

Human Resource Management –

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In an EU country of your choice, identify current legislation related to employee training and development and critically evaluate to extent to which the legislation meets its aims.

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Introduction :

Since the late 19th century the importance and the way to manage humans inside organizations hasn't stopped to evaluate and progress. Organizations put policy in place and choose the way to manage their workforce, but the country legislation dictates the labour code and organizations must follow this code to work in legality.

In the 90's, Nordic countries have recorded remarkable macroeconomic performances, which is why their economic growth rate is higher than in the other European countries, and they have the lowest poverty rate of the OECD (Trésor-éco, 2019).

These successes have contributed to make Nordic countries model an international references, and most of them are in the top of the rankings in terms of political quality. These countries are able to preserve both the competitiveness of organizations and the protection of employees, thanks to a generous welfare state (Trésor-éco, 2019).

During this report I will especially focus myself on one of the Nordic Countries, Denmark. It applies a model of flexicurity which allows flexibility for organization and also guarantees security for employees. These models have been put in place at the end of the 90's, and the effect has been to divide the rate of unemployment by two from 12,5% in 1993 to 5% today (La Toupie).

First of all, I will talk about the importance of employee development and well-being and which can be beneficial for the organization and for the employees. Then I will evaluate the Danish model which advocates flexicurity to maintain a situation of full employment, and I will try to see if this legislation meets its aims. Finally, I will apply this working model in a specific area which is logistics with all its constraints and advantages.

1 History of employees development

1.1 Evolution of employees perception

Perception of employees inside organizations has evolved a lot since the industrial revolution, during the beginning of the 20th century, workforce was considered as capital or machine, which was used to work in assembly line, with a lot of repetition and without any perspective of evolution.

Frederick Taylor and Henry Ford have introduced this model, with a horizontal and a vertical division of work to organize by the most efficient way the product conception in an assembly line. Workers must be qualified and able to always do the same task. The aims of Taylorism and Fordism were based on the growth of organizations productivity thanks to works division and especially between conception and manufacture. However these models show limits on the human welfare aspect, employees' work was difficult due to the repetition of the task all day long.

Technological progress has played a key role in the workforce history, bit by bit unskilled labor have been substituted by machine in assembly line work, and labour started to be more qualified with the standardization of postgraduate study. So, people started to be more qualified in specific areas thanks to higher education , and the target for the organizations was to put the right people, with the right skills, to the right place. To achieve this aim, the organization must train and develop employees, to give them all the knowledge and skills to achieve their missions.

Organization has developed a department to manage by the most efficient way employees, and wants to put them in the best condition to perform. Humans play a huge role in companies, their investment and the result of their works impact directly the productivity and the competitiveness. Management and development of humans in organizations can be a source of competitive advantage, some companies try to innovate in these areas, to make the difference compared to competitors.

1.2 Stakes of employees development and training

“Employee development is a process of working with employees to improve, enhance, refine and hone existing skills, and also develop newer ones, in support of the organization’s mission and goals” (Valamis).

Employees are resources, but a resource who must be managed and listened to, they are human with wish and personality. The principal stakes of employees training and development is economic, that could be a source of advantage for any type of company which works with humans.

This support of employees in organization can also help them to feels themselves better and be more motivated to give their best, organizations must works with positive attitude and give positive emotions to employees, if the welfare and team spirit is higher inside a group of people, they will be more efficient and able to achieve their aims in good condition.

The main objective of human training and development is to increase employee engagement, and that necessary needs to pass by the well-being of people inside the organizations. Employees want to feel valued and involved. To be totally engaged people have to have the feeling to be important and essential for the companies and not just a tool, which could be substituted by another one.

Employees training objectives are focused on the fact to give all the knowledge and skills to workers, to prepare them for their mission. Superiors must be clear during the definition of missions and tasks , to make things easier during their accomplishment, workers must have a precise idea of what they have to do, and not be distracted by other things.

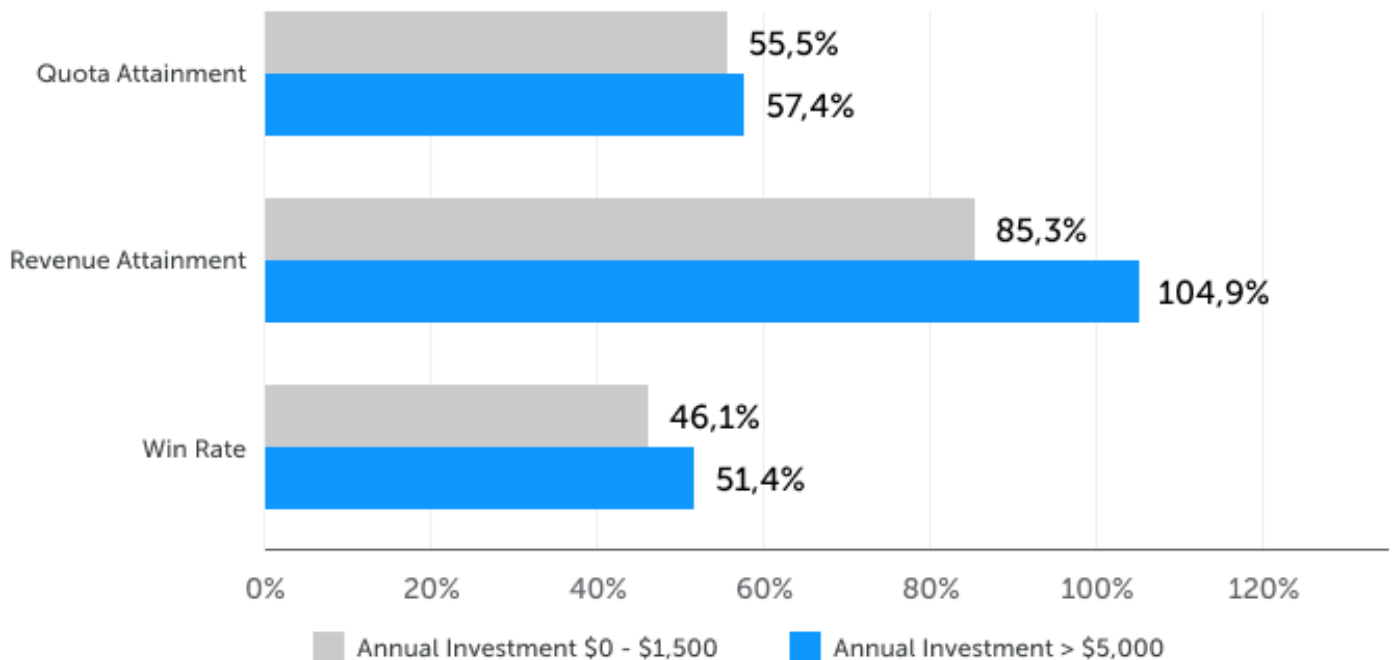
1.3 Benefit of this strategies

Employee development and training have benefits for both, employees can be more blooming when they feel important and essential to something. Organizations can develop a workforce motivated and performant, which will increase the productivity and the competitiveness of the company.

1.3.1 Organizations benefit

“For companies to remain competitive in their niche, the organization must continue to outperform the competition. Employee development can help the organization meet, and even exceed, performance expectations” (Valamis).

A study from 2017 allows us to see approximately which is the level of importance to have an effective development and training of employees. This graph shows the difference between a company with a 5000\$ years investment in employees development (Blue line) and the same company without this investment or with a maximum of 1500\$ (Grey line).



This study is mostly focused on quota attainment, revenue attainment and win rates but the result is pretty clear, an efficient development of employees and an effective training will increase any organization performance.

But this investment also has long-term impact, thanks to the perspective of future give to employees, this type of organization politics attracts employees. If a lot of people want to work in a company, she will have the choice when she will hire new employees and will be able to choose the most qualified for the jobs (Valamis) .

1.3.2 Employees advantage

Employee development and training are beneficial for organizations, but also for employees. New Employee is recruited with his basic knowledge, and training will allow to develop his skills and knowledge. This evolution will offer him new opportunities for the future in the organizations or in any other.

Training and development can also help people to feel better at work, but also in their life. Humans need to be important and feel themselves necessary to be blooming, and when they are in a good mindset they will be more productive and efficient.

So training and development are essential for organizations but also for employees, that brings benefit for both of them. That is why today, companies give a huge importance to human management and most exactly for their development and training. Almost every organization develops departments proper to human management, and different methods exist to meet this aim.

Countries also play an important role in development and training of humans, because it shall lay down the laws and fix the labour code. Every country has its own code, which must be respected and applied by all the organizations.

2 Danmark flexicurity

2.1 Presentation

Since the end of the 20th century, Nordic countries have observed macroeconomics performance higher than in every other European country, their growth rate is also more important. These successes of Nordics models have helped to make international references and examples for the rest of the world (Trésor-éco, 2019).

Nordics countries share a lot of value in terms of works organizations, their models are based on strong social dialogue between trade union and state to facilitate the consensus, women and men equality, they give a big importance to training and education throughout life to help people to adapt themselves for changing and evolution inside the organizations. These elements allow countries of this area to combine low rates of unemployment, high level of human training and development and a production level among the most important in the world for the active population (Trésor-éco, 2019).

Flexicurity objective is to give more flexibility to employer and more security to employees. This system was put in place in the 90's in Denmark, the idea is to favor creation and replenishment of jobs rather than employment protection, for jobs which will obligately be destroyed with technological progress.

2.2 Flexibility for employer

The system in place allows organizations and employers to dismiss and hire people with more facility than in other European countries. This labour flexibility is a key to be competitive, organizations can hire when they are in difficulty, but when the activity will start again, that will facilitate the employment (La Toupie).

The adjustment of the working time depending on the activity of organizations also gives more flexibility. The activity of a company vary with the level of demand, so she can needs more or less labour to respond to this demand of the customer, if the organizations are able to adjust the work time of the labour to the activity, she will be more efficient and competitive, because she will not pay people vainly.

2.3 Security for employees

In the other European countries, this flexibility of employers, would be a synonym of danger and precarity for employees, but not in Denmark. Denmark has a system of unemployment insurance which allows the operation of these models. Employees are covered against the risks of unemployment at 90% in Denmark, against 50% in France. The levels of unemployment benefit is close to their last salary, almost 90% of the gross reference salary (Cairn, 2007).

Since the reform of 1994, the period of compensation for an unemployed Danish is organized in two periods. The first one lasts for one years, the unemployed receive his benefit without any obligation of reclassification. After one years, it enters the second period, named period of activation. He continues to receive his compensation but with conditions, which can be training courses, education... Activity which will favorize the reinsertion of the unemployed (Cairn, 2007).

The unemployment insurance allows humans which will be dismissed to keep a good situation and do not fall into precariousness, and therefore feel safe. That is why temporary work is not considered as a bad situation for employees, and allows employers to manage the staff easily depending on the level of the activity.

This type of politics can be applied in every sector of activity with human and variation of demand.

2.4 Limit

However, since a few years the Denmark training professional system has known some difficulties, decline of adult rate participation, reconversion difficulties for unskilled labour, and disaffection of young adults. This models is based on people participation, professional training play a key role in Danish model, so human engagement is essential (Ires, 2018)

3 Flexicurity in Logistics

3.1 Application field

In Logistics the variation of demand can be important, to take a recent example, during the first wave of COVID-19, internet sales have increased and the logistics platform have had a lot of orders to be processed. Other examples, every year during the Christmas, logistics companies can be overwhelmed by orders and need more employees to meet the demand.

Therefore, logistics can be subject to huge variation of works, even if nowadays the trend is upwards. Logistics platforms can include a lot of employees for every type of activity, like order picker, team manager, driver, receptionist, people in charge of stock...

That is why flexicurity has a big role to play in logistics, to help employers to get the right quantity of labour for the right quantity of work.

3.2 Aims and benefit of this strategies

The main objective of flexicurity is to make the organization more effective and flexible against the variation, and give security to employees in case they are dismissed due to the flexibility given to employers. Therefore the aim is to find the good compromise between flexibility for employers and security for employees.

Logistics is a field in expansion, with the development of e-market and the possibility to buy everything online instantly in almost all the world. That is why this field of activity hires a lot, but the labour can be difficult to find because of the novelty of this domain and the lack of trained people. Flexicurity approach is to help people to find a job during their unemployment, to avoid them falling into long-term unemployment. So, if logistics offer a lot of jobs, people unemployed can be trained and developed to meet these jobs.

Flexicurity is an effective solution to logistics, these models allow employers to find a labour train and develop for the jobs but also to be flexible in case of variation of the demand. That can also be a solution for unemployed people, who want to find jobs in a new field of activity.

Conclusion :

Human training and development are considered as performance objectives for organizations. Every company which works with humans can find benefit in training and development of their workforce, but these benefits are good for both, organization and human.

Benefits for humans are most in self-development and blossoming, to motivate people they need to be engaged, and feels themselves important, necessary, for the organization. They can also improve their knowledge and skills through development and training, and therefore have more opportunity to evolve and mean to have a post with more responsibility. So the benefits are clear for both parties.

Countries also play an important role in terms of human work conditions and development, because they set the rules with labour code, which is related to each country. Some of them, put in place specific legislation to improve the labour market and reduce the rate of unemployment.

This is the case of Denmark, which uses a politics of Flexicurity to keep the labour market in movement, in other words always creating and destroying new jobs. This model is beneficial for employees and for organizations, employers have more flexibility to vary the levels of staff according to the needs of the industry. Employees have more security if they lose their jobs, with a strong unemployment insurance and a good system of reinsertion.

Denmark models can be applied in every country and in every organization, this model is pretty effective because Denmark has a rate of unemployment very low, with a rate around 5% against 8% in France or 14% in Spain (Toute l'Europe, 2020).

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