

Managing People – Assessment 1

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Introduction

☺ Managing people is an important activity in an organisation, as it is useful in mitigating conflicts and resistance during operations.

☺ People from different backgrounds, habits and behaviour work in organisations to achieve personal and professional goals. Policies and strategies of management are used to manage people in a diverse work environment.

This presentation is going to analyse the significance of the business environment and HRM. PEST analysis will be used to analyse the business environment.

NHS will be used as a reference for the chosen organisation. It stands for National Health Services (NHS) and it is a common term used in public-funded healthcare systems in the UK. It was founded in 1948 to offer reliable and strong healthcare services to people (The history of the NHS, 2019).



Human resource terms of its evolution and function in NHS

- ▶ **Management of human resources** can be defined as the process of employing, developing, and ensuring the welfare of the people within the organisation(Armstrongs_Handbook_of_Human_Resource_Ma.doc, 2020).
- ▶ **HRM** can be defined as a process, which is used by management to build the workforce and tries to create a performance that is needed by the organisation (employment-studies.co.uk, 2021).
- ▶ Boxall and Purcell (2018) have suggested that strategic HRM shows the influence of HRM on organisational performance.
- ▶ It includes various **HR strategies** such as improving employee performance, streamlining organisational structure and delivering equitable and fair rewards.



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The business environment is continuously changing due to new inventions, innovation and changes in customer demands.

Hiring the right talents for the right jobs is important to manage the performance of the business. HR managers also resolve the conflicts between employees, teams or management using appropriate conflict management techniques such as compromise, accommodation or avoidance.

The motivation and engagement of employees can also be managed through effective strategies.



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NHS also considers the changes in a business environment to update the services and policies for helping people through quality services. Changes in the business environment bring change in HR needs of the business. For instance, greater use of technology in operations requires people with technical skills. Similarly, service sector businesses require employees with good communication and interpersonal skills. NHS is a large organisation with a workforce of 1,344,679 people (NHS Workforce Statistics - May 2021 (Including selected provisional statistics for June 2021) - NHS Digital, 2021). Hence, HRM is a crucial function for managing a diverse workforce.

National Health Service (NHS) launched its '**HR in the NHS Plan**' in July 2002. Human resource management is expected to have a substantial impact on patient care over the next five years (Human resource management in the National Health Service, 2013).

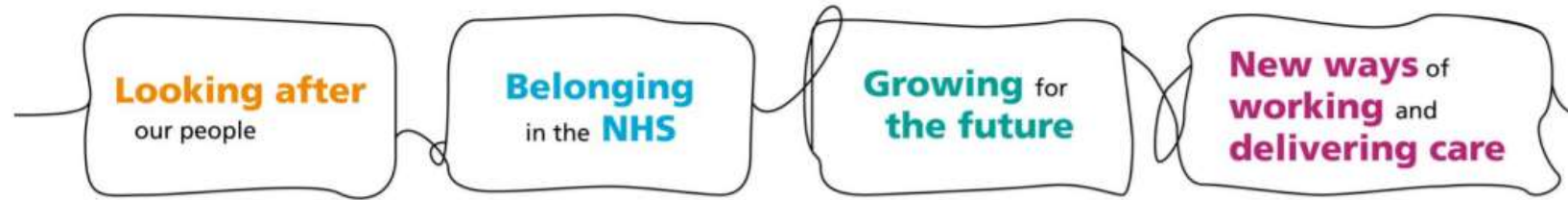
Not only is HR changing as a result of the coalition government, but also as a result of globalization, stakeholder desires, as well as how rapid technological advancements are affecting HRM. As a result, an HR professional has to become more strategic and act as a change mentor in an organisation when the environment changes.



The future of NHS human resources and organisational development

NHS People Plan pillars

to deliver **more** people, working **differently**, in a **compassionate** and **inclusive** culture



Our People Promise



The future of NHS human resources and organisational development 2030 vision



The future of NHS human resources and organisational development - 2030 vision - As part of this transformation, the profession will rely on what it does best today, such as people management and development, while creating new systems and processes that will result in positive health outcomes, and all the while, ensure that its people feel appreciated and supported. To meet these future problems, the people profession will become increasingly important in assisting leaders in moving forward and providing the best possible health outcomes for all (The future of NHS human resources and organisational development, 2021).



Supporting and developing the **people profession**

We support everyone working in the people profession to be their very best and reach their full potential. Together we provide outstanding people practices.



Leading **improvement, change** and **innovation**

The people profession is productive, efficient and responsive. Our operating model delivers transformation and embeds innovation across organisations and systems.



Creating a **great employee experience**

We understand the diverse needs, expectations and experiences of our NHS people, and use that insight to tailor our people services. We attract and retain people in health and care, creating a positive impact on our communities.



Harnessing the **talents** of all our **people**

We help all our people to fulfil their ambition and potential. We build strong leadership and management capability at all levels.



Enabling new ways of **working** and **planning** for the **future**

We enable our people to work differently, to support new models of care. We anticipate the needs of the health and care system, and play our part in creating a sustainable supply of workforce which meets the needs our patients now and for the future.



Embedding **digitally** enabled **solutions**

We make best use of technology and digital solutions to deliver great people services. We develop our digital capability to equip ourselves for the future.



Prioritising the **health** and **wellbeing** of all our **people**

We take a positive and proactive approach in supporting the health, safety and wellbeing of our NHS people, ensuring that work has a positive impact. We address health inequalities at work and in our communities.



Ensuring **inclusion** and **belonging** for all

We use our expertise and influence to create an inclusive culture, which values and celebrates our diversity. We listen to our people and take action to ensure there is equity for everyone.

Key sourcing activities used by NHS

Strategic management: HRM helps management in understanding the relationship between human capital and business performance. Assessment of current talents and future skills requirements help in developing strategies for managing new and existing employees. Workforce needs can be considered in decision-making to maintain the availability of human resources and ensure positive employee relations (Boxall, 2018).

NHS also uses strategic management to manage a large and diverse workforce. It uses performance evaluations, feedback and reviews are used to make decisions about recruitment, training and employee retention.





Safety and risk management: Another significance of HRM for NHS is safety and risk management. The Health and safety of employees and service users are important for a positive work environment.

Nowadays, high work pressure, higher targets and changes in operational structure are affecting the mental health of people. Therefore, programs and policies to ensure safety from injuries, diseases and accidents can be introduced using the HRM process. For instance, the covid-19 pandemic increased the health risks for healthcare workers. NHS managed the safety and risk of employees using HRM policies. Training and guidelines were used to help employees in staying safe.

Training and development: Next significance of HRM is learning and growth opportunities for employees to stay updated with trends. Training and development is an important part of the HRM process, as it helps in managing skills and knowledge within the organisation (Mira et al., 2019). Hence, businesses require an updated skill set to adapt to changes and survive uncertainties.

NHS is offering a wide range of online and offline training courses for healthcare staff to enhance their skill set and knowledge. Industry leaders, medical experts and senior authorities share their experience and knowledge with staff to prepare the workforce for uncertain health risks.

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Employee Satisfaction: HRM can be used to enhance employee satisfaction by meeting their needs and offering them growth opportunities. It involves various processes such as hiring, training, performance appraisal, rewards and incentives that are used to engage and retain employees in business (Sivapragasam and Raya, 2018).

Employee satisfaction increases by offering rewards for efforts and service quality. Monetary rewards such as bonuses, incentives and salary hikes can be used to satisfy the monetary needs of employees. Similarly, non-monetary rewards such as appreciation, certifications, awards and achievements can be used for offering emotional satisfaction.

NHS has rewards and recognition for employees. It has flexible and diverse policies to satisfy employee needs.



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Performance appraisal: HRM also looks after performance management and growth opportunities for employees. Hence, skills and knowledge within the organisation can be enhanced through continuous improvement in performance (Holland, 2019). Employees also feel motivated to utilise their full potential due to growth opportunities. Performance of employees can be monitored, measured to appraise the responsibilities and designation based on performance.

NHS also uses HRM for analysing the performances of staff and allocating higher responsibilities to the right people. The performance of individual employees is monitored to identify areas of improvement.

Conflict resolution: HRM plays a crucial role in resolving conflicts. Changing the business environment and diverse expectations of employees and employers can contribute to conflicts at the workplace. These conflicts can affect the quality of services and contribute to delaying in achieving the organisational goal (Currie *et al.*, 2017).

NHS can resolve conflicts in the workplace using HRM effectively in operations. A positive work environment and greater coordination can be established for the long-term growth and efficient performance of the organisation.



Impact of environmental factors on organisational objectives

- ▶ **The mission** of NHS is “*To provide care and services that we and our family would want to use*” (mission-statement, com).
- ▶ **The vision** of NHS is to prioritise healthier lives and high-quality care.
- ▶ HRM generally strives to assist in achieving organizational goals, but it should also aim to build a relationship based on trust, openness, and personal fulfilment(Armstrongs_Handbook_of_Human_Resource_Ma.doc, 2020).



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The main objectives of NHS are to encourage a healthy lifestyle and offer quality healthcare services that are accessible by all sections of society.

The objectives of HR functions in NHS are to attract, retain and manage people efficiently to meet organisational goals. The business environment has a significant impact on the objectives of the organisation.

NHS is a public organisation and change in government has a significant impact on federal policies. During the Covid-19 pandemic, the health and safety of employees and service users became major objectives of NHS.

Government guidelines were considered for creating strategies to handle greater demands for medical facilities. Similarly, economic changes affect the financial decisions of the organisation. For instance, a weak economic increase the risks for business due to low demands, lack of resources and higher cost of operations. Hence, HR objectives were helpful in complying with government guidelines and managing uncertainties using full potential of employees.

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Changes in social factors such as literacy, preferences and population directly affect the market trends. In a diverse population, equal access to medical services is the objective of NHS. HR functions are helpful in encouraging diversity in the workforce to understand and accept the social diversity during services. Hence, the objective of the organisation is to provide easy access to medical services to people from all income groups and social classes (7 Key Principles | EPUT, 2021).

Technological changes are affecting the ways of performing daily operations and improving medical services. The NHS COVID-19 app acts as an important part of the NHS Test and Trace service. You can check if you are at risk for the virus using the NHS COVID-19 app. The app allows you to check your symptoms and to be tested if they indicate coronavirus. (The NHS COVID-19 app support website - NHS.UK, 2021)

It has become easy for NHS to keep track of customer feedback and reviews to make improvements. Similarly, online surveys and interviews are used to gain insight into public needs. HRM is used to provide training and development programs for updating technical skills to utilise latest technology in work.



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Legal changes such as new compliances, licenses and certifications contribute to changes in objectives of the business. Fair and transparent operations, data security and equal treatment for all service users can be HR objectives to gain customer trust and loyalty (Vuong *et al.*, 2021).

Objectives of building trust, positive image and legal status are associated with legal changes. Compliance with government regulation is one of the HR objectives of NHS.

Environmental changes are also considered for developing HR objectives. Sustainable practices, reduction in carbon emission and plastic are some of the objectives to mitigate environmental impacts of business. These objectives are long-term objectives required for the survival and growth of the organisation.



Factors Affecting HR activities in NHS

► *PEST Analysis*

- **Political:** Political environment of the UK is stable and there are no major changes in government. However, the Covid-19 pandemic has affected public health in the country. Demand for medical services increased during pandemics and the government is investing healthcare system to handle the health concerns.
- Mandatory masks, social distancing and travel bans are safety guidelines introduced by the government. NHS employees also faced heavy work pressure due to the increasing number of Covid-19 patients (British Medical Association, 2020). Beds were scarce during the peak of the pandemic. Currently, it is offering free vaccination for people to mitigate the risk of infection. Hence, the organisation faced instability due to an increase in uncertain health risks.



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- ▶ **Economic:** UK economy is growing with technological developments and increasing GDP. Markets are recovering from the crisis created due to the Covid-19 pandemic. Hence, the government is investing in the healthcare system to prepare it for health uncertainties. It is planning to provide financial support of £700 million to help NHS in tackling waiting lists and improving care services (Department of Health and Social Care, 2021). It is a favourable environment for NHS to expand services by introducing new and advanced healthcare facilities. Government support can be used for increasing the capacity of local healthcare centres and increasing the number of healthcare staff to avoid the unstable situations caused during the first and second waves of a covid-19 pandemic.



- ▶ **Social:** Diversity in the UK population is increasing hence; lifestyle, eating habits and health awareness in people are different. Society is divided into classes based on income and lifestyle. People from the low and middle classes cannot afford private healthcare services due to higher prices. Hence, NHS offers free healthcare services all across the UK to provide easy access to healthcare services to all people of society. Literacy rates are high in the UK population hence, it is easy to educate people about healthy lifestyles and medical services freely valuable for them. NHS runs programs that create awareness about major health concerns and healthy habits for improving the health and wellness of people.



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- ▶ **Technological:** Technology is changing the business environment by replacing manual operations with automation and artificial intelligence.
- ▶ The Healthcare industry is also using the latest technologies for diagnosis, treatment and awareness. NHS has online programs for mental health awareness to help in overcoming the issues of modern lifestyle such as stress, anxiety, depression and loneliness (Mental Health Awareness Programme - elearning for healthcare, 2020). Similarly, there are 1200 online training courses for healthcare workers (Online NHS Training Courses | reed.co.uk, 2016). The organisation is using technology for reaching people to help them with free medical support and treatments.



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Conclusion



HRM is critical in motivating employees, enhancing interpersonal skills, communicating skills, listening to, dealing with, and escalating difficulties. They do indeed serve as a link between management and employees. Periodic evaluations, reviews, resolving deficiencies, and deciding on criteria for employee appraisal/rewards are all useful ways to help. HRM must devise and implement simplified standards.

HRM cannot overlook issues like as personnel shortages, ineffective communication, and a lack of teamwork in order to provide exceptional healthcare (Bowen, Galang and Pillai, 2002).

Thus, it can be concluded from the presentation that the business environment includes the internal and external factors that have an impact on business objectives and operations. External factors of the business environment are politics, technology, economy and society. It is also seen that HRM plays a significant role in managing people within the organisation. It helps in managing strategic management, training and development, performance appraisal and employee satisfaction.

NHS is using HRM to manage a diverse workforce efficiently for consistent performance. The business environment also affects the business objectives. For instance, change in preferences of customers or digital disruption encourages an organisation to develop new objectives as per market needs.

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THANK YOU

ANY QUERIES?