDS

- **Recruitment:**
  - The process of identifying, attracting, and hiring qualified candidates for job openings within an organization

- **Applicant tracking system (ATS):**
  - A software application used by employers to manage the recruitment process, including job postings, candidate screening, and interview scheduling.

- **Career page:**
  - A place on your website where you share current job openings along with insights into your company culture, employee benefits and company news.

- **Onboarding:**
  - The process of integrating new employees into an organization, including orientation, training, and socialization to help them become productive members of the workforce.

- **Storytelling:**
  - A strategic approach to sharing experiences, conveying messages, and creating emotional connections within the workplace.
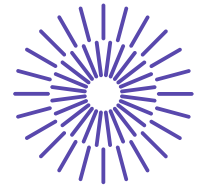
SKODA

KEY TAKEAWAYS

- Perception of career pages of HR marketing and hiring departments differ inside the organization
- 2 separate CRM systems (HR marketing, hiring department), attempts to merge them
- TRM (talent relationship management)
- 90% of Skoda employees are hired via career pages
- Need of feedback system for career pages
- Recruitment chatbot

Topic 4: Digital solutions and communication in remote teams