

Report

HR functions

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Managing People

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TASK 1: BRIEFING STATEMENT

Dated: 19th August 2021

Title: To be an HR Professional with Reference to CIPD Profession Map

Purpose

The purpose of this briefing statement is to assess the prime meaning of being an HR professional. It investigates different attributes required to be a successful HR professional at the workplace supported by the current CIPD Profession Map.

HR Professional

Commonly, the term “professional” refers to an individual having expert skills as well as some kind of knowledge in his/her domain (Brooke et al., 2018). When it comes to the HR professional, it refers to the individual who is able to provide some sort of guidance, advice or assistance to the employees working under his/her supervision (Nishii & Paluch, 2018). More specifically, Syrigou (2018) cited that professionalism within the HR field shows the attitude characterised by intelligence, integrity, maturity and thoughtfulness due to which professionalism has become one of the major requirements for every single HR practitioner. Thus, to be an efficient HR professional, a person needs some behaviours, skills, knowledge, and characteristics in the domain (whether working as an HR manager, HR director etc) by which he/she collectively endeavours to achieve the status as well as recognition and to established professionalism in the field.

CIPD Profession Map

Commonly, numerous skills and knowledge elements are counted when it comes to the efficient role of an HR professional including communication skills, decision-making, training and development, effective budgeting etc. However, some influential skills and other

necessary aspects have been discussed in CIPD HR Profession Map (referred to Appendix 1) (Harrison et al., 2021). The CIPD map is a universal platform that has been designed by HR professionals with the purpose of helping people in better understanding and determining what skills, as well as knowledge, are necessary and highly relevant to the specific HR profession. Along with this, the map is also used to offer the selection of the best combinations of skills and/or knowledge in different departments within the HR profession for effective functioning with time, ever-changing ways of work and diversity in job roles.

Based on qualifications, experience and stages of career, the CIPD map also assists HR professionals to bring improvements in their behaviours and to collectively gain a higher post (by imposing significant impact on practices) with a high degree of trust/credibility with available two professional core areas (insights, strategy and solutions and leading HR), ten professional areas, eight behaviours and four competence bands in the map (as shown in Appendix 1) (CIPD, 2021; Royce et al., 2021). Briefly, the CIPD Code of Conduct is considered a basis for HR professionalism, which defines key elements as well as components vital for an effective HR function and personality development as an HR professional by outlining main activities, behaviours and knowledge. Fortunately, I had a good understanding of organisational needs where I worked in past (in Tesco). This is because the company holds monthly meetings due to which I got some knowledge about the firm (as discussed in the following Table) and thus, the importance of these areas is inescapable in developing my role as an efficient HR professional within the firm:

Table 1: CIPD helped me in Improving My Knowledge and Behaviour

Core Knowledge	Core Behaviour	Specialist Knowledge
Culture and Behaviour: the company follows the Maslow's as well as Herzberg's theory of motivation by offering benefits to the employees, as per the theories motivating factors, hygiene factors and different kinds of needs (social, safety etc) influence employees engagement and ultimately the firm's objectives	Valuing People: I got to know to valuing people by politely communicating and cooperating with them to meet the business goals	Rewards: I found how tangible and intangible rewards assist in developing strong relations with others.

TASK 2: REPORT

Introduction

Human resource management is an important task for any organisation to open every single lock of a firm's success. However, it is impossible to manage human resources without establishing significant HR functions within the organisation. Currently, the dynamic business environment and growing needs and importance of employees have pushed firms to strengthen resourcing activities. Thus, this report investigates organisational objectives within resourcing activities (planning, recruitment & selection) that the HR function is responsible for delivering and for showing how these have evolved by analysing the case of Tesco Corporation. The selection of Tesco Corporation has been made because I have worked in this organisation in the past and I am aware of organisational objectives, planning, and recruitment & selection processes within the working climate.

Organisational Objectives within Resourcing Activities HR Function is Responsible For

Fundamentally, the HR function in any organisation is responsible for delivering some major organisational objectives that are purely related to the resourcing activities such as planning, recruitment and selection, as discussed below:

Organisational Objectives related to Selection

According to Vaughan (2019), the prime organisational objective of a business is to dedicate time to finding the skilled and right talent and develop the skills of recruited staff. Since the dynamic business environment seeks for employees with new skills for competitive advantage; thus, HR professional needs to select not only the skilled staff but also the workers who can improve their skills and knowledge over time (Vaughan, 2019).

Organisational Objectives related to Recruitment

One of the organisational objectives is to define the firm structure to drive high productivity (Vaughan, 2019). In this regard, the HR function is responsible for hiring the right talent according to the tasks. Once the right talent is recruited, then the HR function is responsible for defining the structure and practices to nurture the skills of the staff, which ultimately maximises return on investment made on human capital.

Organisational Objectives related to Planning

Another organisational objective within resourcing activities is to develop effective communication and coordination at the workplace. According to John Donne (the poet of the 16th century) said, "No Man is an Island", which means people are social animals and they behave badly at the time of isolation and their involvement in a community is required for their survival (Vaughan, 2019). Similarly, in an organisation HR function is responsible for encouraging staff to cooperate and communicate to polish their skills under the hierarchy and to up the business.

At the same time, HR professionals need to deliver the objective associated with embracing wide ethical and social changes/developments that might affect the business environment such as demographical change, technological revolution, and workforce potential (Vaughan, 2019). The defined objectives of organisations in the current time show that the roles of HR professionals are increasingly important for business success. Today, HR professionals are not only required for hiring of staff but also for managing the people following tasks and operations and thus considered as management pillar of the recent business world embracing HR objectives (Vaughan, 2019).

The Case of Tesco: Firms' Objectives, Resourcing Activities, and HR Function

Fortunately, the organisational objectives at Tesco have been evolved due to the effective HR professionals. At present, the prime organisational objectives of Tesco are related to creating sustainable, long-term growth, being a successful international retailer, becoming strong in the food category, becoming a pleasing place for employees, increasing customers' satisfaction, mounting sales and market share, and adapting continuous changing needs (Muli, 2019; Fadeyi, 2020). Despite high competition within the retail industry in the UK; commendably, the HR professionalism within the firm is high; resultantly, the firm has an effective structure and culture that meets the business requirements. Based on the professionalism in the HR field, the HR functions in achieving the organisational goals of Tesco have been evolved in the following way:

Training and Development: successfully, the HR professional hires a talented workforce and continues to motivate them for further training on which the success of the organization depends. In this regard, Tesco itself introduces training programs along with conducting numerous development programs to keep employees' skills developed and updated (Alam & Raut-Roy, 2019). This is because external factors such as technological advancement continuously influence the performance level of workers and as the largest retailing organisation, the firm needs to adopt changes in technology to improve business operations; thus, training of workers seems necessary at Tesco (Alexander, 2020).

Integration: compared to the past, the cooperation and communication objective has been evolved in Tesco where the HR function is based on balancing the healthy association of managers with employees. In this context, the HR professionals within the business develop industrial relations with other companies to engage employees in communication with new individuals of other firms.

Performance management: at present, HR professionals make sure that the workers working in Tesco are motivated to achieve all the organisational goals. Unfortunately, the labour force within the firm compares the business environment with other competitive firms; thus, Tesco professionals use various motivational approaches including rewards, incentives/bonuses, compensation, promotions, guidance, healthy working climate etc to accelerate workers' performance and achieve future targets (Alam & Raut-Roy, 2019). This function of HR professionals at Tesco is supported by Herzberg's theory of motivation, which postulates that the behaviour of workers is mainly influenced by two kinds of factors called motivating factors (that keep people motivated) and hygiene factors (that inhibit motivation) such as good environment, good relationship, benefits to the employees at every level, encouragement, insurance, rewards etc (Hur, 2018).

Effective leadership: it is a difficult task for an HR professional to hold effective leadership qualities. Fortunately, the HR function at Tesco is highly effective where professionals effectively instruct and direct the labour force towards organisational goals along with redirecting HR goals for innovative ideas (Brannen et al., 2020). In this way, the planning, recruitment and selection objectives are modified at Tesco when necessary. At the same time, different HR professionals are working within the organisation for different duties. For instance, the line manager in Tesco has some specific responsibilities such as monitoring work and checking quality, promoting equality and diversity, disciplining employees, employee engagement and safety, and health while others have the responsibilities of recruitment and selection (Brannen et al., 2020).

Planning: The HR planning process to estimate the number of employees needed for completing any task is relatively effective at Tesco for which the HR team at Tesco is responsible. In this regard, the team follows different ways such as ensuring equal opportunities to all employees, finding the future needs of manpower, needs of employment improvement, and recruitment of diverse workforce to cope with change or challenges (Akila

et al., 2020). Tesco's HR Professionals develop a planning table to find the likely demand for new staff, which is a good step. Conversely, this table is generated annually while the quarterly and semi-annual needs of staff are not managed efficiently at the workplace rather only reviewing the situation (Tesco, 2020). Despite that, the flexibility of meeting staff demands at Tesco is relatively high and it is continuously evolving depending on the social needs, economic needs and business factors. Furthermore, at the staff level, the technical skills are not highly monitored in Tesco compared to the management level, which shows the lack of planning at the workplace (Tesco, 2020). Overall, the importance of planning is inescapable for HR professionals to accommodate social, technological, economic, and political pressure.

Recruitment and Selection: the recruitment and selection process at Tesco consists of transparency, proper training, job satisfaction, and legal compliance (Jha et al., 2020). Albeit, Tesco is considered one of the best UK organisations following effective recruitment and planning procedures but still, some strict policies like online testing reduce the effectiveness of the policies to hire talented and required workers. In this regard, the HR professionals should adopt CIPD core knowledge and behaviours to make a cost-benefit analysis for more focused on online testing and a face-to-face interview.

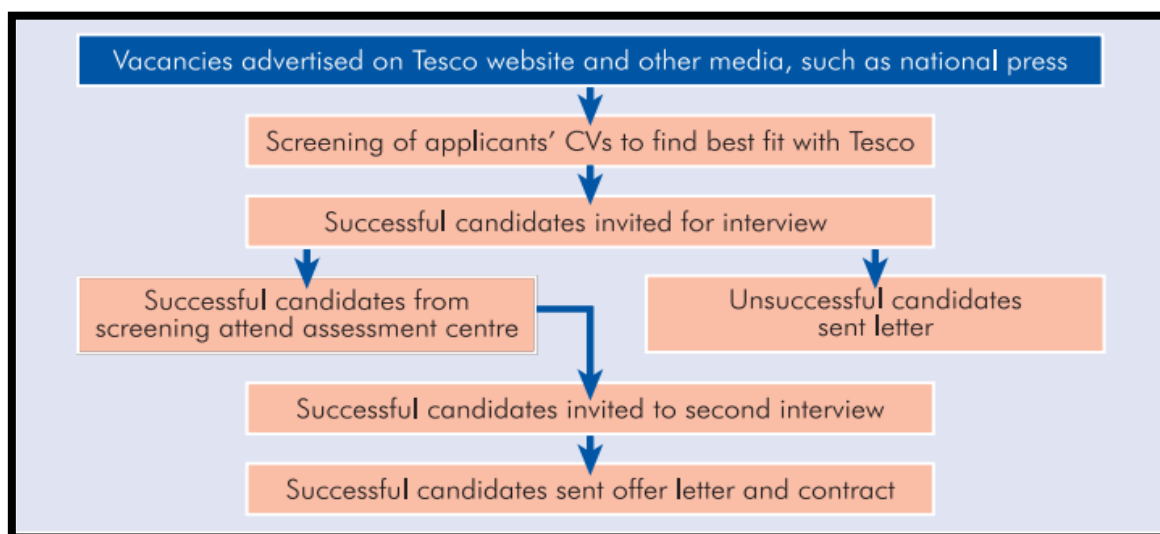


Figure 1: Recruitment & Selection at Tesco (Tesco, 2020)

Conclusion

The report concludes that any organisation can be only successful if its HR professionals work efficiently. In the case of Tesco, a similar approach of HR professionals has been seen where they function according to their responsibilities and the influence of internal and external factors. For instance, to motivate workers to perform well, the management of resourcing the organisation offers tangible and intangible rewards. To engage the workforce in an efficient performance, proper training and development programs are offered that also retain them.

However, still, the planning, recruitment and selection process of Tesco is challenging because of following the strict procedure, which is mainly based on an online aptitude test rather than an effective in-house interviewing session. Therefore, the company has not reached the optimum until now despite evolving its past operations and selection criterion. Thus, it is recommended to strengthen its planning objectives under the supervision of HR professionals who have core knowledge, core behaviours and specialist knowledge (as mentioned in CIPD Profession Map) which would encourage high performance in pursuit of organizational objectives as well as a sustainable competitive advantage of Tesco.

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APPENDIX

Appendix 1

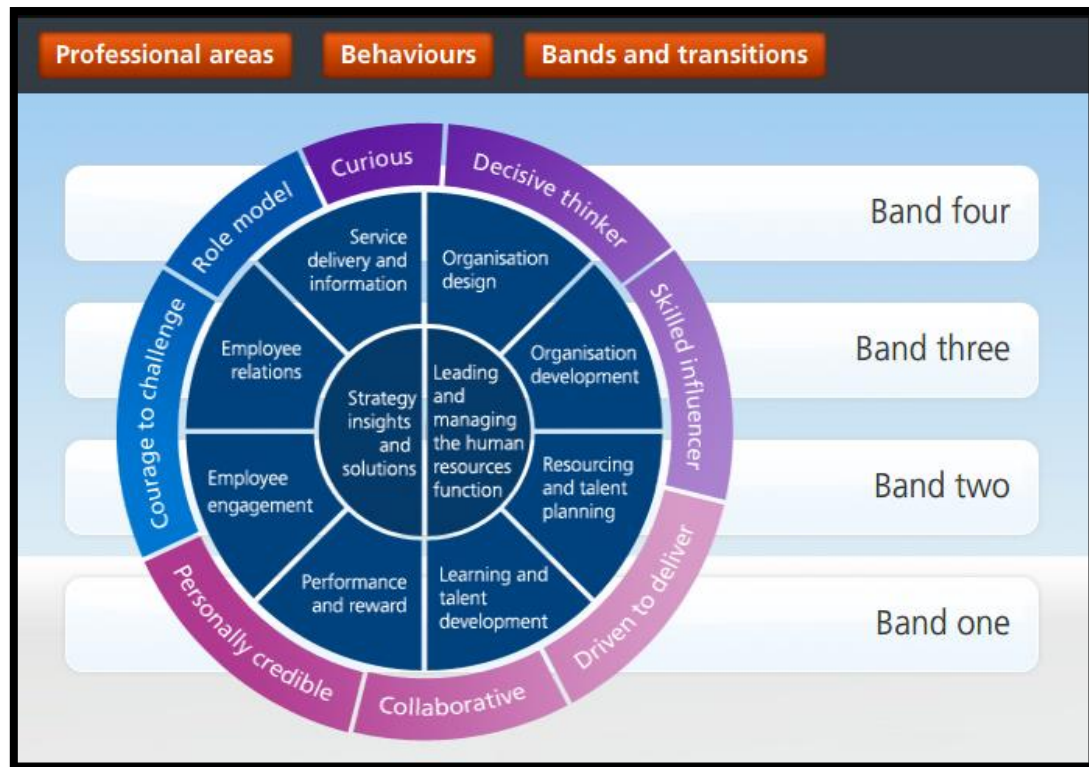


Figure 2: CIPD Profession Map with Areas, Behaviours and Bands (CIPD, 2021)

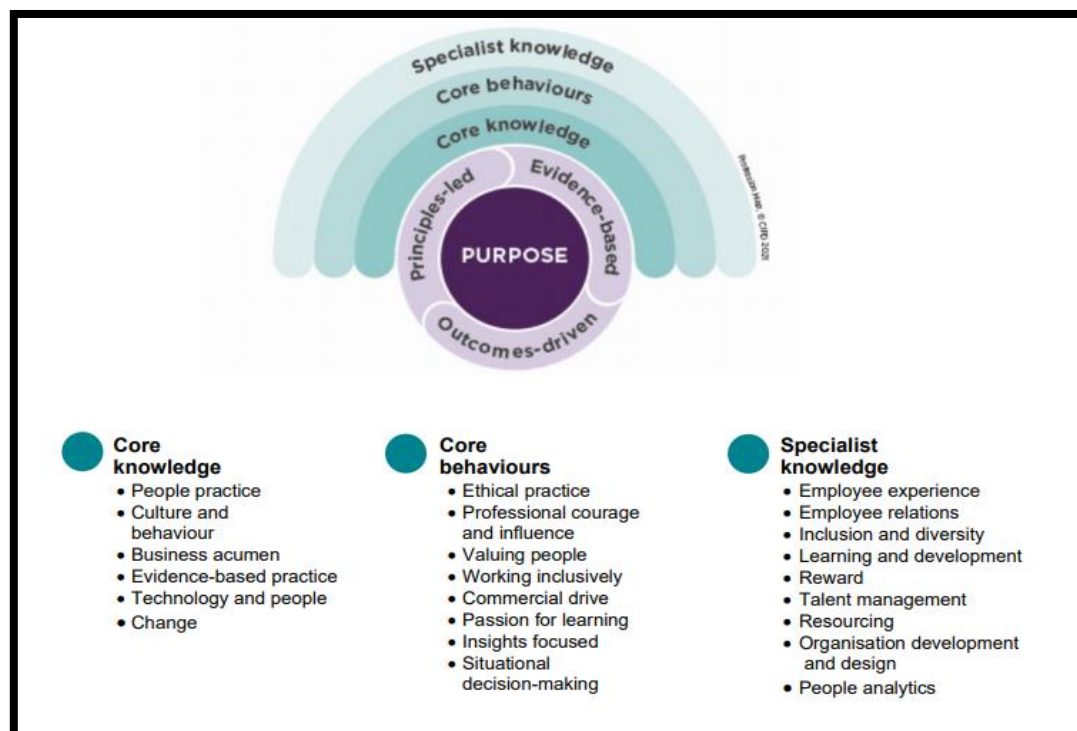


Figure 3: CIPD: The Profession Map (CIPD, 2021)