

Name: Natasha Nothando Tshili

Student Number: 2020475

Lecturer Name : Nishi Ramsurrun

Module: Developing Relationship and
Workplace Achievements

Module Code: BMSW5102

Programme: BA (Hons) Leadership and
Management Skills for the Workplace

Training and Development of an HR Officer at



Mercer

Introduction to Mercer

- Mercer is a multinational subsidiary company of Marsh McLennan Companies (MMC).
- Specializes in Pension, Life and Non-Life Actuarial Work.
- Wealth Analytical Services (WAS) department hires top talent of technical actuarial analysts (entry & senior level), data leads, principals, IT specialists, human resource officers and project managers.
- USD\$ 387.9 billion assets under management.(Mercer,2022).

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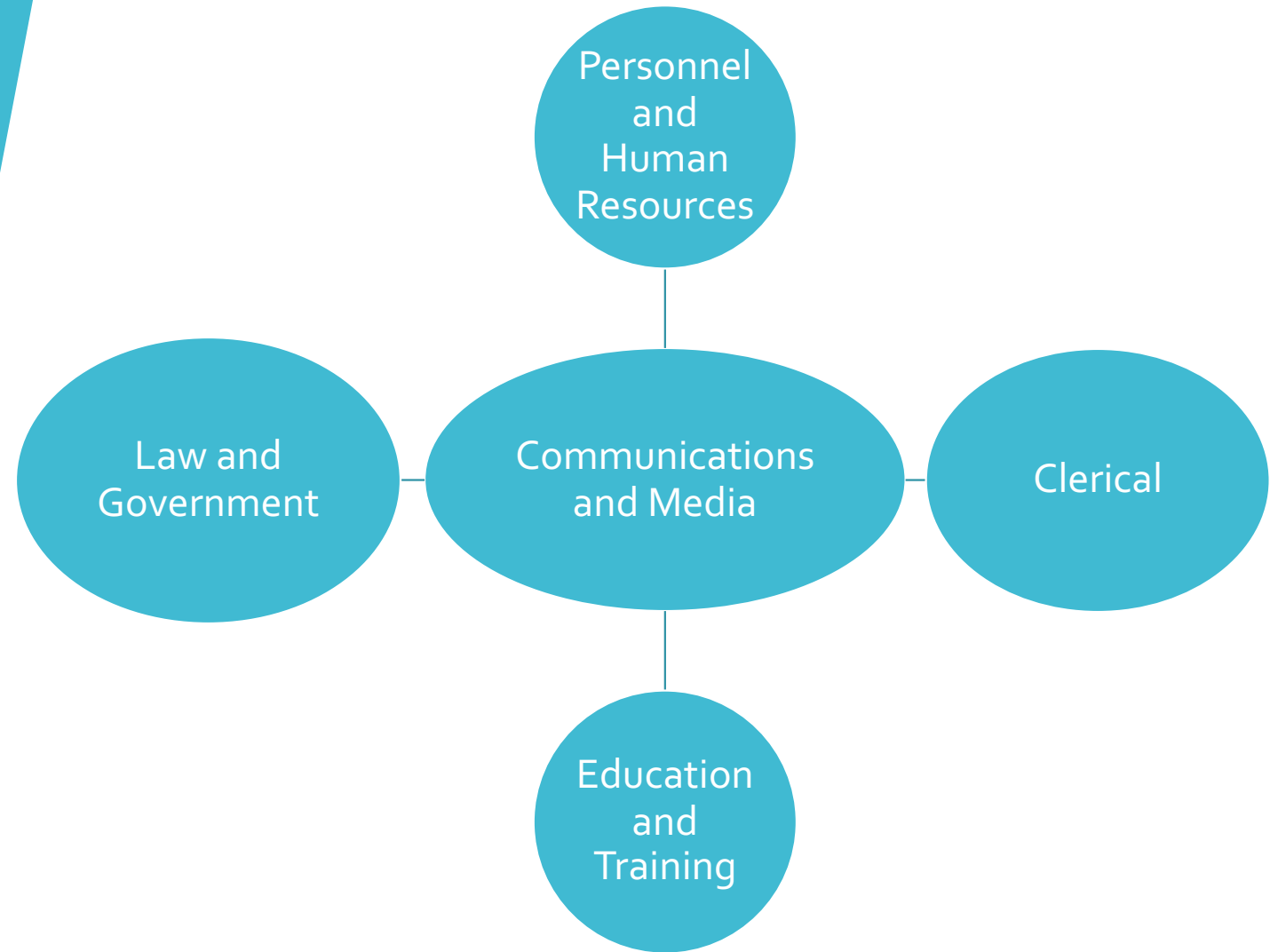
K.S.B

Knowledge

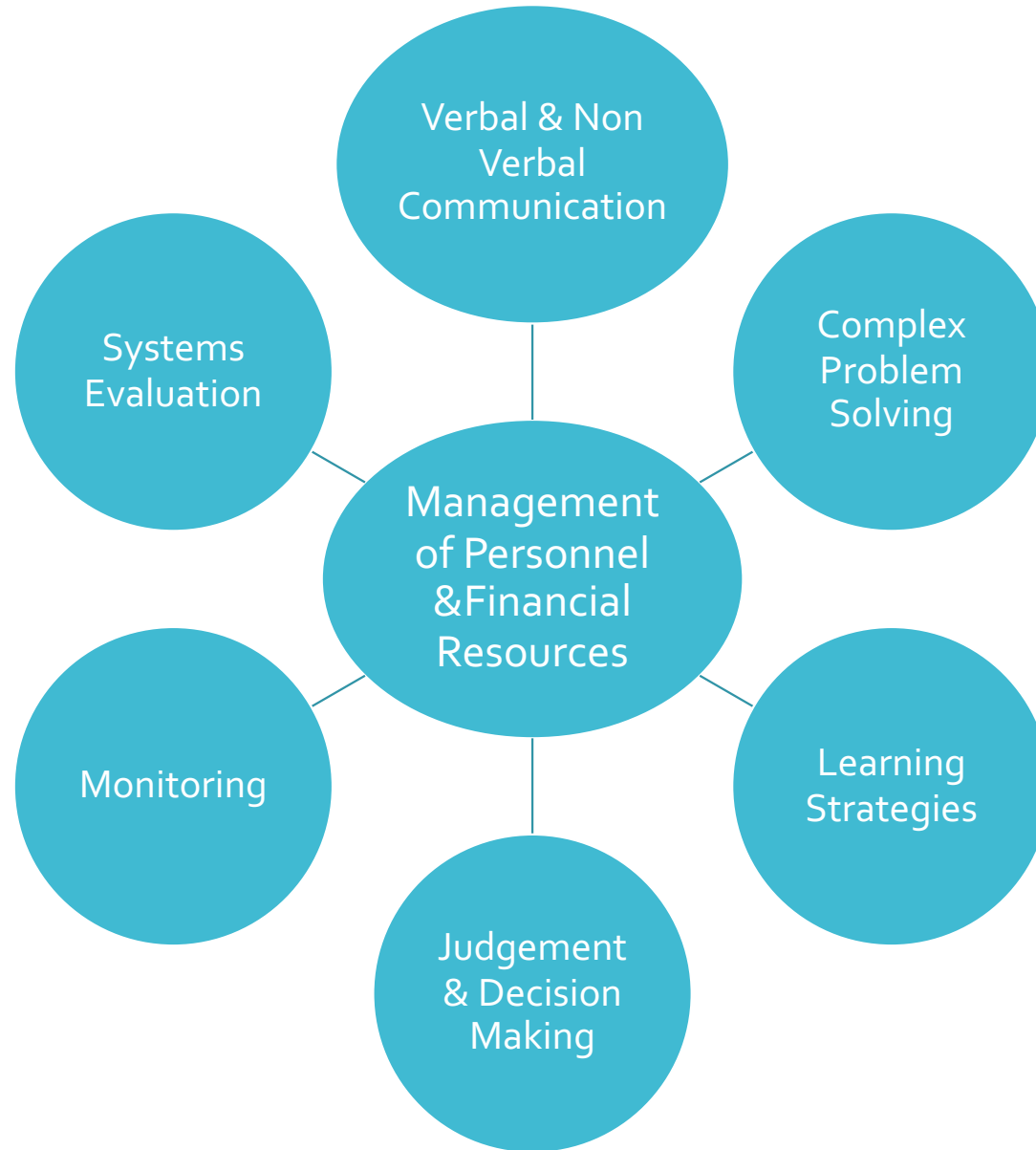
Skills

Behaviour

KNOWLEDGE

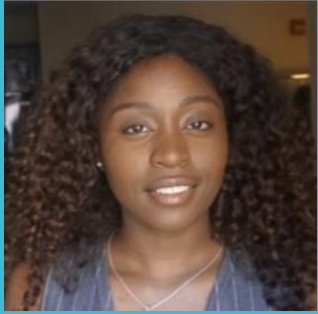


SKILLS



BEHAVIOUR



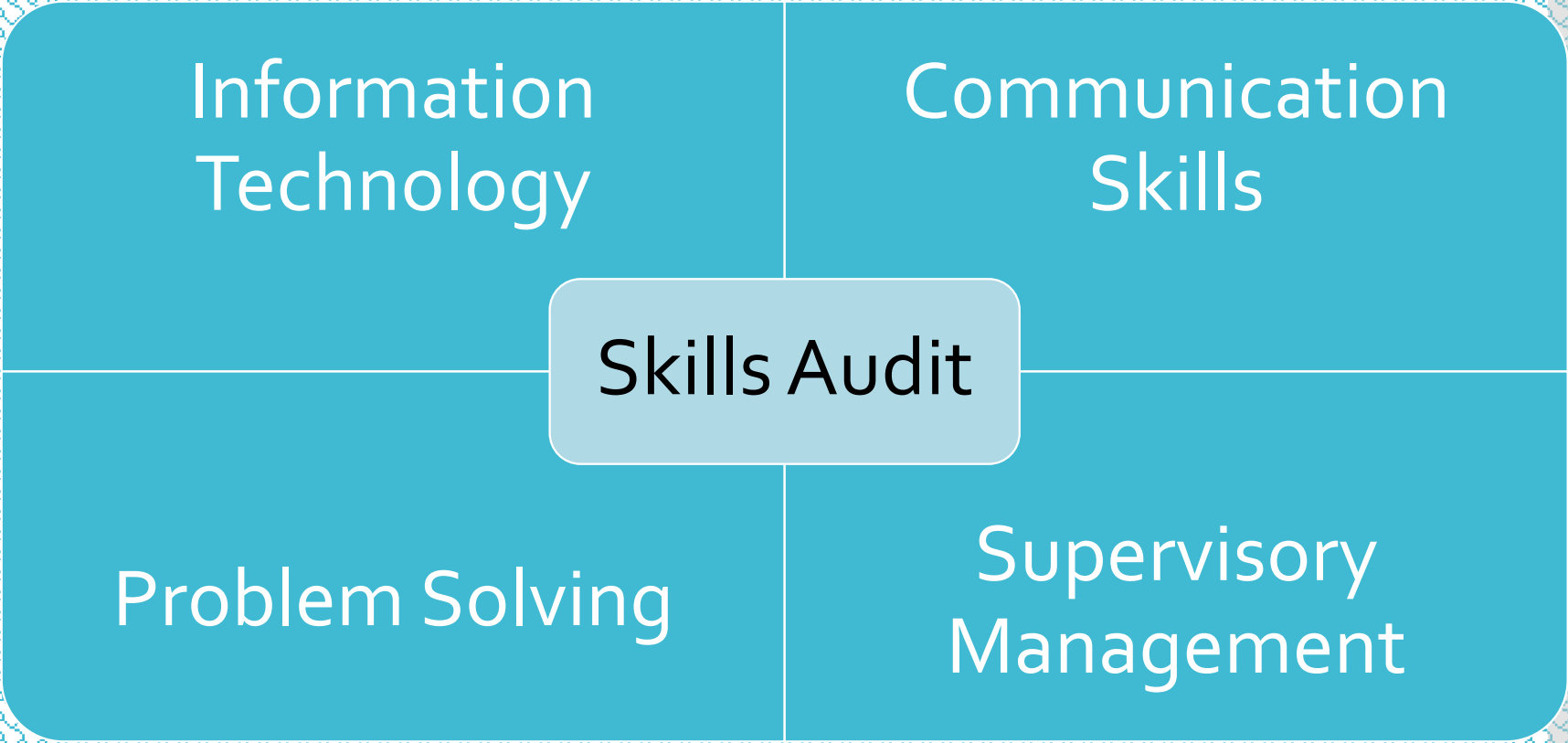


Natasha Tshili
HR Officer at
Mercer

Leadership: Contingency
Approach

Time Management:
Pomodoro Technique

Team Role: Completer
Finisher (attentive to detail)



SWOT Analysis

Strengths

Expert technical skills in Excel and Actuarial numerical skills

Graphical & verbal communication

Verbal reasoning skills

Weaknesses

Lack of knowledge of specialist HR software

Little management experience

Opportunities

Continuous development trainings in the HR field and shadowing experts.

Collaborate with more experience officers on ideas to help problem solving.

Threats

Actuarial legislation constantly changing.

Technical recruitment candidates and creation of teams is more complex.

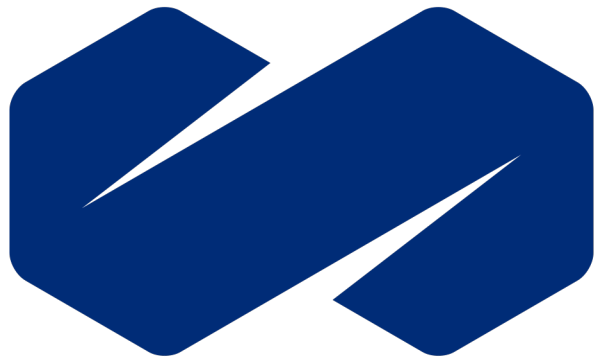
Continuous Personal Development Needs

- Shadowing experienced HR officers.
- HR training courses for continuous development:
 - LinkedIn Learning
 - Harvard Business Publishing
 - Chartered Institute of Personnel and Development (CIPD)
- Networking in industry events.
- Membership in HR organisations.

Potential Benefits of my Continuous Personal Development.

EMPLOYEES	MERCER
Knowledge & Skills up to date.	Maintenance of reputation of having skilled analysts.
Actuarial exam progression to further career projection.	Continuous improvement and application of new techniques. (Lean Six Sigma).
Advanced qualifications such as PMI for career progression.	Increase in productivity, efficiency and expertise.
Career development pathways for continuous development.	Maximize the potential of the staff.
Boosts motivation and gives purpose to employee's careers	Improves engagement and participation in Mercer objectives.

In Conclusion...



Mercer

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Appendix A: Personal Skills Audit

Appendix C

Personal Skills Audit

Name Natasha Tshili
Job role: Human Resource Officer

Please tick as appropriate to indicate how you would rate your skills in relation to the following work / functional areas.

	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			✓	

Appendix A: Personal Skills Audit. (contd.)

Consider the ideas of others to help solve problems		✓		
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Supervisory Management			
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	N. Tshili
Date	1/7/2022

Speakers Notes

Slide 2

Brief intro to Mercer, WAS locations are Belfast, Kentucky and Lisbon. We compute all actuarial calculations for the global business. We rely on analysts mainly to deliver our product to clients.

Slide 3

KSB stands for Knowledge, Skills and Behaviour. We look at these 3 areas to gain and understand the attributes an HR officer needs
In general, and at Mercer.

Slide 4

Communications and Media

- Communiqués are sent daily detailing changes in interest rates and legislation which impact client work and analysts must be up to date to update rates in calculations.
- Watching news and reading industry laws to be able to higher the right fits for teams

Personnel and Human Resources

- technical recruitment of candidates with the right expertise and experience to enrich or collaborate with existing project teams.

Clerical

- administration tasks of word processing and creating decks for training and information purposes

Education and Training

- allocating trainings both mandatory and developmental training offerings by being engaged in industry trends in training and skills, to better continuous development and training for employee career progression.

Law and Government

- Actuarial field laws and government filing guidelines are ever changing, and HR is in charge of communicating these changes across the company to ensure the employees maintain actuarial best practices.

Slide 5

- Management of Personnel & Financial Resources- hiring the right talent and negotiating salaries to get the best exchange in value for compensation.
 - Verbal & Non-Verbal Communication – Body language when managing conflict mediations in the office, during interviews to make interviewees comfortable and with peers. Delivering trainings and or onboarding new employees. Written communication that is concise yet detailed via emails, communiques, recruitment job listings and intranet information blogs.
 - Complex Problem Solving- Conflict resolution and questions regarding policies such as grievance, maternity, sick leave and employee benefits packages. Also, hybrid working and scheduling employees etc.
 - Learning Strategies- trying out numerous modes of learning to better improve training and teaching
 - Judgement & Decision Making- Making a judgement call in conflict resolution and making quick decisions as well as complex decisions such as payroll and bereavement requests etc.
 - Monitoring- monitoring the performance of recruits and self evaluations, as well as ensuring the organisation is meeting objectives and seek improvement strategies.
 - Systems Evaluation- looking into the systems performance, and seeking to make improvements that improve efficiency and productivity for the organisation, this included making process improvements.

Slide 6

Organised Multitasking & Time Management

- Prioritising tasks and delegating when necessary, as well as pulling in resources to ensure timely completion of tasks

Active Listening

- being empathetic and listening to understand as employees reach out with disputes and queries that differ case by case(bereavement)

Social Perceptiveness

- being emotionally intelligent to understand people reactions and to be able to understand why they react that way

Service Orientation

- Being proactive in reaching out to employees and being a resource who is approachable and willing to help

Solutions Oriented

- Looking to solve issues before they become major problems in processes, systems and employee queries.

Slide 7

I completed a personal profile of my styles of time management, Belbin's team role and my leadership style. Contingency leadership is a mixture of all the styles and is based on the situation being addresses, some things need a laissez-faire approach, whilst other a tougher approach. I have quite a short attention span so I prefer to work on tasks in intervals of 20-30 mins and take multiple breaks to maintain my productivity, this is why the Pomodoro time management style is best suited for me. From our prior module in Effective Team Working and Communication, I identified my Belbin team role , and I was a completer finisher , which simply means I am attentive to detail however, I may spend too much time picking at something and become less efficient. I made a personal skills audit (see appendix A)

Slide 8

personal skills audit (see appendix) and looked at the KSB attributes needed for an HR officer, alongside my personal profile of team working, leadership and time management styles to create a SWOT Analysis.

Slide 9

After looking at all of these areas, I identified my continuous development needs. Continuous personal training and development maintains and improves on the skillset of the HR officer.

- Shadow
- HR CIPD qualification and short courses on LinkedIn Learning etc.
- attend industry events to be up to date with trends in recruitment

Slide 10

Benefits to employees if I am a well-trained HR officer at Mercer are

- well trained staff with up to date qualifications
- guidance in pathways to upward movement in the organisation
- improved motivation and purpose in employees.

Slide 11

In conclusion, being and HR Officer is an integral part of any organisation especially Mercer

- It improves all business functions and motivates staff and maintains productivity and a sense of community.
- HR officer's are the first point of contact for prospective employees and carry the organization and employees through their career journeys.