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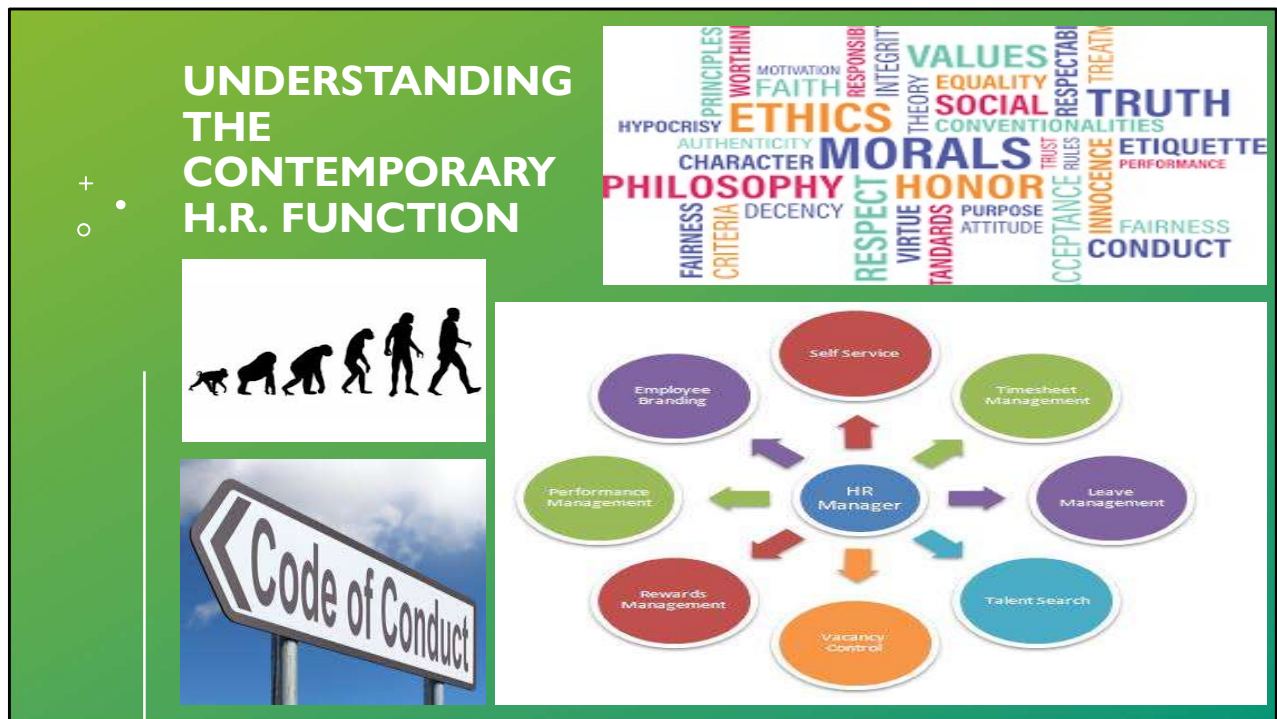


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By signing below, I confirm that the work/evidence presented is my own, unaided work. I understand the regulations pertaining to candidate malpractice and the action that may be taken as a result.

A small, square image showing a handwritten signature in black ink on a white background. The signature appears to be 'Chloe Phillips'.

Signed:
Date: 17th January 2021



The HR function has been recognised as unlocking the success of a business. There is a correlation between unlocking discretionary effort of employees as having an advantage. HR has led the way in transforming companies towards a more engaging, high performing, capable workforce. When HR functions are aligned to business goals and objectives performance can be measured (Taylor, s and Woodhams, C. (2016) .

HR needs to evolve in time to keep up with changes within workforces. This has been reflected in the New CIPD Profession Map 2020. The main differences between the CIPD Profession Map 2013 and the new one is that the new map focusses on Knowledge and behaviours to create value, shifting from best practice to decisions based on values. Analytics and Creating Value are new capabilities to fall inline with the customer demand. The new map aligns teams to specific knowledge areas which is especially good for career development.

HR was traditionally known as administrative role focussing on employment policy and practice (Taylor, s and Woodhams, C. (2016) .

FROM

Recruitment

Inductions

Payroll

Issuing Contracts

Employee Record Keeping

Adherence to Policies

TO

Behaviours

Leadership

Performance Management/Objectives

Flexible working Practices

Culture Change

Employer Reputation

Aligning Team Goals

Shaping Strategies

Encouraging innovation

Talent Planning

Wellbeing

The common name for this previously was Personnel Administration Management. Human Resource management has replaced this with culture at the forefront. Terminology has been rebranded. Industrial Relations to Employee Relations and Pay and Benefits renamed to Reward Management. Nuts and bolts were the min concern of some managers such as recruitment,

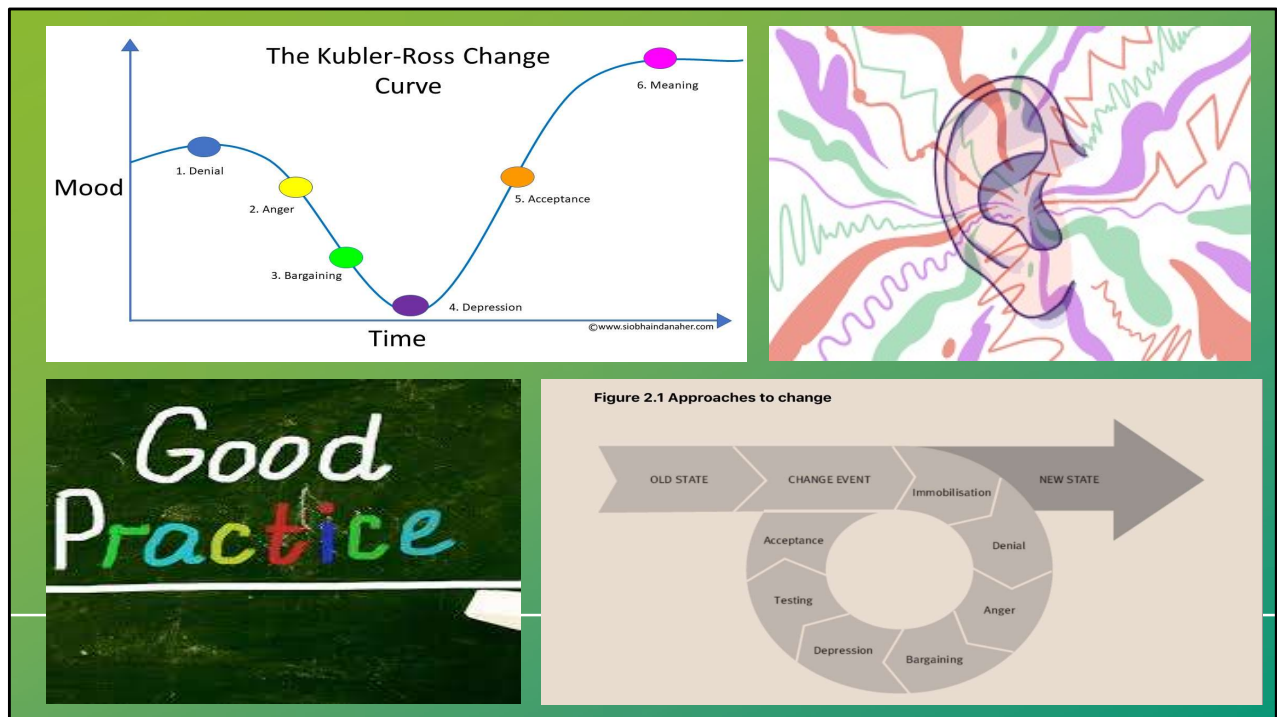
structures, contracts etc, however HR managers are becoming more strategic involving themselves in long-term objectives and developing strategies within business.

Employer Branding and business reputation is something that has more focus, input from HR professionals has been recognised. Performing, reputation and being an ethical employer is important and can be a long-term project. Having a fully engaged workforce is crucial. Over the coming years HR has been recognised as a discipline and HR Managers have become Partners throughout the years.

Employee well-being more than ever is a priority, this was not as high on the agenda in previous years. A commitment to this has progressed in line with steering away from 'best practice' thinking to more of a 'good practice' thinking. (CIPD 2020).

The HR function terminology has become more inclusive for the work force ensuring that code of conduct and ethics is concerned for well-being, which will reward the success of the business.

Objectives for the HR function have evolved over time with more focus on behaviours and involvement. This will help future proof organisations. HR has become more insight driven which ensures that organisations understand context and culture.



“The only constant in life is change” (Taylor, s and Woodhams, C. (2016). For business to sustain success there is a necessity to evolve and modernise. HR will play a vital part in this. All changes within workforces affected are Controllable and Uncontrollable. Uncontrollable impacts consist of people culture and feelings, while controllable impacts are processes to be carried out. HR plays a vital part in change in any business. There is no remedy to be used for ‘change management’ or a ‘one size fits all’ approach.

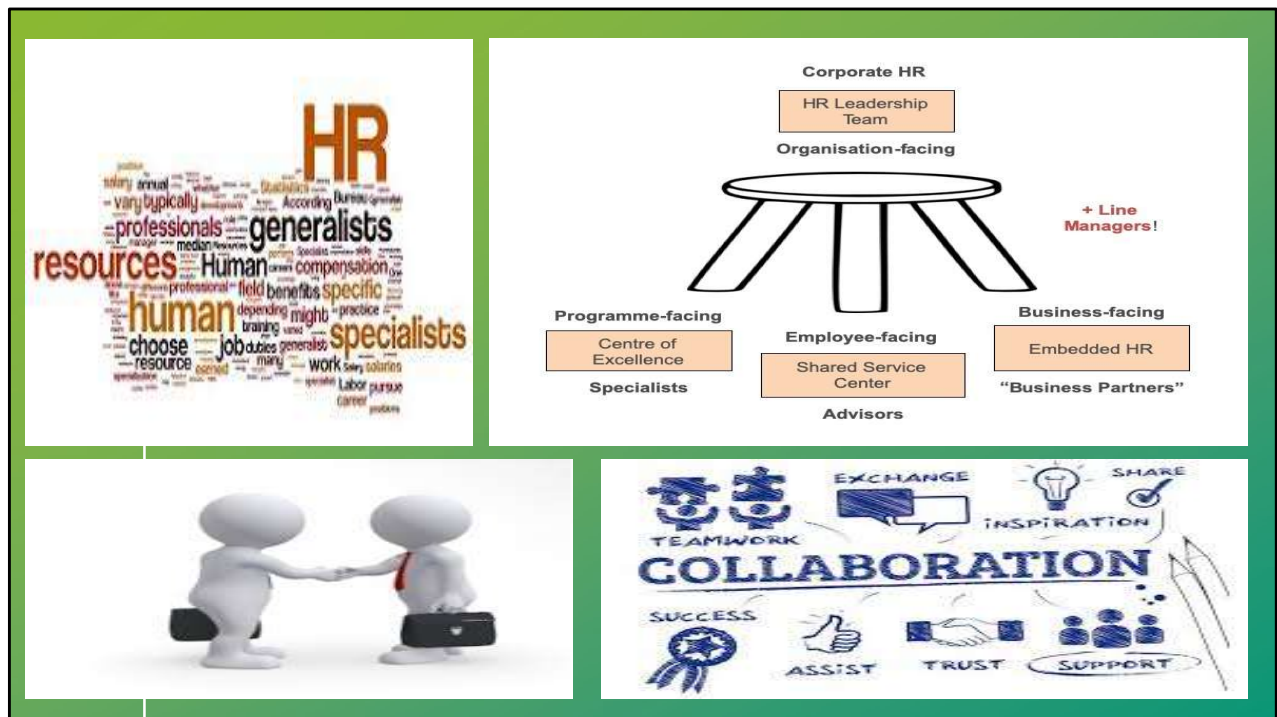
Controllable contributions can include - Initial

involvement, advising on skills available, identifying skill gaps and training needs along with evaluating and reporting the impact of change with particular focus on training needs, absence, grievances, cost, and feedback from employees.

Uncontrollable contributions can include unpredictable emotions.

For employees to respond positively to any change model a business will reap the benefits if they have a company that embraces change, has good communication, great employee participation and clear management of conflict and expectations. The most important HR contribution to change is clear communication. There is a need to have accurate two-way communication to facilitate the vision and an offer of intermediate one-to-one meetings that can be requested for reassurance and iron out any concerns an individual may have. HR professionals need to be patient and need to deliver the same message numerous times. This will require the ability to listen and allow the individual to ask questions and express concerns. Empathy is key to reassure them. It is good practice to monitor whether the message has been communicated correctly and has been understood. (Employment connect, 2020)

When a change in the workplace has been successful a great way to promote positivity is to publicise success stories. This will benefit a change ready culture and 'bed in' a change within. (changeboard, 2020)



2

There are many ways HR objectives can be delivered. It is often the case that no two HR departments are the same, even though the aim is still the same. There are three factors to consider.

- Organisational level – large or small organisations, the structure, private or public, and maturity of its customers.
- HR level factors – Size of HR department, level of organisational representation and responsibility, e.g., are there certain functions outsourced?

- Personal factors – The power/influence of the HR Manager, experience, and background.

A traditional HR structure tends to consist of a single team with generalists, specialist, and administrators. This can also be known as the 'One Team Model'. The HR team usually looks after Line Managers and employees in specific locations, this is more commonly used in smaller organisations. There is a combination of specialist and generalist knowledge which is considerably broad. Line managers are encouraged to share HR responsibilities, be versatile managers, however, managers are often reluctant to share these responsibilities.

Ulrich's 'Three-legged stool' model has been hugely influential and is often used in larger organisations. It is divided up into areas of activity and is regarded as 'best practice'. It is based on three areas of expertise –

- Shared services – A centralised group that takes care of transactional services i.e., administrative roles (recruitment, payroll, absence) can also be used as a support mechanism.
- Centre of Excellence – Smaller teams with specialist knowledge i.e., learning, engagement, talent management and rewards. These teams will have in depth knowledge of a specific area.
- Strategic Business Partners – Mainly experienced

people professionals. Have knowledge and involvement of all areas. Will design and implement HR processes that fall in line with the business vision. A business partner allows them to become a strategic contributor and have greater engagement with line managers and influence with the senior management population.

All different methods of HR have the same common goal, it is the organisations choice what they consider 'best fit' considering size and affordability.

Outsourcing can be cost effective and provide specialist skills, these will not be processed by the 'in house' team. This is popular within the Private Sector (CIPD, 2020).

LINE MANAGER CULTURE



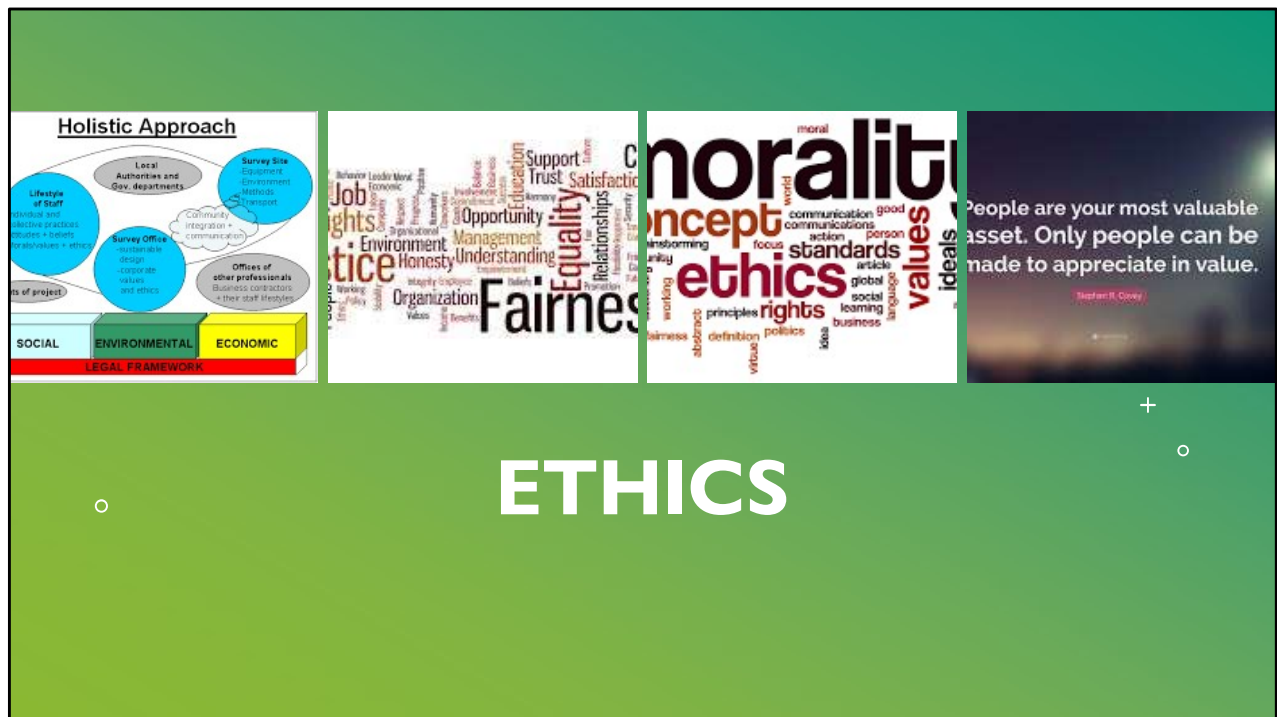
2.2

Line managers over the past few decades have worked alongside HR professionals and play an integral part in the operational and HR side of the business. Line Managers need to have an overview of policies and procedures to support their team's development. Line Managers need to work closely with HR and should regularly meet to support strategies.

Line Managers remain the key contact with employees, therefore, are best suited to supporting the well-being of

their team.

Line managers need to be supported and trained on HR issues that arise as they come from a more operational background. Their leadership behaviours can be lacking. When supported and coached to have a positive approach to absence support and appreciation of work, it can lead to high performing teams and prevent issues arising within the workplace. This allows the HR professional time to focus on strategic issues and to embed a positive culture (Taylor, s and Woodhams, C. (2016) .



3

Ethics – ‘the rules of conduct recognised as appropriate to a particular profession or area in live’ (CIPD, lizard book)

Three core elements that define ethics include - fairness, what is right and wrong, and Rules and Practices that underpin conduct (Kew & Stewart, 2010)

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People are an organisation’s most valuable resource. They need to feel valued to develop their talents,

increase their productivity and choose to remain in an organisation. Ethics ensures that Learning and Development and retention in place will meet its employees' expectations (Change board, 2019).

Human Resources does not own ethics it belongs to everyone, ethics is a business model which needs to be mainstreamed in all organisations. Human Resource play a part in creating the right culture in which people behave ensuring the right decisions are made.

Morals underpin and are the foundation to ethics. Ethics are manifestations of Morals and beliefs. Ethics is 'doing the right thing' and not letting policy and process and decision-making cloud your moral compass even when times are tough.

Ethics is a holistic approach that does not focus on the financial stakeholders and should not give in to pressure or career impacts. Justifying and being transparent making balanced and informed decisions is key. Just because we can do something it does not mean that we should do it. Ethics in Human Resources need to be the conscious and rationale behind a decision.

There are eight Ethical perspectives on workplace dilemmas: -

1. **Fairness** – Everyone should know what their part to play is.
2. **Merit** – Jobs should track talent and hard work.
3. **Markets** – Rewards should follow from market exchanges.
4. **Democracy** – No one should be subject to a regime in which they have no say.
5. **Well-being** – Work should be good for us.
6. **Rights and Duties** – Everyone has a duty not to violate others' rights.
7. **Character** – Each of us should work to develop the ethical character for our roles.
8. **Handing Down** – A responsibility to conserve and maintain to pass down to descendants.

Corporate responsibility falls in to four categories: -

1. **Workplace** – The best way to look after employees and other workers.
2. **Market place** – What the impacts an organisations' products or services have.
3. **Environment** – Environmental impact should be minimised or improved.
4. **Community** – The organisation needs to contribute positively to society.

(Ulrich, 2018)

There are examples of non-ethical practice throughout the years in various companies worldwide where profits are prioritised over employee and/or customer welfare.

Trust within a company is a major factor for consumers and employees. Once trust has been compromised by an organisation there is reputable damage that has catastrophic effects for both parties. Examples of non-ethical conduct have been demonstrated within these companies: -



VW cheated emissions on new cars sold to consumers by falsifying compliance of vehicles. This led to over 11 million cars being recalled (IG, 2018).

Boohoo – Underpaid employees by not actioning the minimum living wage and compromised the Health and Safety of workers within their factories (BBC, 2017).

Topshop – Dodged responsibility of an insolvent pension scheme which threatened to affect 19,000 employees.

Members only now receiving 88% of that promised by the Pension Scheme after the former CEO prosecuted in Court of Law (BBC, 2017).

Non-Ethical practice is brand damaging and can take an organisation many years to gain the trust for their brands reputation back with regards to recruitment, employee retention and/or customer loyalty.

The Human resource role plays an integral part in social responsibilities by supporting the strategy, aligning policies and practices, and advocating the training regarding environmental responsibilities. Human Recourses must ensure Statutory obligations are adhered to within employment and people management, while promoting the organisations brand. Promoting or publicising a corporate code of ethics is a way in which to define formal documents which will, in turn guide employee's corporate behaviour.

HR leaders need to be people that can act in the best interest of the company, should be able to challenge in a constructive way, coach, and influence, be transparent and take accountability.

“Human Resource managers can help to ensure that organisations operate with due concern for fairness, integrity, and justice both to reduce the likelihood of ethical conflicts arising and in dealing with them if they do.” ([Fiona Harris](#), 2016).



Evaluation of the HR function are typically evaluated against four factors.

1. Influence on Strategy
2. Views of key Stakeholders
3. External benchmarking
4. Internal SLA's (service level agreement)

HR's involvement in an organisation will add value when it is aligned to the strategy. The HR professional needs to analyse whether they add value, do they understand what the context of work is, and do they serve the stakeholders/customers? Whether the customer would choose your organisation? Data could be collated through surveys or focus groups. Individual talent should be a focus, what can you help employees deliver? Do they have the right training? Leaders in business need to have the right basics and understand the brand? How do you sustain/maintain this? These questions need to be answered.

HR functions can be evaluated through Quantitative or Qualitative methods.

Quantitative methods include gathering hard data for categories such as Staff Development, Turnover, staff costs, absence, grievances, disciplinaries, tribunals, and complaints. Qualitative data is gathered by engagement, wellbeing, feedback from customers or employees, employee satisfaction surveys, and focus groups. This list is non exhaustive. Organisations can decide what data to gather and put the matrix in place.

Before any organisation gathers data, it will need to choose why it has the need for data, what value will the data add, how to use the information gathered and who will benefit from the information.

Analytics for an organisation will help future proof or transform by self-reflecting and measuring success and acting upon any actions needed to reform.

The world is changing, and businesses need adapt to remain successful. HR professionals can contribute by knowing, What has been delivered, the outcome of an activity and did it add value? Knowing how to transform the business; - training and development of employees and clear communication. HR managers need to have the skills and knowledge and ensure that Line Managers have HR function included in their knowledge to embed culture.

Evaluating Learning and Development within Human Resources will provide you with the performance gaps within an organisation, these can then be aligned with any strategic goals to improve. It is necessary for organisations to have information gathered on targets. These can be gathered through a balanced scorecard within the HR matrices indicated by the key performance indicators. Departments have measures tailored to Four Perspectives, Customer, Financial, Internal business process and Learning and Growth. Targets that are off balance can be recognised as a training needs gap to be able to adapt learning accordingly. Organisations need to understand the correlation between Learning and Development and business performance. These go hand in hand and will benefit the stakeholders. Training within an organisation can be evaluated by using a scoring mechanism, a way in which to gain feedback on how engaging the learning has been but it is argued that

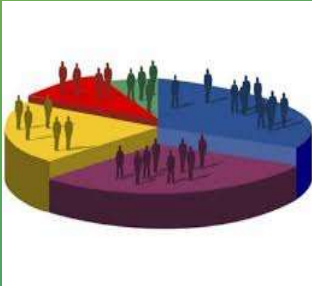
surely the most important part of any development is the training and not the personal thoughts of the trainee (Taylor, s and Woodhams, C. (2016) .

This is an example of how the HR function fits within an organisations structure. There is a positive link of how the HR function contributes to the success of a business with stakeholders in mind. (see top left slide)

Cross-sectional study	Longitudinal study
Cross-sectional studies are quick to conduct as compared to longitudinal studies.	Longitudinal studies may vary from a few years to even decades.
A cross-sectional study is conducted at a given point in time.	A longitudinal study requires a researcher to revisit participants of the study at proper intervals.
Cross-sectional study is conducted with different samples.	Longitudinal study is conducted with the same sample over the years.
Cross-sectional studies cannot pin down cause-and-effect relationship.	Longitudinal study can justify cause-and-effect relationship.
Multiple variables can be studied at a single point in time.	Only one variable is considered to conduct the study.
Cross-sectional study is comparatively cheaper.	Since the study goes on for years longitudinal study tends to get expensive.



Cross-sectional study VS Longitudinal study




Longitudinal Data consist of surveys conducted over a repeated period with the same population which enables an organisation to look retrospectively and monitor trends. These surveys can be costly and complicated, so fewer studies are conducted this way. Longitudinal studies can be more informative but can be challenging to execute as the follow up response rate diminishes over time.

Cross Sectional surveys are a snapshot of research in a single point in time and do not consider what happened before or after the survey. It can take into consideration

more variables like age, gender and income and is less costly than a longitudinal survey.

Intangible Capital reports that its challenging to accurately determine the effect of HR as you must take in to account social demographics and perceptions. Methodology used for investigations use different data so can provide different results. Greater consistency amongst investigations would be beneficial for a more precise conclusion.

Human Resource Management Journal states it is difficult to quantify HR as most data is gathered through cross sectional surveys. Longitudinal data is difficult to update to reflect the growing change in the modern world (Questionpro, 2020).



Widely used models throughout organisation is the AMO model.

- Ability (Knowledge and skills)
- Motivation (working well both financially and rewards)
- Opportunity (to deploy their skills and make contribution)

Theory is that AMO supports HPW (High Performance Working) practices. Employees must show a degree of

choice, discretionary effort or voluntarily put the effort in, however, studies have found there is less discretionary effort within small firms. This is mainly down to the fact that small firms do not favour formal, structured practices and adapt a more informal approach (Taylor, s and Woodhams, C. (2016) .

HR CONTRIBUTION IN SUMMARY



I have found research papers very large and cumbersome and can often contain so much jargon it overcomplicates and distracts from some great advice. In summary, I believe HR does contribute to an organisation or business goal/vision, but data gathered to prove this can be gathered in many various ways It is non exhaustive with no right or wrong way. In conclusion whatever survey is used, it is an organisations choice depending on variables within the business.



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