

# Managing people



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## Introduction

Human resources specialists have the responsibility for recruiting, screening, interviewing, and placing workers. Employee relations, payroll, insurance, and training may also be managed by them. Managers of human resources prepare, guide, and organize an organization's administrative functions. They oversee specialists in their duties, consult with executives on strategic planning, and connect an organization's management with its employees. (Anyim, et al., 2012)

This report is focusing on Human Resources functions and practices, their importance, and relevance. The report gives definitions for HR planning, recruitment, and the selection and explains their significance. What is more, this project will relate Human Resource to the CIPD map and reflect on why it is crucial. Also, this paper will describe some of the HR functions of Sainsbury.

## 1. What does it mean to be an HR professional?

Through the people professionals who work within it, The Human Resource function assists an organization in delivering its corporate strategy and objectives by effectively recruiting and developing individuals and managing their performance. HR objectives in different organizations are being offered in a different way. (Cipd.co.uk, 2020)

By displaying the willingness and courage to challenge established practice, HR professionals must develop their trust and reputation and give business leaders a variety of critical insights on generating sustainable corporate value through individuals (Cipd.co.uk, 2015).

## 2. Chartered Institute of Personnel and Development (CIPD)

The new Profession Map defines the international standard for the people profession. The purpose of the CIPD map is to assist HR professionals in making better choices, acting with confidence, maintaining excellent performance, speeding up progress in the company, and advancing careers for individuals. The new Career Map encompasses fields that apply to all practitioners (purpose and principles, expertise and behaviour) and optional fields that depend on the position (specialist knowledge) (Cipd.co.uk, 2020)



**New profession map.** Image Source: (Peopleprofession.cipd.org, 2020)

**HR Purpose.** Human resource specialists' main goal is to create organisational atmosphere and environment in which people live to be enriched by work (Cipd.co.uk, 2020).

**Evidence-based.** Professional opinion carries more weight when precise data from different sources support it. That is the reason why the new Profession Map is focusing on based on evidence decision-making and evidence-based understanding of impact and outcomes (Peopleprofession.cipd.org, 2020).

**Outcome driven.** The job we do must be guided by knowledge of context and results, involving both value and risk. HR specialists make a positive impact and difference personally, socially, and professionally by putting extra efforts for better work performance and life at work (Peopleprofession.cipd.org, 2020).

**Principles Led.** Clear values, regulations, and beliefs should direct our decisions, actions, and behaviours, especially in times of significant change. Rules and laws have limits, but they can never be sufficient and can lead to unforeseen consequences (Peopleprofession.cipd.org, 2020).

**Core Knowledge.** To drive progress, build value, and positively affect the world of work, six main areas of expertise are needed: People practice, Culture and behaviour, Business acumen, Analytics and creating value, Digital working, Change (Peopleprofession.cipd.org, 2020).

**Core Behaviours.** The core behaviours are marking out what is necessary to be an effective HR professional in the unpredictable world of work. The actions exemplify a substantial shift for people professionals and strongly concentrate on ethical and evidence-based decision-making (Peopleprofession.cipd.org, 2020).

**Specialist Knowledge.** The specialist knowledge areas teach how to apply your skills and expertise to impact the world of work positively. CIPD has implemented nine specialist expertise segments that could improve HR specialist decision-making skills and enrich their expertise and development. The segments are Employee experience, Employee Relations, Diversity, and inclusion, Learning and development, Organisation development and design, People analytics, Resourcing, Reward, Talent management (Peopleprofession.cipd.org, 2020).

*It could be summarized* that the aim of the CIPD map is to articulate the needs of the modern-day profession, and how it matures throughout the career of the individual. This provides people a disciplined approach to what to expect from themselves in various transitions in their development in the organization.

### 3. HR Planning, Recruitment and Selection

HR Planning is an integral part of corporate planning and budgeting procedures since human resource costs and forecasts both affect and are affected by longer-term corporate plans. Planning includes forecasting organizations' human resource needs and constructing appropriate actions such as recruitment, training, and career development based on identified needs. Planning is being executed within the goals and general policy structure of the company. Human resource planning involves the multi-component task of planning and prognosticating for the right numbers and the

right types of personnel at the correct places and at the precise time to perform activities that would be beneficial to the company in achieving its objectives and in assisting its associates in gratifying their needs (Anyim, et al., 2012).

Recruitment and selection are essential practices for organizations. Recruitment and selection are important instruments for establishing the standards that shape such a contract, focusing on a two-way contact flow; workers choose a company that offers them improved working conditions and long-term job career and benefits. The recruitment and selection processes consist of four steps: identification of criteria and requirements, the attraction of potential applicants, selection and placement of potential candidates on suitable positions (Anyim, et al., 2012).

Selection is the mechanism by which the right candidate, who is most appropriate for the job, is selected. The process involves interviewing the potential candidates and making an evaluation of their qualities that are required for a particular job, and then the right candidates are being selected for the right positions. The selection of best candidates for the right positions will benefit the company to achieve its desired goals and objectives. When the process of selection of the employees occurs, it is crucial to make sure that they have the needed credentials and qualifications, skills, and abilities that are necessary to execute the job responsibilities and duties efficiently. (Limited, 2005)

With its method of attracting as many applicants as possible for open positions, recruitment is considered a positive operation. It is the mechanism by which potential applicants are found and encouraged to apply for jobs. On the other hand, the selection is considered a negative operation since it excludes as many applicants as possible before the right one for the job is eventually selected. The overall performance of the company could be improved and increased by hiring dependable candidates (Limited, 2005).

Usually, the organizations get satisfied with more productive and efficient employees, which automatically recognizes the significance of recruitment. Recruitment's key role not only improves productivity and enhances profitability but also give prerequisite for positive relationships amongst the employers and employees. It is a contributory factor that leads the organization towards growth and development. It establishes the current and future job requirements. Recruitment strategies are contributory factor of implementing managerial functions and affairs operatively. (Kapur, 2018)

*The meaningfulness* of selection is acknowledged because it assists with choosing the most dependable and suitable candidate who qualifies for the job requirements within the company. It is necessary to assess the different qualities of each candidate, such as their credentials, qualifications, abilities, skills, experiences, personality, nature, and overall attitude, in order to meet the goals and objectives of the company (Kapur, 2018).

## 4. HR Practices in Sainsbury's



(Khurshid-UI-Alam & Rashid, 2015)

### 4.1. Planning at Sainsbury

The HR can recruit skilled and competent people with an efficient workflow in the organizational premises. The meaningfulness of HR Planning for Sainsbury will be indicative of producing more manpower in each unit and marking out talented people through the recruitment and selection process to meet up the organizational goals and objectives in real-time (Plc, 2020). The importance of HR planning is an important aspect of managing the employees in the company. What is more, planning is often controlled adequately so that the organization understands that it is moving in the right direction and it works with the right trained employees who always works in the company's favour and help the organization meeting its business goals (HRM, 2013).

## **4.2. Recruitment and Selection at Sainsbury**

The candidates who match Sainsbury's job profile criteria and requirements are then being screened. With the help of various recruiting and selection resources and strategies such as interviews, group meetings, assessments, and examinations, the evaluation of the screened applicants is achieved. Employees who have the right mindset and expertise do good work and contribute to the organization's success. It is important that hiring processes are successful because it is expensive for any company to recruit and train a new employee. (Daniel, 2013) Usually, Sainsbury's receive CV applications online and on-site at their stores. The next step would be for the recruitment officer to shorten the list of candidates. Sainsbury has also implemented an online job application. (Habibi, 2019).

Due to the Covid-19 crisis, Sainsbury is now recruiting only via online job applications. The online application includes several stages. First, the potential applicant fills out their personal details, education and qualifications information, experience, employment history, and a criminal record declaration. The 2nd stage is online Assessment, which includes a verbal or numerical reasoning test, a personality questionnaire, or a situational judgment test. The Assessment is vital for Sainsbury when they are recruiting staff because it provides more information about the applicant, their way of thinking, attitude, and personal qualities, how they would react in critical situations. The next stage is the actual interview, it will be online or face-to-face, depends on the role candidate has chosen. The interview is an opportunity for the candidates too represent themselves the best way they can. The next step is confirmation whether the applicant has made it through or not. The next step is the second interview or another assessment, it depends on the chosen role again. The final stage is "Final selecting and Making a decision," the company decides who is the most suitable applicant. Application process for students has some additional requirements. Candidates are being eliminated at every stage – part of the selection (Sainsbury, 2020)

## **4.3. Health and Safety Policy at Sainsbury**

The HR of Sainsbury has a Health & Safety policy, which is a legal requirement, and it signifies the health & safety of employees. The procedure usually includes arrangements of training & instruction, company rules, and Emergency protocol. Health & Safety policy must be kept up to date and signed by the Senior manager, and it is revised/updated (if necessary). Sainsbury's H&S policy has its codes of practice. If an emergency occurs (such as a fire, bomb scare), the employees must comply with the practice codes. It provides information on contacting a first aider, the medical room's location, and calling a doctor protocol. (Habibi, 2019)

#### 4.4. Career Development and Training & Development Program at Sainsbury

| Training                                                                                                                                                                                                                                                                                                                                                                         | Staff development                                                                                                                                                                                                                                                                                                                                                                |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| New employees are provided with the necessary information (general overview) of the organization and a clear vision regarding their rights and responsibilities. The trainees are provided with a mandatory introductory training program for the first eight weeks of their employment. The new employee can adopt the skills and attitude needed to do their job successfully. | Sainsbury provides everyone with the right opportunity to improve their skills and expertise to perform excellently in their work. All Sainsbury workers have a performance growth chart, and they are to speak with their supervisors about their career development, and to assess their success or training needs at least once annually, also known as Observation sessions. |

(Habibi, 2019)

#### 4.5. Performance and Reward System at Sainsbury

Sainsbury's Performance & Reward Team is proactive about discussing and communicating their pay and benefits/bundles and in 2011 has generated over 1000 rewards statements for the top leaders. The Reward Team at Sainsbury's set a challenge: to design, construct and deliver a personalized Total Reward Statement that clearly illustrates the benefits of working for Sainsbury's for the employees that have been working for the company for over six months, regardless of the role or grade. (Khurshid-UI-Alam & Rashid, 2015)

### 5. Conclusion

HR tools, practices, and processes are vital for the organization. It could be argued that Recruitment and Selection are the spines of HR as the correct recruiting and selection would establish well-qualified employees, who would be the driving force to help the company to thrive. CIPD map is another tool that prepares HR professionals to be the best version of themselves at the workplace. The map includes seven segments and studying them provides a stable ground of knowledge. Sainsbury has established consistent and robust HR practices, and regarding Recruitment and selection, they appeared to be flexible during the Covid-19 crisis.

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## 7. Appendix 2 – SWOT Analysis of Sainsbury

|                                                                                                                                                                                |                                                                                                                    |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|
| <b>Strength</b><br><br>Significant presence in the UK retailing market<br>Higher inventory turnover ratio<br>Retailing business performance                                    | <b>Weakness</b><br><br>Unfunded employee post-retirement benefits                                                  |
| <b>Opportunity</b><br><br>Investments in technology and online apps to drive revenue growth<br>Business initiatives<br>Favorable trends towards Online retail sector in the UK | <b>Threat</b><br><br>Competitive environment<br>Increase in organized retail crime<br>Changing Fashion Preferences |

Source: (Marketline.com, 2020)