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Introduction

Human resource management (HRM) is the process of locating, hiring, deploying, and managing an organization's employees. HRM is also known as "human resources" at times (HR). The HR department of a corporation or organisation is usually in charge of developing, implementing, and managing policies for employees as well as the interaction between the company and its employees. It was first used to define all of the employees who work for a corporation as a whole in the early 1900s, then more extensively in the 1960s. (Chai, 2020)

Human resource management is the management of personnel with a focus on those employees as corporate assets. Employees are sometimes referred to as "human capital" in this context. As with other corporate assets, the aim is to make the most use of people while minimising risk and maximising return on investment.

Human capital management (HCM) has been used more often than the term HRM. A lot of big and medium-sized businesses and other groups use software to manage a lot of HR tasks. The term "HCM" has been used a lot.

Definition and Objectives of HRM

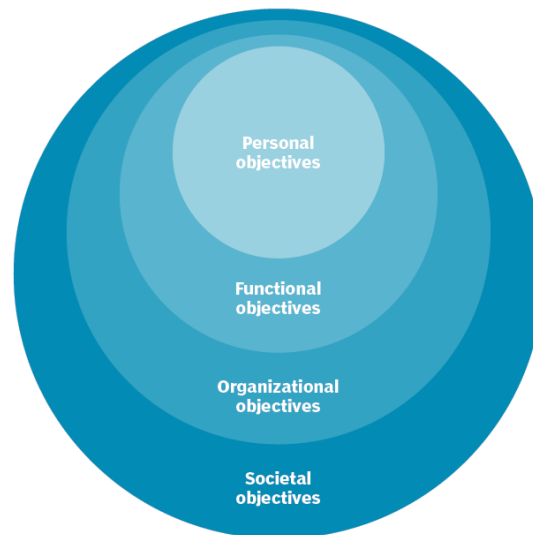
As per (Storey, 2007) HRM is a different approach to employment management that aims to gain a competitive edge by strategically deploying a highly devoted and capable staff, through a variety of cultural, structural, and people strategies.

The four main objectives of HRM

- **Societal:** Measures taken to address the company's and its employees' ethical and social demands or issues. This covers legal considerations such as equal opportunity and equal compensation for equal work.
- **Organisational:** Actions made to ensure the organization's efficiency. This includes providing training, recruiting the appropriate number of staff for a particular activity, and ensuring a high percentage of employee retention.
- **Functional:** Procedures used to ensure that human resources functions efficiently throughout the company. This includes ensuring that all human resource resources are utilised to their utmost potential.

- **Personal:** Resources dedicated to advancing each employee's personal targets. This includes providing educational and career development opportunities for employees as well as ensuring employee happiness.

Objectives of HRM



Objectives of HRM(Chai, 2020)

Organisation background

Deloitte & Touche LLP is the world's largest professional services organisation. Through their member firms, they provide audit, consulting, financial advisory, risk management, tax, and other services to their clients.

They conduct business through a network of member firms located all over the world. The member companies have operations in more than 150 countries. The member firms are a part of Deloitte Touche Tohmatsu Limited, a private company with its headquarters in the United Kingdom. Each member firm is subject to the laws and regulations of the country in which it conducts its business operations. (Wiki, 2021)

William Welch, the company's founder Deloitte began working as an accountant in 1833, the year Deloitte was founded as a firm. In 1857, he formed his first partnership with Thomas Greenwood. Deloitte.com first went live in 1997. In terms of revenue, Deloitte is the world's largest accounting firm in 2017.

The organisation came up with the basic shape of their current logo in 2003. A green dot was the main change. Deloitte says that this shows people that Deloitte is still around and ready to be talked about.



Logo of Deloitte (1000logos.net, 2021)

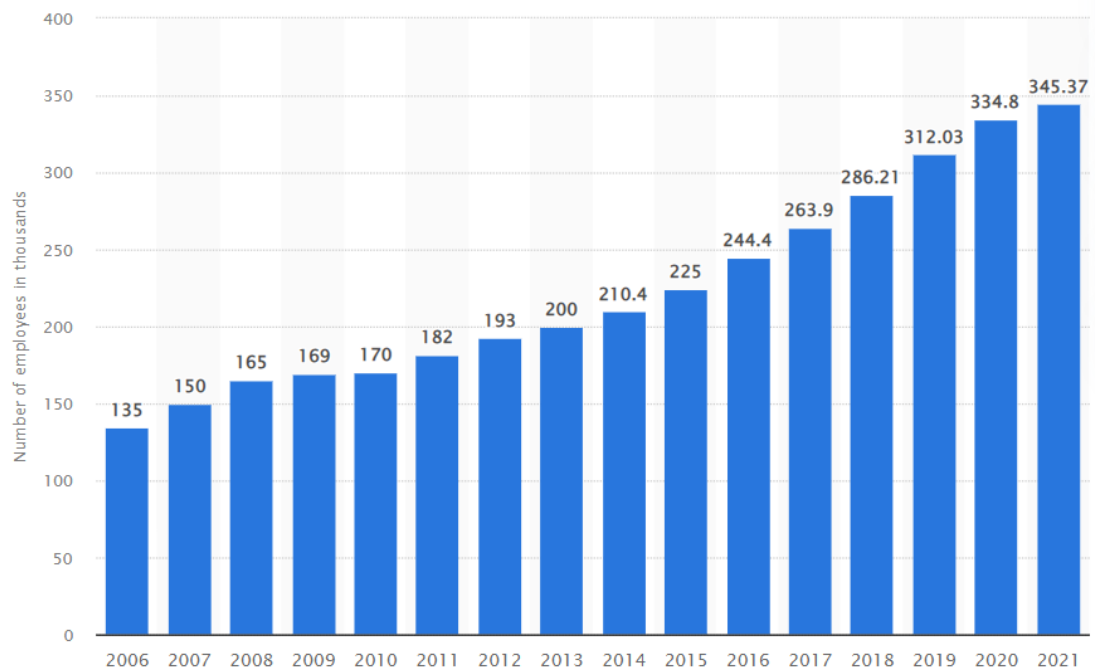
Changes were made to Deloitte's logo on June 15, 2016. There was a new name for it: brand refresh. Other big 4 accounting firms have changed their logos since Deloitte last did so. To show how much has changed since it was first made in 2003.

1.1 Deloitte Vision

Since businesses are playing a more prominent role in society, our mission – to make an impact that matters for our clients, our people, and society – has never been more important than it is today. Everything we do is guided by our purpose, including the decisions we make, our support for communities, how we serve our clients, and the culture we cultivate within our firm. Shared values such as quality and integrity are embodied in our people's commitment to: foster inclusion, value diversity, and contribute to a culture in which everyone feels free to be themselves at work and has the opportunity to thrive; participate in our World Climate sustainability strategy by making responsible climate choices both within and outside of our organisation. (are, 2020)

2. Number of Employees and Partnerships

In 2020, 334,800 people worked for Deloitte. Almost 50,929 people work for the company in the Asia Pacific region. Almost half of those employees are women, and almost half of them are men.



(statista, 2022)

Deloitte Number of Employees by year

The headcount of employees in 2021 took a small surge comparative to previous years.

Partnerships

Deloitte currently has 14,266 partners. In 2019, Deloitte had 13,411 partners. In 2018, Deloitte had 12,250 partners. In fiscal year 2016, Deloitte had 11,122 partners and principals. In fiscal year 2015, Deloitte had 10,601 partners and principals.

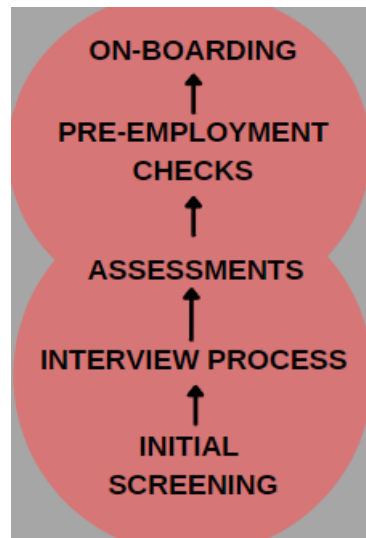
Recruitment Process

- **Initial process:** Once job application has been received by the Talent Acquisition team, candidate will be contacted. An employee from the Talent Acquisition team will analyse application. To decide if candidate good fit for the position, they will look at your talents and experience.
- **Interview Process:** competency-based interviews are conducted by expert interviewers at deloitte. To begin the interview process, candidates should expect to speak with a member of the Talent Acquisition team over the phone or in person. In addition, this is your chance to ask any questions you may have regarding the position and the company. After that, candidate have a face-to-face interview with a representative from the service line where a candidate applying for a technical, panel, or case study interview. It's an in-depth interview and discussion about technical and motivational suitability for the role as well as the team and the company. According to the service line, the number of interviews differs from one to another.

Candidate will meet with a Partner or Director from the service line when candidate considering joining in the final step of the process, depending on the location, Skype or a video conference may be used to conduct interviews.

- **Assessments/Tests:** Depending on the position and service line, you may be required to take psychometric or skills-based examinations. Online or face to face as required within a couple of weeks.
- **Pre-Employment Checks:** The pre-employment checks begin after the interview process if we reach the final stage of the employment offer. References from former employers and a lookup of credentials through MIE are two examples. This usually takes place in the final stage of interview.
- **Offer & On-Boarding:** After a successful check and receiving a job offer, there will be a verbal offer made by a representative of Talent Acquisition. The next step is the signing of a formal contract. Access to the offer and work conditions is made possible through this document.

An HR team member will also be available to assist with your on-boarding process. Determined by the candidate's availability, Your Talent Advisor will keep you updated and always informed about the procedure being followed.



Source: Learner

Covid impact

Globally, the COVID-19 epidemic had a major impact on talent acquisition and staffing technology. Lockdowns, travel bans, and commercial closures caused by the COVID-19 have harmed economies and enterprises worldwide. The shutdown of numerous plants and factories has significantly impacted worldwide supply chains, manufacturing, delivery schedules, and product sales. Despite the severe economic downturn, talent acquisition & staffing technology and services industries have developed new approaches and talents to recover.

To stay afloat, market participants are looking at regional and global finance sources and business strategies. These tactics include competitive landscape, product innovation, product approvals, investments, and partnerships & alliances. These efforts have helped market participants grow their businesses and clientele. For example, Google's new 'Cloud Job Discovery' service connects job seekers with employers via job boards and company career webpages (Ltd., 2022).

Due to the coronavirus pandemic, global accounting and consulting firm Deloitte has closed four of its 50 British offices but will keep the staff on work-from-home contracts. It was announced that Deloitte would be laying off 500 people from its offices in four locations: Liverpool, Gatwick, Southampton, and Nottingham. There has been a significant reduction in the demand for office space due to the implementation of COVID-19, which has led to many companies choosing not to renew their leases. Stephen Griggs, Deloitte's UK managing

partner, said in an emailed statement that "COVID-19 has fast-tracked our future of work programme, leading us to review our real estate portfolio." All Deloitte employees currently working at the four slated closure locations will be given permanent work-from-home contracts, according to him. However, "any proposed change is only to our 'bricks and mortar' rather than our presence in these regions," he stated. It has been reported that Deloitte will reduce partner pay by 20% at its British offices to safeguard jobs during the coronavirus crisis. (Insider, 2020)

Acting to Covid

Deloitte believed in providing mental health support to employees during COVID-19. The COVID-19 pandemic is not only a physical health issue; it is also a mental health issue that requires our undivided attention.

We are clearly living in unprecedented times, with 24-hour media messaging; diverse—and frequently divergent—views on social media; isolation at work; juggling work and caring responsibilities; a fast-paced environment; and an overwhelming sense of insecurity. It is common for people to experience increased stress and anxiety in situations like this. The abrupt transition to remote work presents its own set of mental health challenges, including feelings of isolation and loneliness as a result of the lack of face-to-face collaboration, as well as blurred boundaries between work and personal time. Numerous people are finding themselves in a new position of juggling priorities—caring for themselves while also caring for children who are home from school and possibly caring for others. As leaders, it is your responsibility and obligation to demonstrate compassion and make time for your people when they are in need. This will benefit your teams both now and in the future. This guide was created to assist team leaders and their teams during this period of change. Discovering resources for both team leaders and practitioners on how to build mental resilience and care for one another, Boost mental resilience and take care of one another.

Van Dam reminds us that "adaptability is not just a construct that might describe an organization but is also an important individual difference" (Alexandra Michel, 2013)

Resilience Strategy:

Deloitte UK's 20,000 employees can now work permanently from anywhere in the country, according to a CEO Richard Houston. The company may also allow them to work from abroad in the future. The pandemic has shown the firm that employees can be trusted to work flexibly and balance personal and professional obligations. Since they won't be working in the office

or from fixed locations, they won't be required to do so. "That means our people can choose how often they come to work, if at all," he reportedly said. For our clients, our people, and society, we want to keep remote working flexibility without losing connections and collaboration opportunities. The move comes after an internal survey revealed that 96% of employees wanted more control over their work schedules. Deloitte had already closed several UK offices and placed hundreds of employees on permanent remote work contracts.

While some large tech companies, like Twitter, Atlassian, and Dropbox, already allow permanent flexibility for all employees, the financial industry is generally more conservative due to security and confidentiality concerns. To date, no other Big Four accounting firm has allowed its staff to "work from home forever".(Kang, 2021)

Impact of Brexit

Impact of Brexits plans on HR and wider organisations business planning, one must first get the impact of Britain's EU membership on HR. Here is some background information

The EU has impacted HR and beyond in three key elements:

- **Market strength:** Free movement of talent all over borders from central location positions the UK as an attractive base for access to talent.
- **Free movement of attractive talent:** The UK labour market may facilitate the movement of skilled and unskilled workers between countries, providing them with access to a pool of qualified employees from other countries.
- **Labour rights:** Employers in the United Kingdom are subject to stringent employee rights regulations, which include working time regulations and TUPE, maternity leave entitlements, anti-discrimination protection, agency worker rights, and holiday entitlement. (game, 2021)

Citizens and labour supply decisions will be complex in a wide variety of sectors, even those that appeared unaffected by Brexit and longer-term restrictions. Examples include hospitality, tourism, travel, and related services. Consumer demand in these sectors has decreased significantly as a result of lockdown, travel restrictions, and health concerns. They are not expected to suffer significant consequences as a result of Brexit. However, we are observing interactions that must be considered. These sectors rely heavily on low-skilled workers and foreign workers, frequently with foreign

language skills. Sourcing them has already become more difficult as a result of COVID-19 and will become even more complicated as a result of Brexit.

Future with Brexit

Deloitte has instructed their HR with additional notification for post Brexit

That are listed below:

- Check if EU nationals already have a sponsor licence and if not, whether they do. If a sponsor licence is required, companies should quickly learn what this entails. Processes must be established, staff selected, and a pre-licensing audit prepared in case the company is chosen.
- Examine how many EU citizens fly into the UK each year. Determine how the new immigration requirements will be met, such as updating travel policies and informing employees.
- Ensuring systems to identify required visas.
- Determining who will manage visa applications, etc.
- Ensuring the responsible party is properly trained.
- Adjusting cost estimates to ensure proper travel budgeting.
- Examining project timelines to allow for work permits, etc.
- Review work delivery strategy. For frequent business trips between the EU and the UK, additional immigration costs should be assessed and mitigating measures considered. Remote work or strategic local hires could reduce UK/EU travel.
- Take this opportunity to review mobility in general, If UK nationals will be working in Italy on a regular basis, ensure the company is up to date with its payroll and social security obligations. The increased visibility of travellers will be shared with tax authorities. (home, 2021)

Future strategy

Re-architecting work successfully will necessitate several changes in how both HR and the organisation view work, teams, and capabilities:

- Establish audacious goals. Instead of concentrating on ways to improve existing processes and outputs, concentrate on defining new aspirations and outcomes.

- Continue to envision novel approaches to achieving those outcomes. Reimagine the work by re-architecting it.
- Avoid the temptation to use technology solely to facilitate the work you already do. Rather than that, consider the transformative potential of technology in order to maximise the impact it can have on work.
- Utilize technology to design work in ways that enable humans to perform at their best: collaboratively in teams, breaking down silos to collaborate across functions and businesses, creating knowledge, learning while doing, and personalising and humanising the work experience.
- Make the formation of superteams a cross-organizational imperative, drawing on the best thinking in human resources, information technology, and business.

Recommendation

While many organisations encountered difficulties adapting their management styles during COVID-19, the lessons learned about employee engagement will result in positive shifts in employee mindsets. Post-COVID, the development of emotional connections between employees and their workplace will result in decreased employee turnover, increased productivity, and motivation. Fostering these connections requires senior management and the C-suite to commit to adopting the styles and rethinking their current work culture.

What have we learned about employee engagement from COVID-19?

The business environment is being disrupted. Organizational structures are constantly changing because of new business models, exponential technology, agile ways of working, and regulation. COVID-19 has accelerated this transformation, which is based on human experience principles and can result in long-term behavioural, cultural, and organisational change. We examine the lessons learned from employee engagement experiences during COVID-19.

Regardless of COVID-19's negative consequences, we can all agree on one thing: we've learned a lot! After local businesses were forced to close their doors and manage their employees remotely, managers faced an initial steep learning curve. Nonetheless, this new mode of operation has imparted some valuable lessons on how to increase employee engagement that should not be overlooked in the 'new normal'.

“The greatest danger in times of turbulence is not the turbulence; it is to act with yesterday’s logic.” (Drucker, 2020)

Adopt a 'supportive management' philosophy

In the work-from-home scenario, top management had to design a technique for remotely supervising their team's performance. Daily team meetings and frequent one-on-one check-ins were popular online tactics. For many, frequent check-ins led to micro-goals and constant feedback to employees. In addition to improving team productivity, this coaching strategy helps retain employees by instilling a sense of purpose and success as they work toward goals. Increased management-employee communication allows for the airing of concerns and issues, providing management and employees more time to address them. Everybody has benefited from the leadership's assistance.

In addition to praise, an organization's recognition culture is critical to employee engagement. Praise is part of the previously mentioned "coaching" method. The study found that high-performing teams give five times as much positive feedback as negative feedback. Trust releases oxytocin in the body, increasing people's vitality, inventiveness, and reliability; so trust your employees!

Promoting 'leadership trust'

Throughout COVID-19, employees had to rely on leaders to guide them and make difficult decisions. Transparency helps employees to know what is going on within their organisation and builds trust in leadership. When workers work from home, they rely on leaders to make important decisions about their careers and the organization's future. Communication between management and staff regarding the organization's approach to COVID-19 has been crucial. In other firms, debates have focused on the organization's influence, client acquisition strategies, and role restructuring.

We suggest frequent check-ins and frank dialogues between directors, managers, and employees to ensure people feel included in organisational activities. Employees must also be informed about personal growth chances. In addition to education and training, leaders who invest in their employees' growth will inspire engagement, which is essential to reaching the "status" of a learning organisation. Frequent team meetings also assist staff to enhance their work by communicating openly with management. These practises will help organisations retain employees and promote employee engagement.

Conclusion

The combination of Brexit and the COVID-19 pandemic poses an extraordinary challenge to businesses. Our analysis highlights several critical business takeaways. Businesses are unprepared, and immediate concrete Brexit plans are required. Even if you have Brexit plans in place, they must be reassessed in light of the changing context. This includes supply chains and people, but also regulatory and tax issues. Rapid strategic decisions made in response to COVID-19 will need to be reassessed in light of Brexit. Deloitte has managed to overcome with several workplaces' shutdowns and hurdles of Brexit. By looking at the facts that organisation has allowed its employees to work from home and it may continue as part of their hybrid workplan of future. Although the organisation has took less recruitments over a year it has proved some great benefits in terms of COVID situation.

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