

MANAGING PEOPLE

Module: Managing People

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Executive Summary

This report has explained the meaning of the CIPD profession map. It also determined the role of HR professionals. The report highlighted core elements of the CIPD profession map like behavior, core knowledge, and specialist knowledge. The report showed that several changes have taken place in the company due to uncertainties like flexible remote working, adopting digital technologies, and modernizing workspace. The report also explained resourcing activities that are undertaken by HR in Nestle like hiring, selecting, training, compensation, and performance management. The report has examined that to ensure continued productivity levels, HRs in Nestle manage the work schedule of workers. The report showed that HR professionals also make sure that employees have adequate knowledge and skills to fulfill company objectives.

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Introduction

The report explains the concept of the CIPD profession map. It also determines the role of HR professionals. The report highlights core elements of the CIPD profession map like behavior, core knowledge, and specialist knowledge. The report also explains resourcing activities that are undertaken by HR in Nestle like hiring, selecting, training, compensation, and performance management.

Company Overview (Nestle)

Nestle is relatively a multinational drink or food processing industry. This company was founded in 1866. Henri Nestle is the founder of this firm. It is headquartered in Switzerland. Ulf Mark Schneider is CEO of this company. This company serves products like coffee, baby food, ice cream, pet foods, bottled water, and breakfast cereals (Singh and Alazmi, 2019). The top competitors of Nestle in the marketplace are Unilever, Mars, PepsiCo, and Hershey. The company aims to become a branded and largest food manufacturer by providing high-quality products to customers.

Task: 1 Briefing statement related to HR Professional with reference to current CIPD Professional Map

Human resources are the people who work for the benefit of the organization and are held responsible to manage all matters related to the workforce. The goal of human resources is to use human resources very effectively by dealing with certain issues like compensation, recruiting, managing performance, training, and organizational culture (ŠIKÝŘ et al., 2018). HR professionals take an active part in the business organization and perform activities like participating in planning or development, providing career assistance to employees, and advocate for employees. HR professionals in the organization are concerned with addressing concerns of current employees, acquiring new personnel, managing the separation process of employees, and improving morale.

This CIPD Profession Map defines the building blocks of effective human resource management across eight fundamental behaviors and ten professional specialisms. The CIPD Profession Map relatively set standards for Human resource professionals focusing on aspects like activities, behaviors, and knowledge. This is considered as the diagnose area that is typically used for building HR capability and recognizing their achievement through membership and professional qualification (Priksat et al., 2018). The CIPD Profession Map is also regarded as an interactive standard set that is typically used to guide people who work in human resources for developing and improving organizational work. The major purpose of the CIPD Profession Map is to help professional identity in the industry who works in HR by significantly applying a similar set of values and standards. This map guides HR professionals to several professional values that help in making better decisions under any circumstances. This map is highly flexible so people can choose depending on their work area, accountability level, and career development ambitions.



Figure 1 CIPD Profession Map (Priksht et al., 2018)

Core Behavior: An HR industry is striving constantly for improving the working style and lives of workers and business organizations in challenging situations. Apart from this, there are certain ways to think and act and that needs to be universal and consistent. Core Behavior in the CIPD Profession Map outlines how HR professionals can become more effective in this uncertain world of work (Coetzer et al., 2017). The core behavior of HR professionals is outlined through feedback and academic research from professionals in the industry. This includes aspects like ethical norms, valuing employees, commercial drive, working inclusively, decision making, or professional influence, focused on insights, and learning passion.

Core knowledge: In the CIPD Profession Map, HR professionals are provided with the strongest foundation to make effective decisions. The CIPD Profession Map relatively outlines six core knowledge areas that help HR professionals in creating value, impacting positively, and driving greater change (Emmott, 2016). This includes aspects like people practice, culture or behavior, business acumen, digital working, and analytics or creating value. To make the work more collaborative, the company needs to develop digital knowledge among workers that can help them improve their productivity. Several changes have taken place in the company due to uncertainties like flexible remote working, adopting digital technologies, and modernizing the workspace.

Specialist knowledge: A wide spectrum of opportunities is provided to an HR professional in the HR industry. The CIPD Profession Map relatively outlines several specialist areas that help HR professionals to apply their specialisms for creating positive impact. With this aspect, HR professionals can broaden development in the field of expertise and explore career paths for the future. This area of the CIPD Profession Map comprises information like employee experience, diversity or inclusion, employee relation, learning or development, resourcing, rewards, people analytics, and talent management (Beatty and Queen's, 2019). To improve the experience of employees working in the company, HR professionals need to foster a good working environment and a better relationship. HR professionals also make sure that employees have adequate knowledge and skills to fulfill company objectives.

Task: 2 Organizational objectives within resourcing activities that HR function is responsible to deliver

A systematic analysis of the organization is entailed through organizational objectives that need to be achievable, clear, and ambitious. Resourcing activities are concerned with embracing several HR activities like planning, recruiting, selection, retention, and compensation. Resourcing activities are essential in the company for hiring a top talented workforce to create high performance and value (Taylor, 2018). Nestle is relatively a multinational drink or food processing industry. This company serves products like coffee, baby food, ice cream, pet foods, bottled water, and breakfast cereals. Nestle integrates several functions in the company like operation, learning, relationship, and development to support workforce development. The major resourcing activities that are performed by HR professionals in Nestle are as followed:

Human resource planning: This HR function is typically concerned with knowing the organizational needs. Under this function, HRs in Nestle decide regarding several people to hire and the skills or knowledge that are required to fulfill job roles. By knowing all such things HR in the company shape other functions like hiring, selection, performance management, and compensation (Chakraborty and Biswas, 2019). This HR function is like workforce planning that focuses on the present and future needs of the organization. HRs can make business plans by collaborating effectively with other departments like accounting, finance, and marketing. Good corporate planning can help Nestle in increasing the productivity and performance of the workforce. Plans are made by HRs in Nestle related to attracting a skilled workforce, selecting, training, and rewarding them. With effectively planning, HR in the company can reduce workers turnover and create a proper working condition.

Recruitment and selection: This HR function is concerned with attracting several people and selecting the most suitable candidate according to the job role. Hiring and attracting the workforce mainly starts with the employee brand. Recruitment is related to captivating, screening, and selecting potential employees. Nestle attracts a highly qualified workforce for carrying out job-related responsibilities effectively. With the recruitment process, HRs in Nestle can eliminate certain aspects like hiring an incompetent workforce, engaging workers that are not motivated, and employees who are not well qualified. Selection is considered as the process of selecting the most suitable and qualified employees so that they can deliver a

better outcome for the benefit of the company (Abbasi et al., 2020). While following the selection process, HR in Nestle eliminates those employees who lack ability, knowledge, certain skills, and proficiency.

Performance management: This function in the company is concerned with ensuring that the workforce remains engaged and productive. Performance management in the company comprises good leadership, open feedback, and clear goal setting. HR in Nestle uses 360-degree feedback in which subordinates, peers, and managers review the performance of employees (Cappelli and Tavis, 2016). With this HR in the company provide feedback to workers that later helps in learning and development.

Learning and development: This HR function in the company is concerned with enabling workers to develop their skills for fulfilling job roles. With this function, HR in Nestle bridges the gap between the workforce that is needed presently and in the future. Business organizations relatively set the budget based on learning and development which is later distributed to the workers. This is one of the most important resourcing activities that need to be followed in the organization (Darling-Hammond et al., 2020). An organizational success mainly depends on the firm's ability to train workers for enhancing the growth and development opportunities. HRs in Nestle relatively make sure that all the new employees hired to carry out job roles possess the necessary knowledge and skills that help the company in increasing productivity or efficiency of workers.

Career planning and Function evaluation: This HR function in the company is related to career planning, development, and guidance for workers. With this function, HRs in Nestle determine how the personal ambition of workers can align with the organizational future. This helps in engaging and retaining employees in the company (Salleh et al., 2020). This career planning activity in the company helps in better succession planning, stronger employer brand, and higher productivity. This is considered as the technical role that comprises several functions related to qualification, availability of workers, working time, availability of workers, and economic situation. HR in Nestle use methods like ranking, classification, point, and personal method.

Rewards: This function is of utmost importance in the company. The rewards in the organization include salary, growth or career opportunities, recognition, status, organizational culture, and work-life balance. This function can also be related to psychological and relational outcomes. The non-exhaustive overview of rewards that is followed by HRs in

Nestle includes salary; pay based on performance, bonus, autonomy, feedback, alternating work, status, and job security. With this function HRs in Nestle aims at attracting, developing, motivating, and retaining high performing candidates. With this resourcing activity, HRs in the company aims to motivate workers. HRs in Nestle relatively formulates attractive packages for attracting workers. With this HR function, the company aims to establish fair as well as equitable remuneration for the workers. The most important function of HR in the company lies in building transparency and creating equality among managers and workers. With attractive compensation and benefit, the company can drive the performance of workers.

Industrial relations: This function in the company is related to maintaining or cultivating a relationship with collectives, their members, and labor unions. With this function, HR in Nestle aims at spotting and resolving potential conflicts. Industrial relations state the way the workforce should be mobilized to attain objectives and states the amount of work by several people in a particular timeframe (Waktola, 2019). To ensure continue productivity levels, HRs in Nestle manage the work schedule of workers. For effectively carrying out the business operation HRs also make the employees aware of the regulations, rules, and policies regarding industrial relations.

Employee participation, communication, and Personal wellbeing: This HR function in the company is concerned with informing employees related to a certain different topic. Communication is related to spreading information that is relevant to workers. The personal wellbeing HR function is concerned with assisting or taking care of workers. Personal wellbeing in Nestle is concerned with supporting workers when things go wrong.

Health and safety: This HR function is related to creating or implementing health or safety regulations. By making certain regulations, HRs in Nestle can form good culture. All the workers in the organization need to effectively follow the company rules and regulations related to health and safety. Nestle incurs a huge amount in maintaining a safe working environment for the workers so that they can work without any accidents. HRs in the company also arranges training programs for workers so that they can work on new equipment and machines (Liu, 2019). Nestle also follows industry benchmarks and sexual harassment among women employees. Nestle also provides free health camps for workers and their families and offer them medical insurance policies to support their health and safety.

Administrative responsibilities: This HR function in the company includes a human resource information system and personnel procedures. Personnel procedures taken by HR in Nestle are related to handling relocation, promotion, illness, diversity, intimacies, bullying, regulations, or performance improvement. Nestle has adopted Human resource information systems for storing employee data. This system needs to be effectively purchased and managed by the company for making better decisions.

Conclusion

The report concluded that the CIPD profession map is considered as the diagnose area that is typically used for building HR capability and recognizing their achievement through membership and professional qualification. It also determined the role of HR professionals. The report highlighted core elements of the CIPD profession map like behavior, core knowledge, and specialist knowledge. The report also explained resourcing activities that are undertaken by HR in Nestle like hiring, selecting, training, compensation, and performance management. The report showed that Nestle integrates several functions in the company like planning, operation, learning, relationship, and development to support workforce development.

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