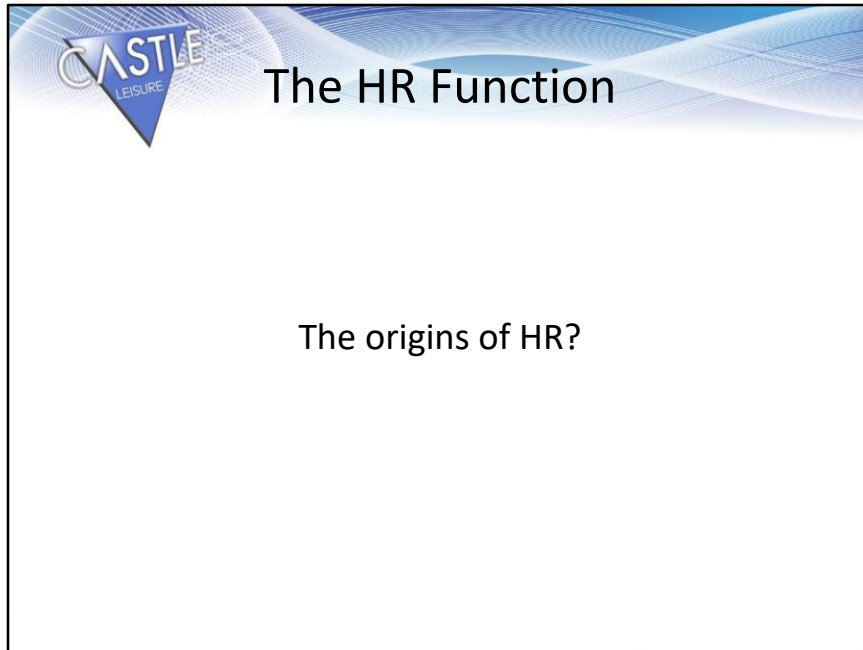




Understanding the contemporary HR function

SCMHR



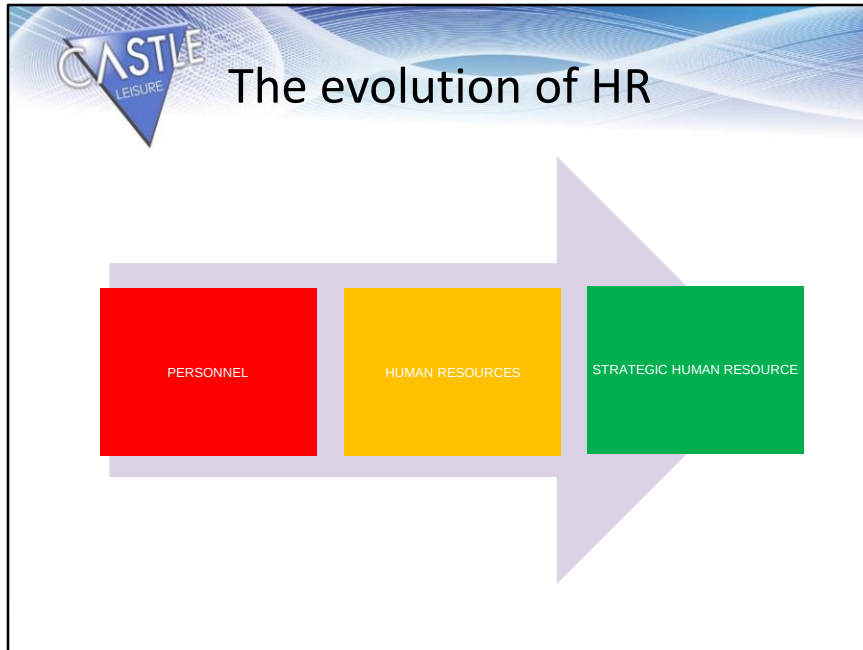
It is suggested by (Marchington, et al., 2016) That Hr came about as the conscious of employers. The function had a firm holding in welfare and was often steered by religious motives, an example would be Quakerism. The Quakers were very keen to improve working conditions for their employees. This evolved and tighter controls were introduced. These included:

- Discipline
- Time Keeping
- Work output.

These were all based around an administration or maintenance function.

The first UK companies to introduce welfare or Personnel officers were Cadburys, Rowntree and Boots. At this point during the First World War the positions were filled by Women alone.

These companies were moving towards a more strategic function introducing employment tests to place the correct candidate whilst raising welfare for the employee to retain them. This is where HR as a profession started to add value to the business.



There have been three stages of Evolution, Taylor & Woodhams,(2016) :

Personnel was an administrative and welfare function, this lasted until Human resource management appeared at the end of the 20th century transforming the function. People were starting to be seen as a valuable resource and not just throwaway workers. Recruitment became a large part of the function which then led into development of the employee. This led to employee commitment and loyalty. The next big shift was seen at the turn of the new century when HR was injected with new power leading the function to Strategic Human Resource Management. People were now being seen as assets leading to competitive advantage, putting HR firmly onto the board of Directors status.



According to the CIPD Professional map (CIPD, 2013) These are the ten professional areas that we need to either be doing on a daily basis or acquiring the knowledge to enable us to do.

The last 2 sit at the heart of all Hr activities, we should be leading HR, having insight, contributing to strategy and offering solutions.

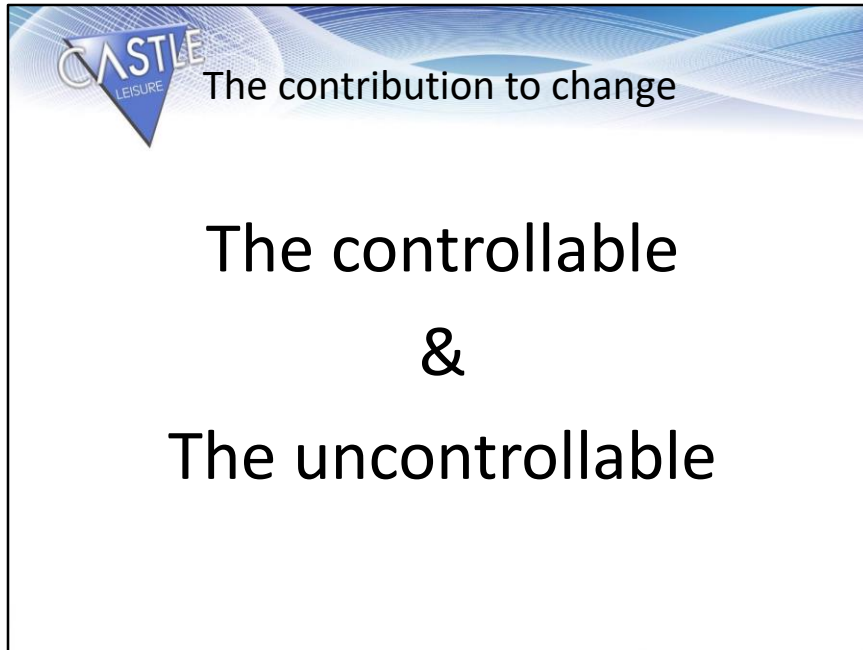
We also have Transactional HR and Transformational HR.

Transactional HR focuses on mostly administration of the function, this is outsourced in some organisations to aid efficiency.

Transformational HR focuses on Organisational change and the continuous improvement.

As Hr evolves the majority of Transactional work will be automated, This can be seen in my workplace with a system called Cascade workflow. This automates triggers for absence monitoring, Generation of letters and document destruction.

Many Organisations manage the function differently with regards to the HR. Some companies will hire a generalist to manage the entire work load and others will have large separate departments. This is generally based on the size of the organisation. The larger organisations will have a head of HR and their role will be to oversee the function whilst keeping focus on change or strategy, then having a L&D department, administration department and recruitment specialists.



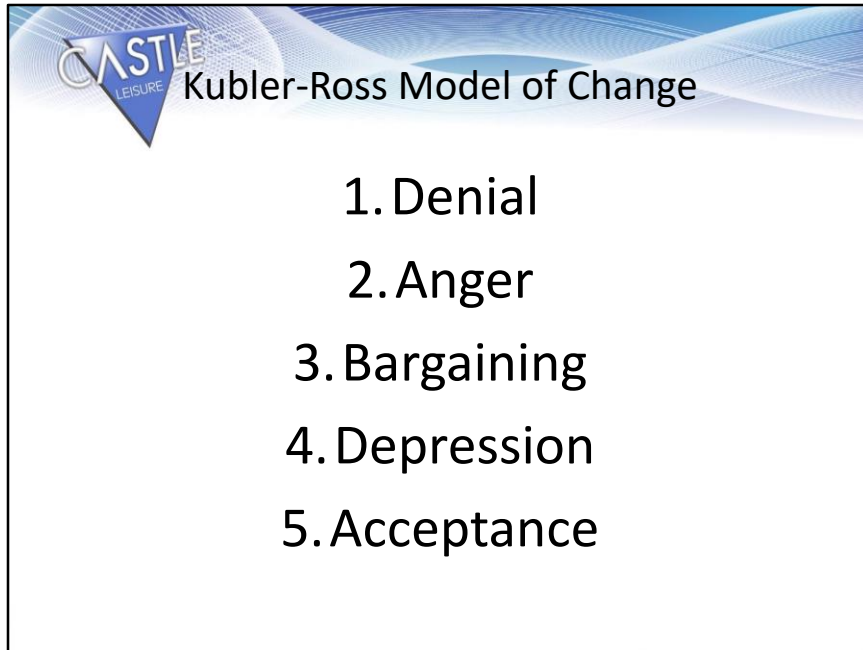
Firstly what is controllable and uncontrollable?

Taylor & Woodhams,(2016) suggests that the controllable changes are the processes that can be designed and implemented e.g. involvement at the initial stage in the team, advising leaders, skill gaps, training needs, new working practices. The assessment of impact the change will have. These processes are all controllable by organisation.

The uncontrollable are more difficult to manage are centred around people and their reaction to change. As a HR professional we should be aware of the typical reactions to a change and be able to manage those reactions whilst still moving forward.

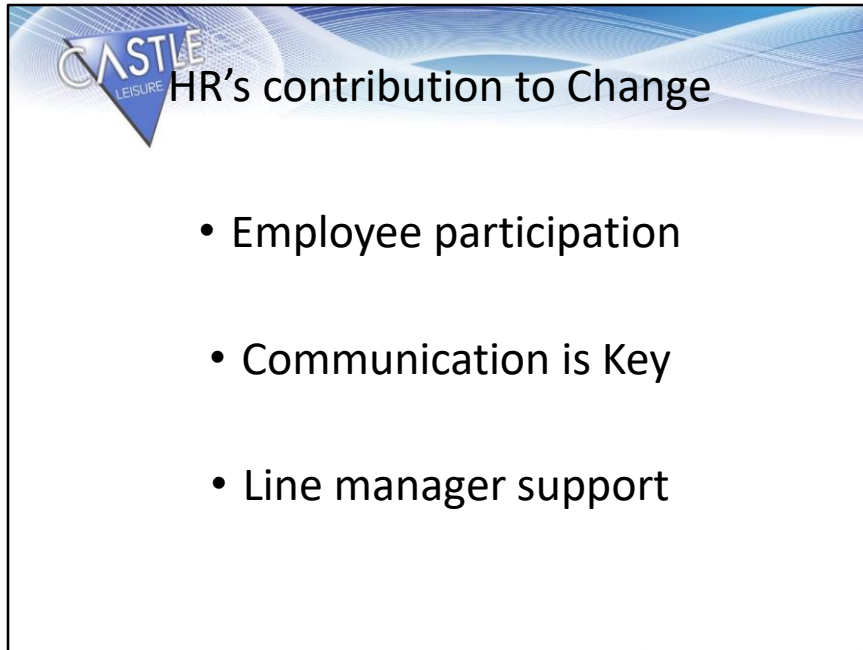
There are many models of change:

- Lewin's Change management model
- Beer et al's six steps to effective change
- Kubler – Ross model of change.



The Kubler-Ross model suggests that there are five stages most people go through during change.

1. Denial: People are generally in shock during this stage of change. Communication is key during this stage.
2. Anger: This is the dangerous stage of change due to the reactions of some people, to manage this you must listen and watch the reactions as they unfold. Anger is personal and cannot be planned for. Again communication is key here also addressing the issues as they arise.
3. Bargaining: This can be seen as the turning point of the model. This is where most people will start to accept the change. Managing this stage is crucial to overall outcome.
4. Depression: Realisation sets in, that things are definitely changing this can lead to de-motivation and breakdown in the process.
5. Acceptance: this last stage is when most people have embraced the change or given up fighting it, this is when the productivity should soar.



There are many ways for the HR function to contribute to change. Lets look at the 3 above:

Employee participation will focus in on the culture of the organisation Taylor & Woodhams, (2016) suggest an efficient way of doing this would be to hold focus groups with the employees quite informally, Employee satisfaction surveys or having interviews with the company's stake holders including the customers.

Communication really is key, with out clear communication the gossip mongers control the narrative of the change CIPD (2005). Senior managers should communicate in a set meeting at a central location where staff members can attend and voice their concerns with the decision maker. The organisation could use change workshops led by line managers and feed the information upwards. There should also be the individual discussion where staff can speak to their line managers or a HR team member about their own concerns.



The delivery of HR Objectives

- Generalists
- Specialists
- Line managers
- Shared services
- Outsourced

HR is not a one size fits all function. Many different organisations have different ways of managing the function, normally due to the size and complexity's of the organisation.

Generalists look after the whole function, some larger organisations have a HR team made up of generalists, each person may have a area of responsibility but they will all take part in every part of the function.

Specialist look after one part of the function. There ae many different specialties,

Recruitment, the people specialist, they manage supply and demand and skill gaps.

L&D, These are the specialists who fill the skill gaps of the people in the organisation.

Development specialists, They ensure the health of the organisation long term, looking at change ready methods to ensure they organisation can change to internal and external factors.

Line managers are the first point of contact for the employees and manage day to day issues and conduct.

Shared services focus on the service of the function and focus mainly on administrative task.

Some organisations choose to outsource their HR function to a consultant. The important thing to remember here is to evaluate the service provided.

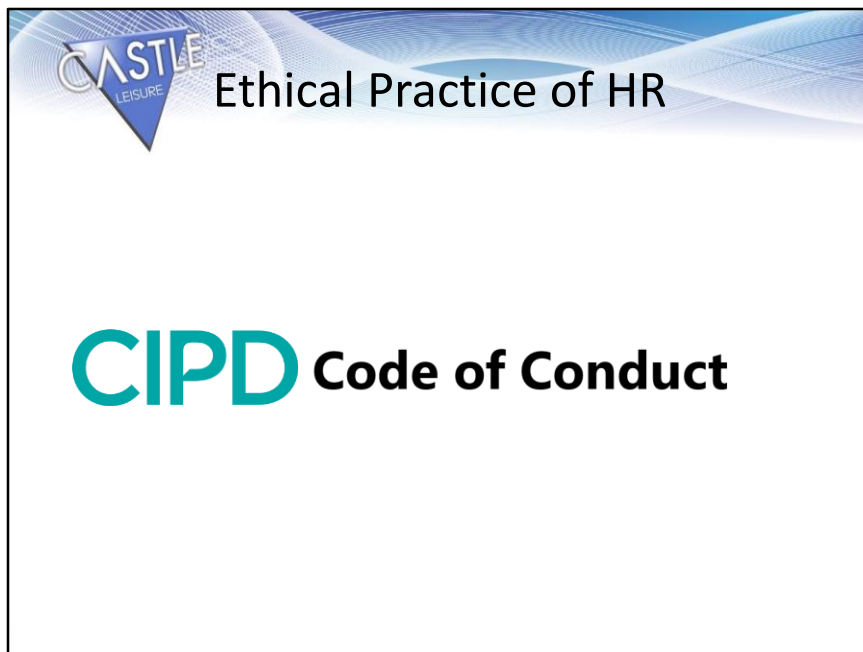


HR and Line managers

- HR as a function working with line managers

and business partnering

Line managers are key to managing people and a very important part of the function. Most organisations will have line managers, they are the front line of HR. Generally the line manager has day to day contact with the employee, and is normally where the issue first surfaces. It is key therefore that the HR department works closely with the line managers, keeping them abreast of new developments and changes of law. Of course this relationship works both ways, if the line manager completes the day to day HR function more time is allocated for HR to be more strategic and lift their profile in the business.



Firstly let's focus on where the HR profession gets their code of conduct from. (CIPD, 2019) States that there are 4 principles:

1. Professional Competence and Behaviour.

Maintain knowledge and competence through CPD, Seek support if required, Take responsibility for our actions, Have high standards and work in an accurate way.

2. Ethical Standards and Integrity.

Relationships based on trust and confidence, Be a role model display and work with the upmost integrity, Work in an empathetic way and show sensitivity, Undertake all work using best practice, Be confidential and always keep sensitive data private.

3. Representative of the Profession.

Uphold the values of the profession, take your responsibilities seriously, Follow the law and encourage best practice, Be an ethical leader, understand the difference between personal and professional relationships.

4. Stewardship.

Promote fair and reasonable standards, Challenge unfairness and unethical practices, uphold your professional standards and don't be led away from these due to pressure, Ensure that your subordinates show the same level of ethical behaviour.

We need to be ethical in our approach to work in my opinion as this way of working will cover the treat others as you want to be treated in a fair and honest way. It will increase the external and internal image of the organisation as being a credible and have good morale values. Organisations who are ethical and have good values tend to be more sustainable and profitable. If we follow the law in relation to people then

having this best practice enables us to be ethical.



- Duty of care is all encompassing in the work place, It will if followed, provide a safe work place that will prevent Physical and mental harm to employees.
- In the uk Organisations must ensure that their pay structure follows the equality act. Simply put if two people complete the same job then both should have equal pay. This is visible in the media at present and a new law the gender pay gap reporting law shows the focus on this. Also part time and full time workers have the same rights and routes of progression.
- The Health and safety law HASAWA 1974 is full of ethical practices whilst still aiming towards no harm should come to you in the workplace. A key principle of HASAWA is to ensure the health, safety and welfare of all employees.
- Corporate responsibility is a business model that ensures a company has a set of standards that guide behaviour within an organisation, it should cover its objectives, values and that it has a positive impact on society.



We do not have to look far to find a highly publicised equal pay case. Presenter Samira Ahmed won her case in employment tribunal over equal pay. The judgement was that her work was the same as Jeremy Vines but she earned £700,000 less. The BBC failed to argue that the pay gap was not sexual discrimination. The BBC has been heavily criticised over their unethical pay, this led to a culture in the BBC of hiding what the employees were being paid. When the Gender pay gap reporting was introduced in April 2017, this led to a few very highly paid people leaving the BBC. Chris Evans was reportedly paid £1.7 million in 2016 for his radio show. He has stated since leaving the BBC that the online abuse he has received when his pay was released to the public domain was enough for him to leave. He was reportedly paid £1 million more than his colleagues doing a similar job.



Apple Have stated in the press(Mann, 2017) that like other tech companies in silicon Valley, they are making huge strides in diversity.

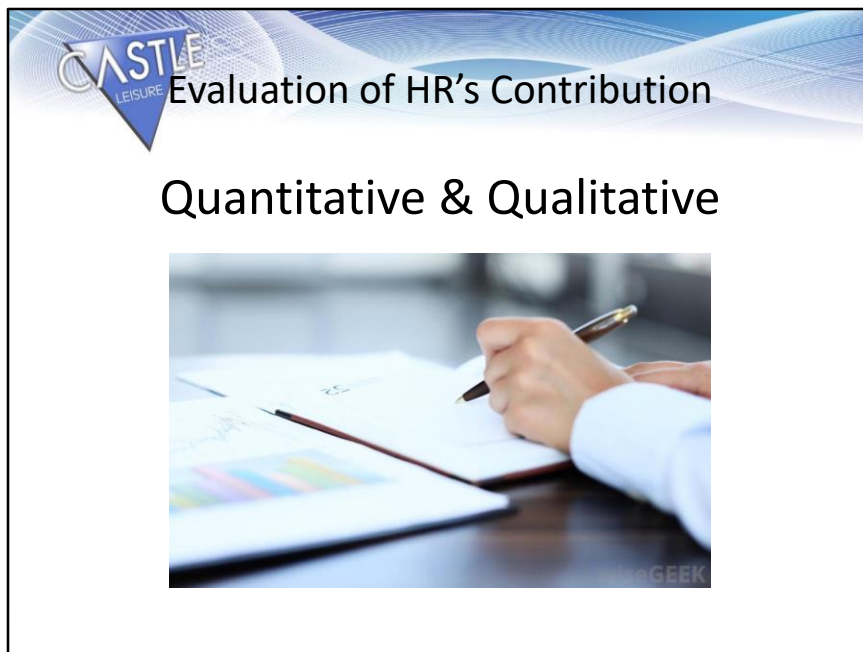
Apple have committed to 35% of new hires to be women by 2021.

They have also committed to 27% of the workforce to be of ethnic minority in the US by 2022.

Apple seem to be really pushing that as a company they would like as diverse as possible, they are also committing to like for like jobs, men and women will earn exactly the same.

This is of course for the work force and not senior leadership. Senior leadership for apple consist of 100% white males. The leadership team earn more per year including bonuses than the rest of the entire workforce as a whole.

It seems apple still have some work to do.



Lets First look at Quantitative methods of contribution:

1. The Wage Bill
2. Turnover
3. Reduction of errors
4. Absence
5. Timekeeping
6. Disciplinarys
7. Employment tribunals

These are still methods of evaluating HR's contribution, they look at the paperwork side of the business and are a little antiquated. They are still valid though and tools that I still use in the day to day reporting to the board. They are valuable and give us a good insight in to our people and they productivity.

Qualitative looks at:

1. Surveys
2. Training evaluations
3. Exit interviews

These look at the happiness and satisfaction of our people, are we treating them fairly? Do we pay enough?



The Modern Method



Stakeholder analysis is looking at all parties that have need of the HR people, whether they are staff, line managers, leadership or the customers.

Responsiveness looks at how quickly HR can react to any given situation small or large, a offer letter maybe to a Employment tribunal.

Evaluation of how HR understands how money is made, and their impact on it.

How do other organisations do it? As a profession HR are good at networking and information sharing, Most of us are Members of the CIPD and will attend local and national events, This is a great method of meeting our counterparts and finding out how they do it.

KPI's and Metrics, What are our targets are we meeting them internally year to year. This is a major contribution tool in my business, where are we compared to last year?

Board membership, are we steering the organisation at board level. Do we make the big decisions and steer the business in an ethical manner.



HR and positive outcomes

Research 1:

Human Resource Management and Corporate Performance in the UK

David E. Guest, Jonathan Michie, Neil Conway
and Maura Sheehan

(Guest, et al., 2003)

Firstly the research was completed with Telephone conversations asking set questions, this is a cross-sectional style of research. The interviews were conducted in 1999 with people with the responsibility of HR. The sample included 610 people managers with a split of 60% manufacturing and 40% service industry. The research asked 9 questions From recruitment, R&D, Appraisal, Financial flexibility, Job design, Communication, Employment security, Harmonisation and Quality.

The study set out to understand the relationship between HR and organisational performance in the UK.

The results were mostly negative and showed very little link between HR and performance. That said there was a difference between the two sectors.

Manufacturing did show some link between HR and performance.

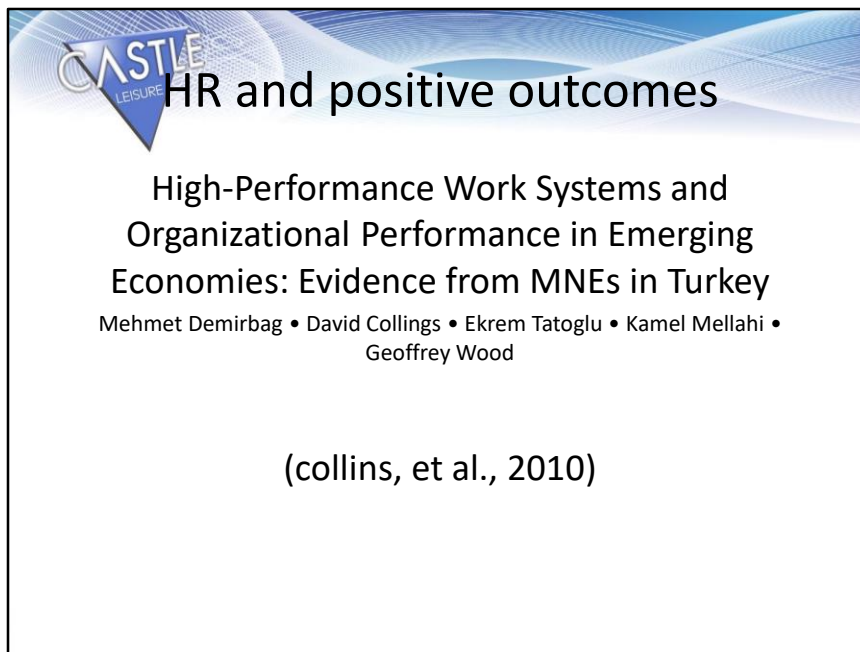
The researchers state that this study did not look at Strategic HR just Hr practices and they believe this is where the negative results came from.

The sample size of 610 HR professionals is a strength of this report because and so were the set questions.

The limitations are that the balance was heavily swayed towards the manufacturing sector, and this type of work does have set practices that are not deviated from.

Another limitation was that the research was only taken from HR professionals. Why not others on the board or withing the organisation.

The researchers state that this was the largest company level research in the UK, and it fails to provide any evidence that HR effects organisations performance.



This Research report was based on a cross sectional survey MNE Subsidiaries in Turkey.

The questions asked were on the topic of Investment in people, employee empowerment, communication, performance management, fairness in pay and Job security. The questions were asked to CEO and high level executives. This written survey was sent to 675 firms with a response of 148 29% return.

This report found positive results in the fact of performance was effected when there were Structured employment, education and fair pay practices within the organisation. But sadly this was a minority due to human rights in Turkey.

Limitations were a 29% return on the survey, Human rights in turkey, low education in Turkey, Poor pay in Turkey. It was found that the majority of workers were illiterate and being paid in a month the same amount westerners earn an hour.

The strength's of this report are that the framework of the research has already been done and is easily repeatable.