

UWTSD

Module: Managing People

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REPORT

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Task 1

Professionalism in the Human Resources field can be defined as a process by which the professionals engaged in human resources endeavour to achieve the recognition and status that professions are given by defining their attributes. The Human Resources profession is characterised by integrity, intelligence, thoughtfulness and maturity (Taylor, 2019)

In many organisations, the human resources department is usually the link between the employees of an organisation and the employer. Human resources department has a variety of tasks within an organisation some of which include; hiring and firing of employees, development of the existing employees in the organisation, drawing up of remuneration packages for employees, they are also responsible for the safety and health of employees and also as mentioned earlier being the link between the employer and the employee they help in mediating in case disagreements arise (CIPD, Careers, 2020).

The Chartered Institute for Personal Development (CIPD) produce a document called “New Professional Map” that underline the standards associated with the workplace and activities related to it.

These set of standards aim to provide guidance to the professionals who work in the human resources field for them to always keep developing and making self-improvements as they endeavour to work. Those who work in the field of human resources need to have a shared professional identity by having the same set of standards and values and that is what the CIPD new Profession map does (CIPD, Profession for the future, 2020).

The Human Resources profession needs to have a collective identity coupled with standards set for the industry to guide all professions in the industry. The CIPD new Profession

map has shared values that enables the Human Resources have the trust that is needed and develop the needed changes in places of work.

The CIPD new Profession map highlights the major professional values that are required in the industry in three major classes; principles- led, evidence-based and outcome-driven. The new CIPD Profession map also highlights three other areas of importance that HR professionals need to have; core knowledge, core behaviours and specialist knowledge (CIPD: New Profession Map and The people profession/Core purpose, 2020).

Human Resource professionals who use the CIPD map benefit from the focus being put on decisions being value-based. As a Human Resources professional, the CIPD map fills one with confidence that shows that the highest global industry standards are being met not just by the professional but also by the organisation (CIPD, New Profession Map, 2020).

Every HR professional understands the importance of being in a constant communication with all employees and to approach each differently. It means to be flexible and to adapt depending on the situation. Moreover the HR professional should be aware of the organisational culture and structure as well as the responsibilities for each position in order to take better decisions.

The HR professional should understand the motivational factors for each individual in the organisation and act accordingly to assure that the organisation offer the best possible rewards for the good performance of the employees (CIPD, Careers 2020).

Task 2

Organisational Objectives while Resourcing

Introduction

Different organisations have varied objectives depending on the industry that they are in. Having the right kind of personnel is important to help the organisation attain the set objectives. It is also important to have individuals who lead in the recruitment of the personnel to have the best interests of the organisation at heart and also know what characteristics and values to look at while carrying out the recruitment process. It is therefore important to align the organisation's strategic direction with the recruitment process. Through the use of Workforce planning, Recruitment and Selection the organisation is able to maximise its performance and achieve its short and long term objectives (Armstrong, 2014, pp207-223). The report will use a case study of a real-life example in order to examine how these functions are used in practise.

Recruitment and the selection process for employees is an important aspect in the determination of the success of an organisation. The process for recruitment and selection is categorised in four stages; defining the requirements, attracting the candidates, selecting the qualified candidates and employing the successful candidates (Armstrong, 2014, pp226-232). If a poor selection is made the cost to the organisation in terms of performance and financial costs will be high thus impacting the organisation negatively (Bach and Edwards, 2013). Regarding to Bogardus A. (2006, pp.16, 17) it is essential for the HR management to understand the needs of

the department to whom recruiting to. That will minimise the possibility of hiring inappropriate candidates.

According to the CIPD new Profession map, individuals who are responsible for the activities involving the recruitment of new employees should focus on understanding the potential employee, experience they may possess, designing effective assessment and selection process and how to make effective recruitment decisions (CIPD, Careers, 2020).

Regarding to Bach and Edwards (2013, pp. 137-141) it is essential for the HR managers to consider the internal recruitment options as it may save cost for the organisation.

Company Background

Markov Mstil Ltd is a Bulgarian family-owned business that specialises in the manufacturing and selling of furniture. The business started ten years ago off in a garage and had one small van and was run initially by four employees. As time went by, the company started becoming successful and gradually it started signing contracts with other shops in the capital city to supply them with furniture. With a steady increase in the income, the company gradually started to expand and we rented a bigger factory for production, we acquired better equipment and increased the number of staff to fifteen to cope with the increase in orders.

My responsibilities within the company included being the assistant accountant and a sales person. Besides the total number of employees being fifteen, the number could also increase depending on the amount and volume of work available. The human resources functions were performed by my husband alone. He did not have formal Human Resource education, however throughout the time he managed to contribute a lot in the department.

Workforce planning

Human resource workforce planning refers to a comprehensive and ongoing process of assessing the needs of an organization in a changing world with respect to human resources and also establishing workplace strategies that will be relevant to an organization for the near future.

Planning is an important component of corporate planning and budgeting practices, since the expenses and projections of human resources are influenced by organizational strategies.

Planning takes into account the forecasting of human resource requirements, recruiting, training and career growth based on needs defined. (Torrington, D, et al. 2017 and Armstrong M., 2014, pp. 217- 225).

Workforce planning involves analysing how the current workforce is, anticipating future needs of the future workforce, identifying any existing gaps that may be present between the current workforce and the future and also applying solutions that an organisation needs to attain its set objectives and strategic plan (CIPD, Factsheets, 2020).

Regarding to Armstrong (2014, p.217) Workforce planning is vital in an organisation as it provides grounds for better decision making about the future needs of the organisation.

The effective workforce planning in Markov Mstil Ltd was based on analysing the current workforce (what we have and what we need). The major external factors influences company planning: the business was located in a region which was first place in the country for logging, woodworking and furniture production. The traditions within the industry determine Loose Labour market- plentiful supply for potential employees. Markov Mstil Ltd was able to attract individuals with the right set of skills in the right time for the company. That enables us to

achieve good short and long term results at a very affordable cost at the time. We knew what projects we are going to take and so we started to advertise positions in advance so we were able to finish the projects on time.

Recruitment and Selection

At Markov Mstil Ltd, our recruitment and selection process wasn't large scale. External factor with significant role- high competitive industry, which required an approach towards differentiation, in order to grab candidate's attention. Since our business was small, we made use of the locally available channels. The contribution that every employee makes plays a crucial role in the sustenance and growth of any business thus it is important to hire the right person for the job. We announced the vacancies through a variety of channels; we used the local television channel, the local radio, the local newspaper, through the local job centre, we also used a billboard that was mounted on top of the factory and we also attached some advertisements on the company's windows.

On the advertisement, the criteria that we had set out for qualified candidates to attain were as follows; they had to be male aged between 18-60 years, they needed to have the necessary qualifications for a carpenter, they needed to have a minimum of 2 years' experience, they needed to be flexible in terms of their working hours and they needed to have a valid reference form the previous employer.

Successful candidates would get the following from the employer; a good salary, on top of the salary, they are bound to get bonuses depending on the price of the work they have done, they shall get holiday bonuses e.g. for Easter, Christmas est., they are entitled to 28 leave days,

they shall get further training opportunities offered by the company and there shall be opportunities for team building.

The successful applicants were taken through two parts in the recruitment procedure. The first part included an oral interview and the second part involved the assessment of the skills of each candidate and their ability to produce a detail requested by the quality and time.

Successful candidates were selected based on the documents they had, how good their curriculum vitae was, the outcome of the skills and ability assessment, their personality and traits. The probation period before confirmation was agreed to be five days. The final decision for hiring the right person (based on who and why questions), align with company business strategy and culture.

How Recruitment and Selection have Evolved

Over the years, the recruitment and the selection process for hiring employees has changed during to the dynamic nature of different jobs and technological advancements. Several years ago, most organisations only put-up job advertisements on their websites and newspapers. Currently, many organisations have harnessed the potential of social media sites to advertise their vacancies to potential employees (Mullins K., 2017). In Markov Mstil Ltd we embraced the social media tools. Lately we were able to fulfil most of our vacancies through the social media channels. We found that one of the most effective ways is the Facebook groups for professionals in certain areas. There you have an instant access to a very niche audience, which in our case was Carpentry.

One of the most common method of recruitment included having face to face interviews with potential employees. Due to technological advancements, having face to face interviews are

not necessary as hiring managers can conduct interviews via video thus saving time and money (Taylor, 2019).

In our case we found very useful to use this method for some specific positions such as graphic designers and social media marketer.

Some companies use external providers to assist in their resourcing and recruiting. Recruitment firms or consultants provide a variety of services on the employer's behalf, such as recruiting applicants, handling candidate responses, screening and short listing, or running evaluation centres. They need to have a clear knowledge of the organizations and their demands. An outsourcing company may also provide these services. (CIPD, Recruitment/Factsheets, 2020)

In Markov Mstil Ltd we used the service of recruitment agencies for some of our positions as in certain cases we were unable to allow enough time to fulfil the position. In such cases we decided to use recruitment professionals with big database of candidates. At the end that helped us to find suitable candidates in the short period of time.

Markov Mstil Ltd was lucky to have amazing and loyal staff that never failed to satisfy the client's needs. This was made possible by having a sound recruitment process that made sure that the chosen candidates had the skills and motivation that were in line with the company's objectives. The employees quickly became family whom we have shared with events like dinner, sports events and spending of holidays together. The highlight of the employees we have is that they have a high sense of professionalism and attention to the smallest detail.

Conclusion

Human Resource Management processes and functions are influenced by variety of internal and external factors.

External influences have a significant role for any organisation. Some of these external factors for Markov Mstil Ltd include: unstable economic environment, high inflation rate, reduce the demand of furniture, income indicates a customer's ability to spend on the products.

Furthermore external factors are a crucial element, especially the Covid19 pandemic these days continuously challenging companies and fundamentally changed the working ways.

Internal factors can influence the performance of the company, such as the skills and motivation of staff and the effect of good financial management (Wilkinson, 2017). The task of Human Resource Management is to recruit, engage, deploy, and retain individuals in a manner that promotes high individual performance in pursuit of organizational goals and sustainable competitive advantage.

In conclusion we can say that the successful HR function is crucial for the overall performance of the organisation.

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