



Training And Development Needs For a HR Officer

MARKS AND SPENCER

UNIVERSITY OF WALES TRINTY SAINT DAVID LONDON

BA (Hons) Leadership and Management Skills for the Workplace

Module: Developing Relationships and Workplace Achievements

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Introduction

- Marks & Spencer is a multinational retailer, established in 1884, with headquarters in London, England (Marks & Spencer, 2022).
- The company specializes in selling food and home products, furniture, beauty, and clothing products (Marks & Spencer, 2022).
- The organization employs approximately 65,000 personnel across its international teams, logistics operations, support centers, and stores (Marks and Spencer plc, 2022).
- The company has a positive culture for women, with 74 percent of its workforce and 32 percent of its senior management consisting of women (Statista, 2022).
- Lastly, the company is committed to providing employees with training and development opportunities to reinforce business and personal performance.

Developing, advising on, and implementing policies on effective employee

utilization

- Human resource utilization comprises a firm's efficient and effective human resource use to attain the desired organizational development and growth and avoid human resource wastage (Francis, 2018).
- Mark & Spencer HR professionals should ensure optimum human resource utilization by matching the employee competencies and experiences to the organizational needs to foster company development and growth in the contemporary business world marked with challenges like mismanagement, corruption, and globalization.

Knowledge, Skills, and Behavior (KSB) Required by Mark & Spencer HR Professionals

Promoting diversity and equality

- Diversity management encompasses a company's voluntary activities that function to better involve workers from numerous backgrounds using deliberate methods and programs (Sukalova and Ceniga, 2020).
- In Marks & Spencer, the company's customers come from diverse backgrounds (different geographic locations, lifestyle preferences, gender, and age). To understand them, the company's workforce should reflect this diversity (Mark & Spencer, 2018).
- As such, the HR professionals at Marks & Spencer should ensure that the firm employs a workforce with diverse characteristics like education, sexual orientation, ethnicity, age, race, religion, and gender.

Handling workplace grievances

- Employee grievance management is perceived as the most important human resource strategy for enhancing organizational commitment and effectiveness (Dhanabhakym and Monish, 2022).
- Marks & Spencer's HR professionals should handle employee grievances by implementing effective redressal procedures founded on open communication and sensitive and transparent investigation of facts. They should also endeavor to prevent workplace grievances by constantly gathering employee feedback concerning interpersonal factors, management policies, and working conditions.

Knowledge, Skills, and Behavior (KSB) Required by Mark & Spencer HR Professionals

Implementing and developing working conditions policies

- One of Mark & Spencer's principles is a devotion to driving a sustainable business that offers overseas and UK employees a healthy and safe working environment (Mark and Spencer, 2019).
- Mark & Spencer HR professionals should support this principle by promoting the development of a work environment that is free from victimization, harassment, and discrimination.
- They should also ensure the firm observes various social and cultural norms, commercial considerations, and employment laws, as well as international benchmarks and standards like the UN Global Compact, the UN Human Right to Water and Sanitation, the UN Women's Empowerment Principles, the UN Guiding Principles on Business and Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, and the UN Universal Declaration of Human Rights.
- **Advising on employee compensation**
- Compensation comprises employees' remuneration in exchange for their organizational contribution (Naidu and Satyanarayana, 2018).
- Currently, the organization's employee benefits consist of competitive salaries that are reviewed annually, purchase discounts, at least 28 days' statutory holiday yearly, bonuses, pension plans, life assurance covers, mental health support, and free and unlimited GP service access (M&S, 2022).
- Hence, Marks & Spencer's HR professionals should maintain and continually implement organized compensation practices that focus on providing employees non-monetary and monetary benefits to enhance work-employee relations, improve organizational effectiveness, and motivate employees.

Knowledge, Skills, and Behavior (KSB) Required by Mark & Spencer HR Professionals

Employee training and development

- The Health and Safety at Work Act 1974 (Section 2) demands that all employers offer their employees essential supervision, training, instruction, and information to ensure their safety and health at work.
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- In addition to ensuring that their company complies with this law, Marks & Spencer's HR professionals should constantly assess their employees' skills to identify any available gaps in skills and continually implement training programs and development plans to enhance their job performance.

SWOT ANALYSIS

Strengths

- Knowledge of procedures for labor relations, compensation and benefits, personnel training, selection, and recruitment.
- Knowledge of relevant agency rules, government regulations, and laws relating to human resource management.
- Knowledge of human behavior.

Opportunities

- My knowledge of HR procedures and laws could translate to a good comprehension and implementation of legislation relating to working conditions, compensation, and training and development policies.
- My knowledge of human behavior could also translate to an ability to handle employee grievances.



Weakness

- Lack of adequate experience in the supervisory management role in HR.

Threats

- The COVID-19 pandemic

Training Needs

- From the SWOT analysis and the personal skills audit, I have two training needs in:
 - managing human resources virtually.
 - and obtaining practical skills within a supervisory management role.
- In managing human resources virtually, I need to learn ways of enforcing the work culture and values within the virtual workplaces and how to promote collaboration and trust between employees so that they can work toward a shared goal.
- Alternatively, in obtaining practical skills within a supervisory management role, I need to engage in on-the-job training as an HR officer.

Benefits of Training and Development

To Myself as a HR Officer

Training and development can result in:

- My personal growth by enhancing my decision-making skills.
- My professional growth as a HR officer.

Benefits of Training and Development

To the organization

Marks & Spencer's HR professionals' training and development could lead to:

- Bridging talent and knowledge gaps within the firm.
- Performance improvement within the HR department.
- Improved compliance with HR-related laws and procedures.
- The development of relevant and effective HR policies and practices that promote safe workplaces, diversity and inclusion within the work environment, and proper compensation for all employees.

Conclusion

- This presentation showed Marks & Spencer as a multinational company dedicated to improving gender diversity within its working environs.
- After conducting a SWOT analysis and the Personal Skills Audit, I realized that I possessed some skills, such as a good knowledge of relevant HR laws, procedures, and practices, that could be strengths and opportunities to fit in and add value to the Marks & Spencer HR department.
- I also learned of my weaknesses and threats, comprising my inadequate capacity to manage human resources virtually and the lack of adequate experience in a supervisory management role that I identified as my training needs.
- Nonetheless, my training and development could turn these shortcomings into strengths. Training and development could also benefit my professional and personal growth, as well as promote organizational growth at Marks & Spencer.

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SWOT ANALYSIS

Strengths What do you do well? What unique resources can you draw on? What do others see as your strengths?	Weaknesses What could you improve? Where do you have fewer resources than others? What are others likely to see as weaknesses?
• Knowledge of procedures for labor relations, compensation and benefits, personnel training, selection, and recruitment. • Knowledge of relevant agency rules, government regulations, and laws relating to human resource management. • Knowledge of human behavior.	• Lack of adequate experience in the supervisory management role.
Opportunities What opportunities are open to you? What trends could you take advantage of? How can you turn your strengths into opportunities?	Threats What threats could harm you? What is your competition doing? What threats do your weaknesses expose to you?

• My knowledge of HR procedures and laws could translate to a good comprehension and implementation of legislation relating to working conditions, compensation, and training and development policies. • My knowledge of human behavior could also translate to an ability to handle employee grievances.	• The COVID-19 pandemic
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Appendix C: Personal Skills Audit

Name: Hakan Ozturk

Job role: Human Resource Officer

	Very good	Good	Adequate	Little or no experience
Information Technology				
Use Microsoft Office Word	✓			
Use Excel spreadsheet	✓			
Use a Database		✓		
Use specialist HR software	✓			
Use the internet	✓			
Use e-mail	✓			
Use PowerPoint	✓			

	Very good	Good	Adequate	Little or no experience
Communication Skills				
Drafting contracts of employment		✓		
Taking notes of Disciplinary hearings	✓			
Write reports	✓			
Produce material to support presentations	✓			
Delivering a training session		✓		
Resolving disputes/complaints		✓		
Interviewing	✓			
Advising on HR issues		✓		

	Very good	Good	Adequate	Little or no experience
Problem Solving Skills				
Make good use of verbal reasoning skills, able to handle complex data and make selective use of information.		✓		
Explore more than one solution in order to solve a problem	✓			
Consider the ideas of others to help solve problems.	✓			

How much experience have you had in your role?	< 1 month ✓	1-3 months	> 3 months
How many people have you managed at any one time?	None	1-5	Above 5 ✓

I declare that the information given in this form is true

Signed	Hakan Ozturk
Date	21 July, 2022.

SPEAKER NOTES

- **Slide one**
- Marks & Spencer:
 - Is a multinational retailer, established in 1884, with headquarters in London UK
 - specialises in selling food, home, furniture, beauty, and clothing products.
 - Has 66,210 employees (74 percent are women).
 - Has a positive culture for women (30 percent of its board and 32 percent of senior management consist of female employees).
 - Committed to training and developing their employees.

Slide 2

KSB Required by Mark & Spencer HR professionals include:

- Developing, advising on, and implementing policies on human resource utilization by:
- matching the employee skills and experiences to the organisational needs to foster company development and growth.

Slide 3

- Promoting diversity and equality through:
 - understanding the company's diverse customers wants.
 - ensuring that the firm employs a workforce with diverse characteristics such as education, sexual orientation, ethnicity, age, race, religion, and gender.
- Handling workplace grievances by:
 - implementing effective redressal procedures founded on open communication and sensitive and transparent investigation of facts and

- preventing workplace grievances by constantly gathering employee feedback concerning interpersonal factors, management policies, and working conditions.

Slide 4

- Promoting diversity and equality through:
 - understanding the company's diverse customers wants.
 - ensuring that the firm employs a workforce with diverse characteristics such as education, sexual orientation, ethnicity, age, race, religion, and gender.
- Handling workplace grievances by:
 - implementing effective redressal procedures founded on open communication and sensitive and transparent investigation of facts and
 - preventing workplace grievances by constantly gathering employee feedback concerning interpersonal factors, management policies, and working conditions.

Slide 6

- Providing employee training and development by:

- Ensuring Marks & Spencer complies with The Health and Safety at Work Act 1974 (Section 2), which demands that all employers offer their employees essential supervision, training, instruction, and information to ensure their safety and health at work.
- constantly assessing their employees' skills to identify any available gaps in skills and continually implementing training programs and development plans to enhance their job performance.

SWOT Analysis

My strengths include: •

- My knowledge of relevant procedures for labor relations, compensation and benefits, personnel training, selection, and recruitment.
- My good knowledge of human behavior, relevant agency rules, government regulations, and laws relating to human resource management.

My weakness is:

- lack of adequate experience in the supervisory management role in a HR department.

Opportunities are:

- My knowledge of HR procedures and laws that could translate to good comprehension and implementation of legislation relating to working conditions, compensation, and training and development policies.
- My knowledge of human behavior that could also translate to an ability to handle employee grievances.

Threat

- The COVID-19 pandemic poses the greatest threat to my role as an HR professional, for it has created new HR problems like the need to recruit, train, and communicate with employees virtually instead of face-to-face and altered the workplace by creating virtual workplaces, making it hard for HR officers to enforce HR policies.
- Training needs:

From the SWOT Analysis and the personal skills audit, I have two training needs:

1. managing human resources virtually (particularly enforcing the work culture and values within the virtual workplaces and promote collaboration and trust between employees so that they can work toward a shared goal.) and
2. obtaining practical skills within a supervisory management role (by engaging in on-the-job training as a HR officer).

Benefits of Training and Development

To Myself as a HR Officer

Training and development could benefit me by promoting:

- my personal growth by enhancing my decision-making skills, which I could apply in situations outside the work environment and
- my professional growth as a HR officer, which could lead to career advancement.

To the organization

To Marks and Spencer, benefits of training and development could include:

- helping the organization bridge its talent and knowledge gaps
- improving performance at the HR department
- improving compliance with HR-related laws and procedures, and
- developing relevant and effective HR policies and practices that promote safe workplaces, diversity and inclusion within the work environment, and proper compensation for all employees.

Conclusion:

In conclusion:

- This presentation showed Marks & Spencer as a multinational company dedicated to improving gender diversity within its working environs.
- After conducting a SWOT analysis and the Personal Skills Audit, I realized that I possessed some skills such as a good knowledge of relevant HR laws, procedures, and practices that could be strengths and opportunities to fit in and add value to the Marks & Spencer HR department.
- I also learned of my weaknesses and threats, comprising my inadequate capacity to manage human resources virtually and the lack of adequate experience within a supervisory management role that I identified as my training needs.
- Nonetheless, my training and development could turn these shortcomings into strengths.
- Training and development could also benefit my professional and personal growth, as well as promote organizational growth at Marks & Spencer.