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Understanding the Contemporary HR Function

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By Signing below, I confirm that the work/evidence presented is my own, unaided work. I understand the regulations pertaining to candidate malpractice and the action that may be taken as a result.

Signed *Deborah Telfer-King*

Date 11/02/2020

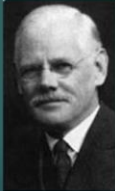
The Function of HR

WRITTEN BY DEBORAH TELFER-KING 2020

How it all began

The Association of Employers Interested in the Industrial Betterment and Welfare Workers Engaged by them.

- ▶ Welfare Workers Association (WWA) 1913
- ▶ Peter Cheese CIPD 2020



Championing better work and working lives

On the 6th June, 1913 representatives from 34 companies attended the first assembly of the Welfare Workers' Association. (Benjamin) Seebohn Rowntree known for his 3 York studies of poverty took the chair, with representatives from Cadburys, Boots, and Chivers. The Welfare Workers main concern was the working conditions of female and children employees in the UK's factories, naturally, 29 of the founding members were women. Due to the outbreak of World War 1 women were recruited in large numbers to fill the gaps left by men going to fight so by 1916 it became compulsory for welfare workers to be appointed in all establishments controlled by the Ministry of Munitions, around 1000 welfare workers had been appointed throughout the UK, 600 were members of the WWA.

From 1917-1924 the Association went through five name changes

Local welfare worker associations and welfare officers had emerged across the country without any connection to the WWA due to the wartime growth in employment

- **Central Association of Welfare Workers (CAWW) 1917**
1920 saw the growth of 'Labour Officers' who assisted the management in recruitment, dismissal and industrial relations amongst unionised male workers. The labour Officers and Employers had little sympathy with IILWW exclusive focus on welfare very few joined it.
- **Institute of Industrial Welfare Workers (IILWW) 1924**
- **The Institute of Labour Management (ILM) 1931**
- **The Institute of Personnel Management (IPM) 1946**

Concerned with the splintering of the welfare movement the WWA adopted a new constitution with a branch structure that incorporated local associations and renamed itself the CAWW.

The ILM decided to change their name to the Institute of Personnel Management as the personnel department was emerging as a popular organisational feature to reflect its members focus on industrial relations and training.

In 1955 entry was restricted into the IPM, full membership was only granted via an examination and introduce an educational scheme which was run by colleges in preparation for the national exam.

1968

- ▶ 1968 saw 850 female workers from Ford Dagenham go on strike for sex discrimination in their job grading



The strike in 1968 gave a huge impetus to the campaign for Woman's Equal Rights and the Institution helped organisations implement the 1970 Equal Pay Act. The Ford women had been graded as 'unskilled' (B Grade) whereas the men had been placed in the semi-skilled C grade. The strike lasted for three weeks and in that time brought the entire Ford car production to a standstill, Ford refused to negotiate with the women Sir William Batty was told by his superiors to 'do his worst'. The strike is still considered a landmark case in the fight for equality in Great Britain, the strike also allowed for the expedience of the Equality Pay Act of 1970. How HR of today would have handled it.

Line managers would need to know what is expected of them and where the lines are drawn.

A strike will inevitably involve conflict, dilemmas and frustrations, a balance need to be found between employees and line managers

Promoting effective communication between management and employees

<https://socialistworker.co.uk/art/14766/Ford+machinists+strike%2C+1968%3A+an+inspiring+demand+for+omens+rights>

In 1994 The
Institute of Personnel Management (IPM)
and the
Institute of Training and Development (ITD)
merged to create the
Institute of Personnel and Development (IPD)
unity was finally perfected with a single institute



Chartered status was granted in 2000 and the Chartered Institute of Personnel and Development (CIPD) came into existence on the 1st July 2020. The CIPD awarded chartered status to over 37,000 full members, fellows and companions of the Institute on 1st October 2003. The CIPD is the only professional body in the world that can confer individual Chartered status on HR and L&D Professionals.

<https://www.cipd.co.uk/about/who-we-are/history>

<https://www.cipd.co.uk/about/who-we-are/governance>

CIPD Membership Professional Membership Chartered Grades

- ▶ Chartered Companions (CCIPD)
- ▶ Chartered Fellow (FCIPD) – Academic Fellow (Academic FCIPD)
- ▶ Chartered Member (MCIPD) – Academic Member (Academic MCIPD)
- ▶ **Non-chartered grades**
- ▶ Associate (Assoc CIPD)
- ▶ Affiliate – A basic level of membership
- ▶ Student Membership
- ▶ Pictured below Natasha Adams (Tesco's) and Danny Mortimer (NHS Employers) both recognised by the CIPD for their contribution to the profession 2019




Professional Memberships

CCIPD awarded in recognition of contributions to the profession or the institute

MCIPD awarded on request to graduate members who have three years of relevant managerial experience, the role may include elements of developing people strategy, and they also need to be operational, planning and managing HR activity.

Academic MCIPD a typically experienced lecturer or senior researcher that is an expert in more than one relevant HR or L&D subject area.

FCIPD – an upgrade from MCIPD, with 10 years relevant experience, and provide a demonstration of at least three years working consistently at a senior level Associated. Academic FCIPD a senior academic or research leader recognised as an expert in at least two areas of HR or L&D.

Assoc CIPD – is awarded on completion of your complete CIPD-approved Certificate or diploma. This is the first level of HR certification

<https://www.cipd.co.uk/membership/become-member/professional/chartered-companion-nominations>

New Professional Map (2018)



Profession for the Future is the CIPD vision for developing our profession, complete with practical ways for people professionals to make changes and a greater influence within organisations, playing our part in championing better work and working conditions.

The HR is responsible for delivering the following organisational objectives

- Strategic Management
- Workforce planning and Employment (recruitment and selection)
- Human Resources Development (Training and development)
- Total Rewards (Compensation and Benefits)
- Policy Formulation
- Employee and Labour relations
- Risk Management





The role of the HR has evolved over the last 30 years from being a manager of employee data to a department accountable for everything from regular and necessary procedures to complex key strategic elements such as top management development. Different elements require a different type of management that have different levels of impact on the organisation. The HR role has had to become more tactical in their role, considering not only internal but also external forces that may affect the organisation's purposes. (Personal Today 2002).

As Dave Ulrich, professor of business administration at the University of Michigan, wrote in the Harvard Business Review, (January-February 1998) "In most companies, HR is sanctioned to play policy police and regulatory watchdog. Whereas an entirely new role and agenda for HR is being defined by what it delivers, results that enhance the organisation's value to customers, investors and employees.

Auto-enrolment 2002, Personnel Today, viewed 20 Jan 2020

<https://www.personneltoday.com/hr/how-hr-has-evolved/>

Human Resources Management January-February 1998, Viewed 23 January 2020

<https://hbr.org/1998/01/a-new-mandate-for-human-resources>

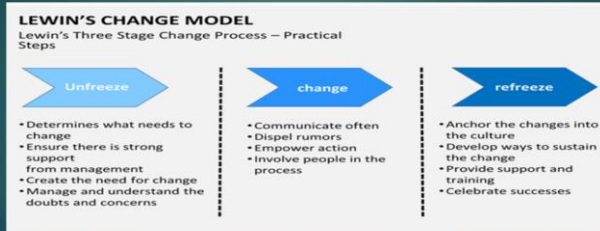
How do HR Contribute to Change Management?

Just a few examples of how HR can contribute to change management

Growth opportunities - New business which requires recruitment

Technological developments - Training and development

Customer or supplier pressures – Stress management



Lewin's Change Management Model is one of the most effective ways to understand an organisational and structured change, designed and created by Kurt Lewin in the 1950's it is still used today.

Unfreeze – The beginning of the process where the organisation would get ready for change, and recognise the fact that change is crucial and needed. Nobody likes to break the status quo so this is where you would find the most resistance. Explanations need to be made as to why the existing way needs to be changed and how this change may affect the organisation, the organisation would look into its core objectives and re-examine them. Using our ISO27001 as an example, as an IT company we knew what we had to do as far as security for not only us as a company but our clients as well, we had to bring in policies and procedure and not just use best practice, the common remark was “why fix what isn't broken” management and employees had to start following proper procedures which sometimes increased their workload, Example – a Labtech database that enables two-fold authentication. As part of the HR team, we organised training for the new directives, had one to ones with employees and management who were not coping with the changes or did not want part of it, and generally made ourselves initiators and facilitators of transformation change.

Change – Communication, time and support are paramount for this stage for it to take place successfully. Transitions and changes start to take place now, although the process may take time to happen as people may spend time embracing new

happening or developments. This stage requires strong leadership and reassurance because these aspects make the process easier for staff or individuals who are involved in the process. ISO27001 example was policies and procedures written and defined by senior management, but then used by the employees to iron out any problems and issues, getting the employees to help on this made them feel more involved with the whole process.

Refreeze – If the change has been accepted, and implemented by people the organisation should become stable again. This refreeze step requires the help of people to make sure changes are used all the time and continuously implemented even after the objective has been achieved.



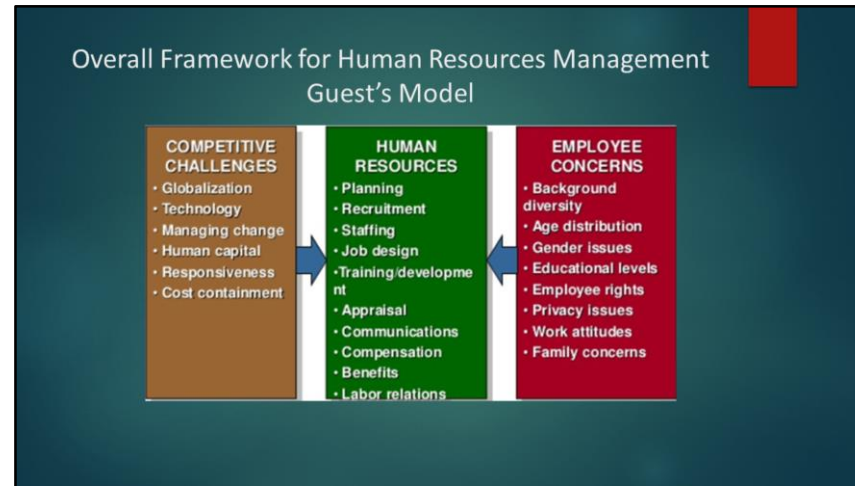
When HR and line management work together employees have greater confidence that actions and decisions are made according to company policies and procedures.

Strategic planning between HR and line managers involves reviewing projects and projections concerning the upcoming business, to determine the skills are available, if not then it can be determined if employees require training or if recruitment for candidates with higher skill levels are required.

Training and Development is an HR function that prepares line managers for several leadership roles, for example, employee performance appraisals.

Management training in how to provide employees with constructive feedback and how to conduct fair and unbiased assessments of employee performance, HR and line managers should work together on this to ensure the organisation maintains a consistent approach to performance management, if inconsistent this could have a negative impact on the employee's job satisfaction.

Line managers tend to seek HR when resolving issues between employee's and their managers.



This model was developed by David Guest in 1987 which is focused on the assumption that the traditional approach of personnel management is different from the human resource management in different aspects (Kramar, et. al 2013). Guests Model show how organisations achieve organisational goals and objectives.

HRM strategy

HRM practice

HRM outcomes

Behaviour outcomes

Performance outcomes

Financial outcomes

The model defines the overall effectiveness of HRM organisation behaviour

Kramar, R., Bartram, T., De Cieri, H., Noe, R.A., Hollenbeck, J.R., Gerhart, B. & Wright, P.M. 2013, Human resource management:

HR services within Leading Organisations



HR use different models to deliver efficient services to maximise the productivity of HR.

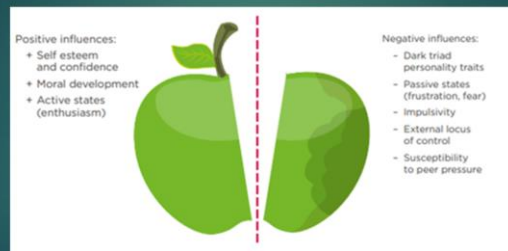
Centralised – HR services are supplied throughout the organisation as part of planning and compliance, centralising human resources provides better organisational support for the organisation.

Decentralised – HR work is normally more generalised in a decentralised system, where centralised operations have specialists for benefits, for example hiring and firing, decentralised usually oversees all aspects of HRM.

Shared Services – These are more the common services that are available to an organisation, by streamlined problem solving and outsourcing for example recruiting and talent management.

Ethical practices and non-ethical practices managed by HR

► Bad Apples



Bad apples, a variety of personal traits can be linked to unethical behaviours, Machiavellianism, psychopathy, and narcissisms are included in the personality characteristics of 'dark triad' these are all associated with low empathy, and also lack of attention to the moral aspects of a situation. Studies have suggested that people having these dark triads are more likely to see opportunities from unethical behaviours such as fraud and to violate workplace norms.

Machiavellianism people tend to have a disregard for morals and a willingness to manipulate while deceiving others, while psychopathy relates to anti-social behaviour and a lack of remorse. In 2018 allegations were made about Oxfam in the wake of the Haiti scandal were staff reported a lack of accountability when it came to the concerns raised about racism, colonial behaviour, and sexual harassment. And yet as reported by the Human Resources MBA Staff in 2015, Oxfam was listed as one of 30 most innovative Corporate Human Resources Departments.

How HR can help

By providing effective and safe whistleblowing channels, enabling employees to speak out and raise concerns with setting a clear expectation that they will be used.

Supporting employees in every level of the organisation to raise ethical issues through guidance and training.

Creating a sense of responsibility.

Being aware of passive states of mind, including fear and complacency to individuals who feel that have little control over the outcome of their actions, (external locus control) which make unethical behaviour more likely.

Raising managers' awareness that some personalities are more prone to unethical behaviour, and thinking more about performance in its entirety.

Houghton, E (2019) *Rotten Apples, bad barrels and sticky situations: unethical workplace behaviour*

https://www.cipd.co.uk/Images/unethical-behaviour-in-the-workplace_report-2_tcm18-57022.pdf

[Accessed 21st January 2020]



Bad cases or corporate scandals are rooted in a problematic culture in an organisation or industry, an example of this the Parliamentary Commission on Banking Standards has reported within the financial services industry a culture of entitlement to high pay but without the sense of duty to the customer or the reputation of the industry (House of Lords/House of Commons 2013). Corporate scandals can be viewed as 'Ethical cultural' which is more about systems procedures and practices, as opposed to 'Ethical climate' concerns the social norms, of what is the correct behaviour and how ethical decisions should be handled in an organisation. Although the two do have some overlap, the best evidence suggests that measures of ethical climate are more powerful, when it comes to explaining workplace behaviour and influence workplace practices. Unethical behaviour can become contagious when it seems like 'everyone is doing it' and it becomes easier to ignore or justify.

How HR can combat it.

Focusing more on shaping the climate and related to behaviour.

What type of ethical climate is more dominate in the organisation, egoistic or benevolent, principled

How do the procedure and informal practices shape the ethical climate and culture

Challenge political behaviour and promote fairness

Use surveys and focus groups to assess employee perceptions of politics and fairness

Review policies and practices

Challenge political behaviour when it becomes unhealthy

House of Lords/House of Commons. (2013) Changing banking for good: volume i: summary, and conclusions and recommendations.

Report of the Parliamentary Commission on Banking Standards; HL Paper 27-I; HC 175-I. London: The Stationery Office Limited, p18.

Sticky Situations

► Ed Houghton Head of Research and Thought Leadership, CIPD 2019



Sticky Situations can be influenced by competition not only in the workplace but also outside of it which can influence unethical behaviour, studies have shown that market competition not only increases unethical pro-organisation behaviour but also can make leaders more lenient in reprimanding unethical behaviour. Studies have also shown that an individual's motivation to increase their performance status can lead to sabotaging others works or misrepresenting their own. An example of this could be the miss-selling of PPI, providers of financial services where warned in 2013 that they should consider ending incentive schemes that encouraged employees selling inappropriate products, Royal Bank of Scotland scrapped bonuses for 20,000 staff in an attempt to avoid future selling. As reported in the Guardian in 2015 the sales and bonus culture in banks was highlighted by a £28m fine on Lloyds Banking Group in 2013, after one employee was found to have been so desperate to ensure he did not get demoted or miss out on his bonus that he sold himself one of the financial services products.

HR's aims

- HR and Line Managers working together to design jobs where the workload is manageable and also stimulating.
- Being aware of the risk factors that can cause unethical behaviour.
- Create accountability and present checks and balances in decision-making.

Use evidence-based practice to ensure decisions are made on a wide range of factors.

Monitor behaviour effectively and constructively without losing the trust of all parties.

https://www.cipd.co.uk/Images/unethical-behaviour-in-the-workplace_report-2_tcm18-57022.pdf

<https://www.theguardian.com/business/2015/nov/19/rbs-scraps-bonuses-for-retail-staff-in-bid-to-stem-ppi-mis-selling>

[Accessed 3rd February 2020]

<https://www.humanresourcesmba.net/worlds-30-innovative-corporate-human-resources-departments/>



It is actually quite amazing that these two companies as well as others were originally part of the first Welfare Workers Associations, and still today are very focused on putting people first. George and Richard Cadbury duly became famous for not just its prosperity of their organisation but also in conditions and social benefits for its workforce. The village of Bournville was built comprising over 150 homes, sports fields were erected to encourage the factory men to play cricket and football and later a swimming pool where younger children were encouraged to learn to swim. Cadbury believe that their success has been dependant on the commitments and performance of people.

The founder of Boots, Jesse Boot recognised that the welfare of employees was linked to the welfare of the customers, they were also pioneers in introducing the five day working week. Both companies had a clear understanding of how employee engagement worked, today their SHRM strategies have grown with them.

Cadbury using the 'best fit' (Armstrong 2006) and integrating employee awareness with programs 'managing for value' 'working better together' and 'growing our people' as cited in (Cadbury Human Resources 2018) Boots maintain an employee-engaged philosophy that garners success, in staffing support managers, improving colleague relations, and promoting a stress free work environment.

Armstrong, M. (2006) A Handbook of Human Resource Management Practice. 10th Edition, Kogan Page Publishing, London

[illegible]

Job Description

I accounts assistant, Invoicing and credit control
 g with potential clients to set up new accounts
 e and maintain GDPR compliance, Working with management and driving the
 attainment of ISO27001

[Link to Certification](#)

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Y:\Deborah\Training Certs\Health and Safety - Deborah Morris.pdf

Y:\Deborah\Training Certs\Fire Safety - Deborah Morris.pdf

[Y:\Deborah\Training Certs\Manual Handling - Deborah Morris.pdf](#)

[Y:\Deborah\Training Certs\DSE Assessor - Deborah Morris.pdf](#)

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[Y:\Deborah\Training Certs\First Aid - Deborah Telfer-King.pdf](#)

V:\Deborah\Training Certs\ISO 27001 Staff Awareness - Deborah Telfer-King.pdf

Company

Microsoft 2016

Anglo Irish Bank 2001

Anglo Irish Bank 2001

Anglo Irish Bank 2008

The Learning Tree 2018

Anglo Irish Bank 2008

Sage 2019

OpenLearn Aug 2018

Booked

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