

Managing People

Assessment 1

Student Name: Ovidiu Puchin

Student ID:1907613

Module Lecturer's Name: Dr. Mushfiqur Rahman

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Introduction

Employees are considered as one of the most important assets of an organisation and HR professionals have the responsibility to make the best utilisation of this resource (Sheehan et al., 2016). The new CIPD Professional Map works as a guideline for them which will help them to excel in this field. In this assignment, the job responsibilities of an HR professional will be evaluated from the CIPD professional map. At the second part of the assignment, the HR activities of Eddie Stobart will be discussed as well as the way these activities are helping them to achieve their organisational objectives.

Task 1

Evaluation of HR Professionals' job through CIPD Professional Map

The CIPD Professional Map is an immersive set of principles that guides HR professional to always develop and enhance the world and nature of work. The map reflects and anticipates the changing role of people working in this sector. The aim of this map is to help administer a unified professional identity throughout the industry, with the same set of standards and principles being applied by those who work in HR (Harrison et al., 2020).

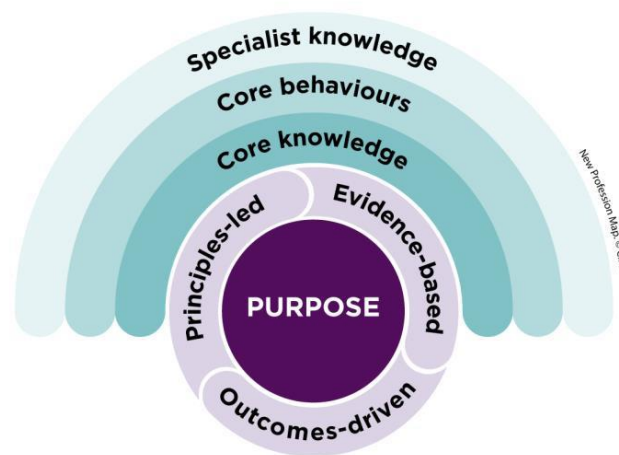


Figure 01: the CIPD Professional Map (CIPD People Profession, 2020)

Organisations are constantly trying to find ways to grow and expand their business and their workforce in a rapidly evolving business environment. The functions of Human Resources is therefore important and responsible to ensure that the organisation can rely on people who are effective, trained, and dedicated. To ensure the performance of an organisation, HR professionals have a critical and significant role (CIPD People Profession, 2020). This role has however expended and has become even more dynamic as well as nuanced in recent years and has fundamentally changed in many cases. The HR professionals now know the importance of employees and their wellbeing and they have already started placing employees as well as their well-being at the centre of organisational concerns.

The fundamental aim of this profession is to promote better work as well as working lives. The HR professionals should always bear in mind that, people who are associated to the world of work

have roles to play to deliver this and this is the reason it is at the centre of this new map. An HR professional has to work for making positive impacts on every level including personal, professional and lastly social. They can have an impact on people and professionalism.

An HR employee has to make judgements often and while doing these, he needs to support his case with solid evidence from various sources such as behavioural science and academic research and organisational data etc. to make sure that his judgements are not wrong. He should follow three key principles such as Work matters, People matter and Professionalism matters (Anderson, 2019). An HR professional knows that good works exist for the longstanding welfare of the people, organisations as well as society. People are important to businesses as well as organisations. Everyone is unique from each other and they deserve understanding, care, as well as investment. They deserve equal treatment and a meaningful voice, as well as their rights and legal protection, on matters that concern them.

HR professionals have to consider the consequences of their actions outside the interests of their own companies for the benefit of the broader society (Mayo, 2020). They should know that they are the ambassadors of this profession thus they are required to act with integrity and commitment to ensure continuous growth and to make decisions based on principles.

Task 2

Employee resourcing is an aspect of HRM which is concerned with recurring, obtaining and retaining employees with the important and necessary skills, values, competences, and attitudes etc. Resourcing embraces various crucial HR activities, such as planning, recruitment and selection etc. HR functions are responsible for delivering the organisation with a suitable and competent workforce which can help the organisation to achieve its goals and objectives (Iles, 2011). Effective Human Resource Management is a way for organisations to become effective and achieve efficiency. It supports other organisational functions in order to successfully become productive in their organisational activities. Even when a specific HR department is set up to support managers, they still remain responsible for the performance of the employees. The HR Department operates to support managers in achieving the goals and objectives of the organisation. The management of human resources is not an aim, it is just a way to support managers with problems with their human resources (Dainty, Raidén and Neale, 2019). There are many functions of human resource management. Planning and Recruitment and Selection are the most significant among them. They are discussed below and evaluated in the context of Eddie Stobart.

Planning

Human resource planning is an ongoing planning process in order to achieve the proper utilisation of one of the most substantial assets of an organisation which is the talented employees. Human resource planning provides the best match between workers and their jobs while preventing manpower surpluses or shortages. There are four key phases in the human resource planning process (Nkomo, 2017). These include evaluating existing labour market, projecting labour demand, matching expected labour demand with supply, as well as promoting organisational objectives. Planning for human resources works like an important investment for every organisation as it helps them to remain both efficient and profitable. It is a strategy which is used by organisations to maintain a consistent stream of talented and eligible employees. That is why it is often called workforce planning. The strategy is often used to help organisations assess their requirements as well as to plan accordingly to meet those needs (Hoch and Dulebohn, 2013). HR planning ought to be versatile enough in order to acknowledge short-term staffing issues while adjusting to the changing market environment in the long run. HR planning begins by evaluating as well as auditing the existing human resource capacity of the organisation. Then it helps to

determine the needs for recruiting new people and work accordingly. Human resource planning helps to predict the turnover of employees and make preparations for reducing turnover as well as fulfilling the vacant positions (Bhattacharyya, 2013). It also helps by providing information on how current employees need to be employed and also what skill sets and/or qualifications are to be acquired to achieve the required levels of efficiency. Training and educating employees to make them competent to make them capable of the organisation is also an objective of human resource planning.

The managers of Eddie Stobart always focus on planning for human resources properly which is one of the key reasons behind their success. They have integrated new technologies in the process which is increasing the accuracy of the whole process. To analyse the current workforce they use an automated system which provides information, data as well as other statistical analysis of incentives and compensations and present them in tables, charts or diagrams. They put emphasis on the quality of work over everything else when assessing the employees. As one of the aims of the company is to make workers self-sufficient, as in the case of development for the time being within the company, the managers of the company utilise subjective assessment to assess and determine the skills and abilities of the employee. The assessment is carried out quarterly.

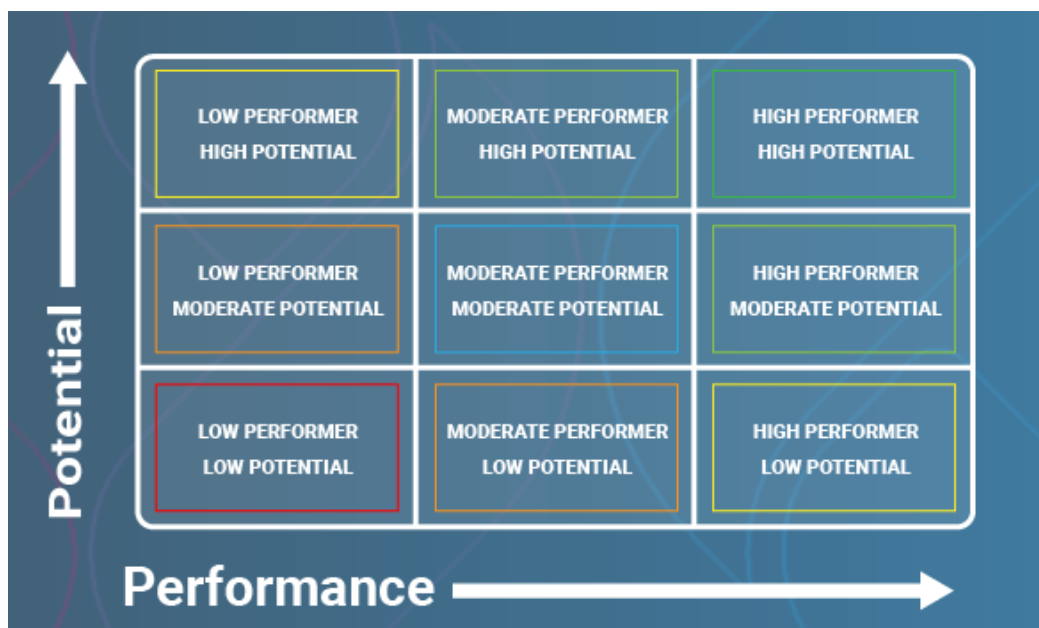


Figure 02: Employee Appraisal Model (Bhattacharyya, 2013)

They use the 9-box grid model to assess the performance of the employees. HR managers use this grid to make decisions regarding human resource planning. For instance, the employees who are in the top right corner of the grid have high potential along with high performance. The managers will make sure that employees like that rapidly shift up the hierarchy so that they can utilise their potential to the fullest. At the same time, if an employee performs well but shows limited potential, he is recognised as someone who needs development. In such a case, the managers arrange training, workshops and counselling sessions to help them to reach their maximum potential.

Recruitment and Selection

One of the main functions of human resource management is recruiting employees. For accomplishing an organisation's objectives and goals, HRM seeks to recruit as well as retain skilled, creative and productive employees. All this begins with the recruitment of the appropriate workers from the list of applicants (Compton, 2011). The HRM helps in finding and identifying the appropriate candidates for the job and selection. In order to sort out the most appropriate candidates from the pool of candidates, the applicants are then subjected to a thorough screening process. The applicants who are screened go through various interview sessions through which the recruiters test and assess their skills, expertise and experience which needed for a particular job. This process helps the organisations to find the most suitable employees who can help to achieve their organisational objectives (Lievens and Chapman, 2012). The employees who pass the interviews are usually offered jobs in the organisation. This process is critical because after all, these chosen employees will help the organisation to achieve its objectives, goals and visions. Recruitment helps to attract as well as engage individuals an organisation needs in order to achieve its overall objectives. This process helps to recruit and select the right employees who will be an accurate fit into the organisation's culture as well as contribute to achieving its goals (Rozario, Venkatraman and Abbas, 2019). This process helps to determine the present and future needs of the company in accordance with the practices of staff planning and task analysis. It helps to boost the process of choice by reducing the number of obviously unqualified or overqualified job applicants. It helps to minimise the probability that the applicants will leave the company after a short period of time once they have enlisted and selected.

The managers of Eddie Stobart do not consider recruitment and selection of workers just as a way of filling vacant positions but they believe this process is a way to protect and maintain the corporate culture as well as the values of their business. They use both the internal and external sources of recruitment. They recruit from internal sources through mainly promoting current employees, employee referrals and recruiting previous applicants. Their external recurrent process is based on advertising in various social media platforms as well as in renowned job hunt websites. They also allow candidates to directly apply to their website when they have vacant positions in the company (Foreman, 2015). Eddie Stobart also attracts the candidates by sponsoring various events throughout the UK. Besides all these, they recruit employees through recruitment agencies

when they need employees for doing specific jobs. They recruit directly from campuses and offer internships to graduates and some of the interns get the chance to work as permanent employees if they can excel in their internship positions.

The selection process of Eddie Stobart is based on various steps and if a potential candidate wants to work here, he has to go through all these steps to get selected.

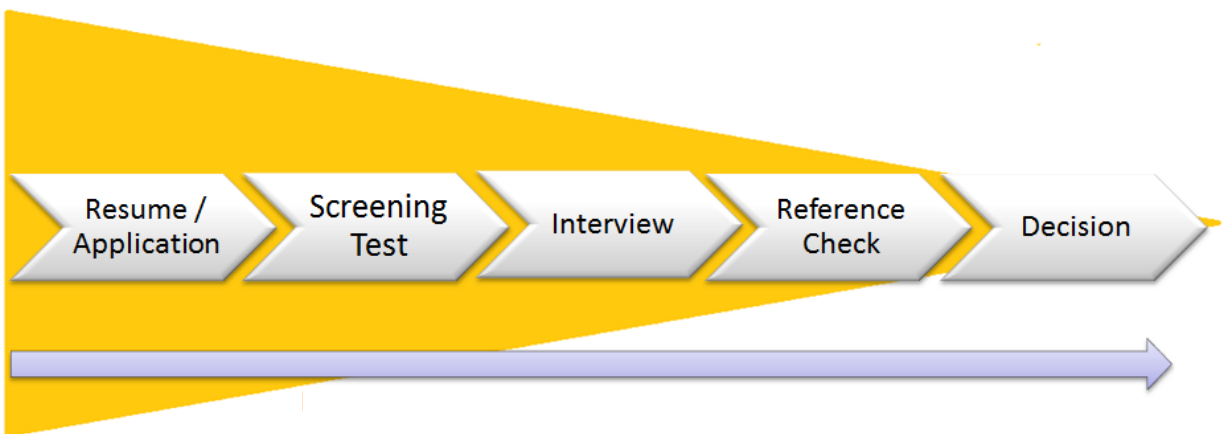


Figure 03: Selection process of Eddie Stobart (Rozario, Venkatraman and Abbas, 2019)

The candidates are asked to apply in the various vacant position of the company with their resume. This is the step where many candidates apply for the positions. The HR managers of Eddie Stobart then screen the applicants and shortlist the most capable ones based on their resume. The shortlisted candidates are then called for an interview. In this step, the candidates are assessed face to face by the HR managers of Eddie Stobart. Managers from other departments accompany HR managers when recruiting employees for specific departments or accomplishing specific jobs. They judge the candidates in various criteria in the interview. Many applicants get rejected in this stage and the managers check the references of the candidates who passed the interview. If their references check out, the employees are offered job positions in the company. This is the end of the recruitment process. However, they have to go through training sessions to polish their skills and to become capable of fulfilling the day to day tasks of the company.

Conclusion

The business world is constantly evolving and the job of HR professionals is also changing with that. An HR professional must have some qualities and knowledge on specific areas which the new CIPD Professional Map helps to find out. Planning and Recruitment & Selection are the most important part of Human Resource Management as they help organisations to fulfil their objectives. Through these, an organisation can assess their current workforce, forecast future requirements and make plans to fulfil those requirements.

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