

The Function of HR

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Aims and Objectives

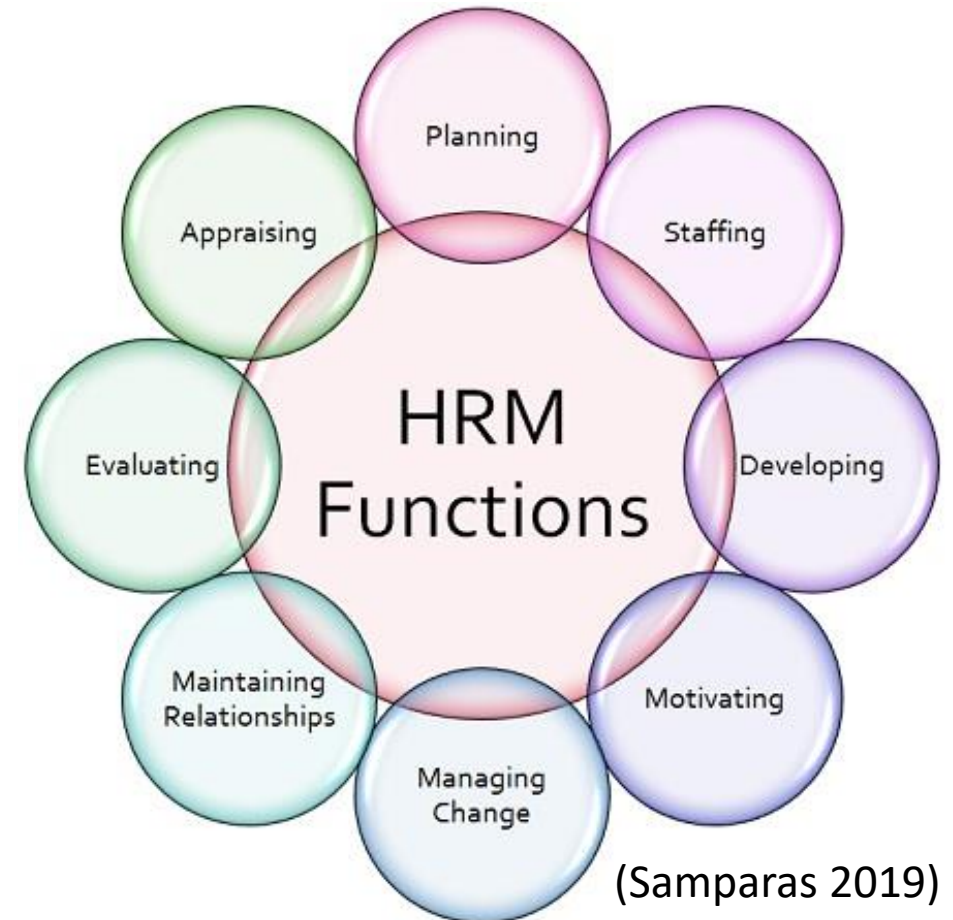
- An introduction to the HR function
- Develop knowledge of the HR function
- Identify how the HR function impacts the organisation
- Highlight the link between employees and organisational goals

Content

- The HR Function and how it is evolving
- HRs contribution to change management
- The delivery of HR services
- The relationship between HR and line managers
- Ethical HR management
- Evaluating HRs contribution to an organisation
- HR and positive organisational outcomes
- Conclusion

Evolution of the HR function

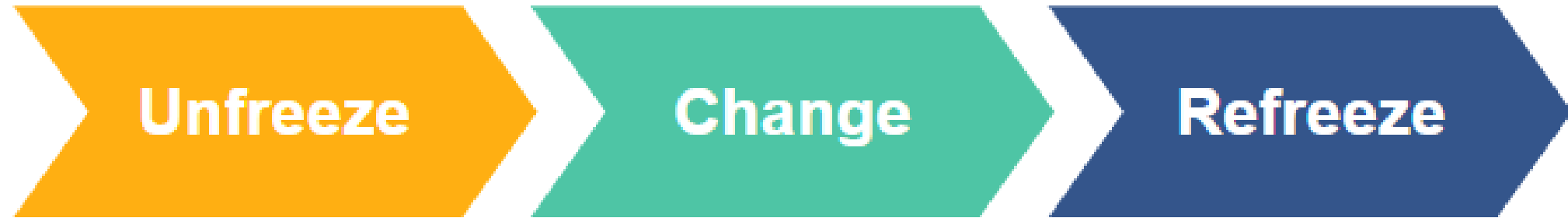
- Key functions – Recruit and retain staff, develop employees and manage performance whilst contributing to organisational strategy.
- Evolution from Personnel Management (admin focused) to Human Resource Management (focused on employee contribution to an organisation).
- As the function evolves the key objectives remain the same.



HRs contribution to change management

- Change is inevitable, can occur for multiple reasons e.g legislation changes or customer demand.
- HR function has crucial role to play in how change is implemented and received.
- Chances of change being implemented successfully are increased by the following:
 - HR involvement in the planning stages
 - Open and honest channels of communication
 - HR and line managers to join forces to encourage employee buy in
 - Dealing with negative reactions quickly and using the opportunity to answer questions.

HRs contribution to change management (continued)



1. Recognize the need for change
2. Determine what needs to change
3. Encourage the replacement of old behaviors and attitudes
4. Ensure there is strong support from management
5. Manage and understand the doubts and concerns

1. Plan the changes
2. Implement the changes
3. Help employees to learn new concept or points of view

1. Changes are reinforced and stabilized
2. Integrate changes into the normal way of doing things
3. Develop ways to sustain the change
4. Celebrate success

HR Service Delivery

- There is no set model for delivering HR as this varies for different organisations and depends on size, strategy, customer needs and maturity, (CIPD 2015).
- HR Generalist vs HR Specialist
- Centralised vs Decentralised
- Ulrich three legged stool model focuses on strategy as a whole via:
 1. 'Centres of excellence' made up of HR specialists such as learning and development.
 2. 'Shared service centre' routine areas such as administration or other routine services.
 3. HR Business partner' evolved, looks at how employees add value to the organisation

Collaboration between HR and Line Managers

- Strong working links between HR professionals and line managers is crucial.
- Developing line managers skillsets to include HR knowledge can help them to deal with employee issues thus freeing up the HR team to focus on strategy.
- A strong link between HR and line managers can bring the following benefits which contribute to cost savings:
 - Increased employee retention
 - Increased employee engagement
 - Increased employee productivity
- HR business partnering - involving line managers in decision making brings specialist knowledge of their departments which can be used to implement solutions jointly with HR.

HR and Ethical Practice

- HR function must take an ethical approach as ethical standards and integrity is an element of the CIPD code of professional conduct, (CIPD 2020).
- An ethical organisation is an attractive place to work and can attract candidates.
- Boohoo – example of unethical practice with employees being paid below minimum wage.
- Lucy and Yak – example of positive Corporate Social Responsibility (CSR) and championing changes working conditions in the fashion industry.



(Lucy and Yak 2021)

The logo for Boohoo, featuring the brand name in a bold, lowercase, sans-serif font.

(Boohoo 2021)

Evaluating HRs contribution to the organisation

- It is important for the HR function to receive feedback and continually be evaluated to ensure it is still adding value to an organisation.
- HR Statistics/analytics - typically number or cost focused, e.g number of applications per role. This can provide good sets of data that can be built upon when setting targets.
- Key Performance Indicators (KPIs) - Specific set of targets the HR function is aiming for, typically relate back to an organisations overall strategy.
- Balance Scorecard - assesses four areas as a means of evaluation: financial, customer service, business process and growth. Provides a holistic view.

Examples of positive organisational HR

- Link between well-being focused HR management and employee performance (Chinese banking sector).
 - Positive work environment and engaging work linked to better performance.
 - Large data set collected to provide accurate sample.
 - Limitations as sample sized focused on under 30s.
- Link between high performance strategy and employee performance (Netherlands health care).
 - High performing employees lead to high customer satisfaction.
 - data collected over 75 organisations, provides a good sample.
 - Limitations as results could vary depending on private/public sector healthcare.

Summary

- HR function is always evolving but its key objectives remain fairly constant – Recruitment, retention and development of employees.
- HR function plays a key role in the implementation of change and ensures this is done smoothly.
- Strong links with HR professionals and line managers can get the best out of employees and contribute to an organisations over all strategy.
- Ethical practice and brand reputation play an important role in attracting talent and promoting honest working relationships.
- It is important for the HR function to be evaluated so that it can continue to improve and add value to an organisation.

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