

THE CONTEMPORARY HR FUNCTION

CIPD Diploma In Applied Human Resources (CIPDL5-PTCIPD-IDA)

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5CMHR – Assignment 1



THE FUNCTION OF HR

The function of HR is to effectively recruit, develop individuals and manage their performance to help an organisation meet its goals and objectives (CIPD, 2020).

ORGANISATIONAL OBJECTIVES THAT THE
HR FUNCTION ARE RESPONSIBLE FOR
DELIVERING

- Recruitment & Selection
- Training & Development
- Performance Review
- Ethical Development

Recruitment & Selection – Employers are always looking for staff to remain a vital part of the business to ensure it meets its organisational objectives. This is a pressure for the HR department to ensure they employ the right individual for that job role (Poppulo, 2019). The recruitment process will identify several applicants who can meet the job's requirements. The candidates are selected based on who would add the organisation's highest value. This would create employment relationships helping the organisation reach its goals and objectives (Ulrich and Lake, 1990; Wayland and Cole,

1997).

Training & development – This is a critical factor that implements the organisation reaching its goals and objectives. All training undertaken by employees must ensure that it plays an active role in matching or achieving the organisational objectives. The purpose of HR providing training to employees is to develop the ones capable of tapping internal and external information and using this data to turn it into useful organisational knowledge (Yaha and Goh, 2002).

Suppose organisations want to gain a sustained competitive advantage. In that case, employee training is the way forward with also providing a clear understanding of the organisation's goals and objectives, along with its mission and values.

Performance Review – The overall objective of a performance review is to provide feedback on the employee's attitudes, behaviours and abilities.

Measuring the employees' performance allows the HR department to determine development areas with further training (Cummings, 1972). Most performance reviews are linked to four aspects: salary, development

and training, job rotation and promotions. Although these are important, the HR department's main reason for conducting performance reviews is to identify further training needs for employees, improve communication within the team, and improve employee performance. All these considered will positively affect reaching the organisation's objectives (Mamoria, 1995).

Ethical Developments – When HR is undertaking recruitment, they must also consider the rapid cultural and societal changes affecting the work environment. They must be conscious of the structure, communication, and staff training that might impact the organisation's ethical developments. They need to think about the organisation's ethical developments and understand how demographic and technological changes affect the business to stay in line with their organisational objectives (Poppulo, 2019).

HOW THESE ORGANISATIONAL OBJECTIVES ARE EVOLVING IN THE CONTEMPORARY ENVIRONMENT

- Recruitment & Selection
- Training & Development
- Performance Review
- Ethical Development

Recruitment & Selection – Between 1990 – 2000, 22% of job applications were submitted online or via email. From 2000 to 2014, a 90% growth of applications was then being submitted online (Prospect Personnel, 2020). In the modern-day, recruitment & selection is still taking place online. More websites are available for employers, giving them the function to scope out individuals available to work (Linked In, 2019). Technology is forever evolving and will positively impact the HR department when it comes to them advertising a vacancy, sorting applications, and hiring the correct individual.

Training and development – In 1990, employees' training needs were stored in a database that listed the requirements of each job role within the organisation (Lloyd, 2014). Learner Management Systems have been majorly advanced over the past 30 years. When an organisation uses a sophisticated LMS system, it can provide accurate learner analytics. When the HR department is comfortable with this data they can use it to ensure all employees can be provided, training and development needs best suited to their abilities.

Performance Review – During the 1980s and 1990's Performance Management was provided to generate motivation for the employees, including improving their performance (Briscoe and Hall, 1999). These were mainly conducted based on job-related tasks. Today a performance review is set out by a set of 'metacompetencies'. This can include self-awareness, communication, feedback and teamwork skills (et al.). Although Performance Management has not changed over the years, the content has become more personal to the individual.

Ethical Development – When recruitment is now taking place, Employers can ensure they are not biased within their selection process. Unconscious bias has always been an element during the selection process, but now it is more important than ever (Linked In, 2019). Today, software programs can hide details from an application that contains gender, race, ethnicity, and sexual orientation. Employers can now shortlist candidates based on their skills and experience rather than unintentionally discriminating against them.

HOW HR CONTRIBUTES TO EFFECTIVE CHANGE MANAGEMENT

- Overcoming Resistance
- Engaging Employees
- Implementing Change In Phases
- Communicating Change

Change can sometimes be of concern to fast-growing organisations. HR sometimes has to implement change due to outside forces such as changes in law and safety requirements. HR has to consider these changes, but IT operations' evolution may also be a cause for change. Then HR needs to change simply because it is the right thing to do, and it meets the need of the organisation's growth (Core HR, 2017). All changes that HR put into place will be long-term structural changes. To ensure that all employees are successfully lead and adopt the organisation's changes, a systematic, proactive approach

would be the best result. This can include these following steps: Overcoming resistance, engaging employees, Implementing change in phases and communicating change (Browning, 2015).

Overcoming resistance – Resistance is a natural reaction from the employee's when organisational change occurs. This can be prevented if the HR department communicates the change ensuring employees fully understand the need for the change and providing support to them where it is needed (et al.).

Engaging Employees – Allowing employees to engage in the change means they are more likely to put in the effort to implement the change. This will result in a positive outcome for the organisation. HR can help employee engagement during the change process by developing a team approach, assigning individuals specific roles, and increasing their focus on the most likely individuals affected by the change (et al.).

Implementing Change in Phases – Taking a phased approach to implementing a change can help the process run smoothly and seamlessly. HR can break this

down into three main areas, including preparing for the change, and this is identifying the change, developing a team and outlining key roles. Managing the change is creating plans that are communicated throughout the organisation and then finally reinforcing the change by collecting feedback and implementing actions where needed (et al.)

Communicating Change – All changes must be shared throughout the organisation. To ensure the organisational change's success, the communication must be a two-way street between HR and employees. When it comes to communicating with employees, think quality over quantity and consider including pre-and post- feedback of the overall process, ensuring that the communication is clear, consistent and explicit and finally offer employees the opportunity to provide their input to explore worst-case scenarios (et al.)

DIFFERENT WAYS HR OBJECTIVES CAN BE DELIVERED IN ORGANISATIONS

- HR Policies
- Retention of HR documents
- Performance Review

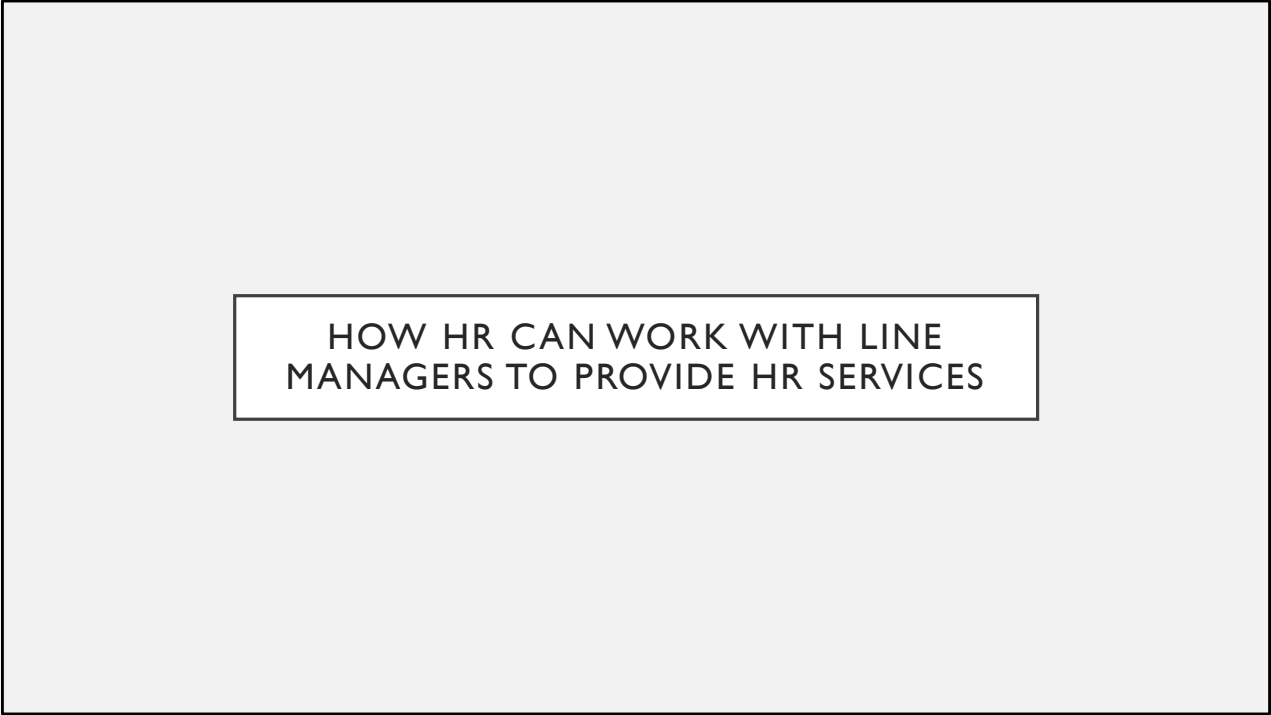
HR objectives are delivered differently depending on the organisation and its objectives.

HR Policies – Policies within an organisation are forever changing depending on current laws and legislation. The HR department is responsible for delivering these throughout the organisation to help implement the organisation's HR strategy and the organisational objectives (CIPD, 2019). When the HR department needs to deliver these policies to the organisation, they must factor in specific criteria such as the writing and

formatting of the policies and the policies' communication. These policies need to be delivered via communication. This can be when a new employee completed their induction or a meeting with existing employees, including a copy of the new policies now in place (et al.)

Retention of HR documents – HR is responsible for retaining all HR documents for current and previous employees (CIPD, 2019). The information collected contains pay, sickness, absence, and hours worked. This information is either electronically, or hardcopy stored and is easily retrievable. HR must comply with the legal position of retaining these documents and comply with the Data Protection Act 2018 and the General Data Protection Regulation (GDPR). HR is responsible for delivering this information to the correct individuals within the organisation who require good reason only. An example of this would be too relevant managers regarding sickness or absence. This information is strictly confidential and cannot be accessed via other employees unless it's their personal information they are requesting (et al.)

Performance Review – HR is responsible for conducting HR reviews with employees. Whether this being on their own or sitting in on the meeting with the employee's line manager. Performance Reviews are delivered one to one and contain meeting notes signed off by the individual and either the HR department employee or line manager. These are delivered throughout the organisation to understand the performance review process and procedure.



HOW HR CAN WORK WITH LINE MANAGERS TO PROVIDE HR SERVICES

The HR department and line managers must work closely together and form a good work relationship because both departments are motivated to ensuring the organisation achieves success and meets its objectives that have been set (CIPD, 2019). If a healthy work relationship between these departments can be formed, it will benefit both of them. Line managers will be more proficient in tactical HR functions meaning this gives the HR department more time to work on strategic HR management (Chron, 2020). Due to the line manager's importance supporting the HR department and their

own team's development, they must be appointed to the role successfully.

Line managers can help the HR department by ensuring they build employee engagement daily. They can monitor their employees' performance by rewarding them when targets are met. Line managers can be responsible for the tactical HR functions, including making a note of sickness, absence, pay reviews, holidays, and potentially conducting performance reviews (Cezanne, 2019).

HR can support the line manager with tactical HR duties and management support by providing coaching and development opportunities. This will help the line manager be more confident within their role and undertaking the smaller HR duties (et al.) The line managers managing the employees give the HR department more time to focus on the strategic HR management, including policies and procedures for the organisation, ensuring it is compliant with current laws and legislation (et al.) When the HR department is implementing new policies it is important for them to liaise with the line managers as they implement these

policies day-to-day.

Providing that both departments can build a successful working relationship will positively impact the organisational objectives and employees' happiness.



MANAGING HUMAN RESOURCES IN AN ETHICAL MANNER

The HR department must ensure that the organisation operates ethically. Organisations that do not comply with an ethical manner are more likely to lose staff and have a lousy rapport (HR Magazine, 2016). Today, HR departments manage more ethical and legal responsibilities than they ever have done. An ethical manner can include workplace harassment, poor treatment and discrimination. For a company to help comply ethically, the HR department can produce an ethical policy to distribute among staff to provide awareness of this. Ethical conduct can feed into various

aspects within the HR department, such as providing an ethical organisational culture and recruiting staff that will uphold ethical climate and organisational values and resolve ethical conflict if it occurs (et al.). If an organisation or individual is behaving unethically, both parties have serious consequences. The individual could lose their job, organisations can lose their positive reviews, and both could have a significant fine against them or a financial loss (Legacy Bowes, 2020).

An example of a non-ethical manner within the HR department is:

Alison is an HR director. She is approached by Colin, who is a sales manager. The company has a position available on Colin's team.

Colin approached Alison and asks her to screen out any applications with a "foreign-sounding" name. Alison explains to Colin that this is illegal and unethical to do this. Colin becomes angry and leaves.

Later on that day, Alison is approached by Colin's boss, Andy. Andy explains to Alison that Colin will hand in his resignation if Alison refuses to comply with this request. Andy asks Alison to go along with Colins request suggesting that Colin is a good employee of the

company.

Alison refuses to comply and informs Andy that she will escalate this situation. The CEO has got involved, and both Andy and Colin are let go by the company.

An example of an ethical manner within the HR department is:

A job vacancy has become available within an organisation. The application is in the form of an application form; no CV's are accepted.

The application form's first page is separate from the form's remainder. This page contains personal details such as name, date of birth, address, disabilities. The application form states that this part of the form is not included in the application selection process. There is also an ethical form attached to the application, which is not part of the selection process.

These forms are hidden from the HR department upon the selection process and only supplied to them when contacting the individuals to attend an interview.

This process is a form of ethical procedure and focuses on the individual's skills and experience than their ethics.

HOW THE CONTRIBUTION OF THE HR FUNCTION TO THE ORGANISATION CAN BE EVALUATED

- Audit Approach
- Analytical Approach
- Qualitative & Quantitative Indices

The contribution of the HR function to the organisation can be evaluated in these prominent forms:

Audit approach – An audit is a process of evaluating human resource management's effectiveness. It is a financial audit and contains the following elements: a systematic gathering of data, and evaluation of HR activities and policies, a clearly defined objective and a review of the audit findings (Management Study, 2020). Conducting a human resource management audit offers many benefits. It provides valuable data, confirms the

HR's duties and responsibilities, helps align organisational goals and finally helps reduce HR costs.

Analytical Approach – An analytical approach is also known as the utility analysis. This type of approach relies on cost-benefit. This approach aims to seek to express evaluations in economic terms as these are more beneficial in the decision-making process (et al.). Some of the HR responsibilities that can be used for this approach include recruitment, training and appraisals. This approach is limited to only certain situations, making it difficult due to the number of resources and effort required for this type of analysis. This type of approach has broad applicability and is superior when evaluating HR activities but contains a complicated process (et al.).

Qualitative & Quantitative Indices – Qualitative metrics or Quantitative indices can be used to determine Human Resource management's effectiveness. The types of areas that can be evaluated can include the cost of turnover, lead time to fill vacancies, training costs and the cost of turnover. From this, HR would be able to study the relationship between employee attitudes and

profits and apply them to behaviour-costing (et al.)
Exploring these relationships has an excessive reliance on quantitative indices to show how effective human resource management is, but this also indicates that they may be dysfunctional.

RESEARCH THAT LINKS HR WITH POSITIVE
ORGANISATIONAL OUTCOMES

The first example of published research that demonstrates the link between H.R. and positive organisational outcomes is:

The impact of H.R. practices, H.R. effectiveness and a 'strong H.R. system' on organisational outcomes: a stakeholder perspective. This was written by David Guest & Neil Conway 12 May 2011. Pages 1686 – 1702. This paper explored the hypothesis that H.R. practices' effectiveness will help with the association between Human resource management and performance. Included in this from Bowen and Ostroff's concept of

consensus as part of a 'strong' H.R. system, it is studied that perceptions of effectiveness will be associated with higher performance. It is proposed that the outcome of this paper will be that the point of senior line managers will be more responsive and positive than those of H.R. managers. The analysis of this paper confirms the importance of H.R. effectiveness.

The second example of published research that demonstrates the link between H.R. and positive organisational outcomes is:

The link between perceived human resource management practices, engagement and employee behaviour: a moderated mediation model. This was written by K. Alfes, A.D. Shantz, C. Truss & E.C. Soane 22 May 2012 pages 330-351. This a study that took place to understand the processes through which human resource management and behavioural outcomes are linked. Including in this study was the social exchange theory as well as developing and testing a moderated mediation model which linked human resource management practices to organisational behaviours. It is shown from data that overall 297 employees that are part of a service sector organisation within the United Kingdom, support this mode. From this, you can see that

there is a positive behavioural outcome due to engagement and employee relationships with their line manager.

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