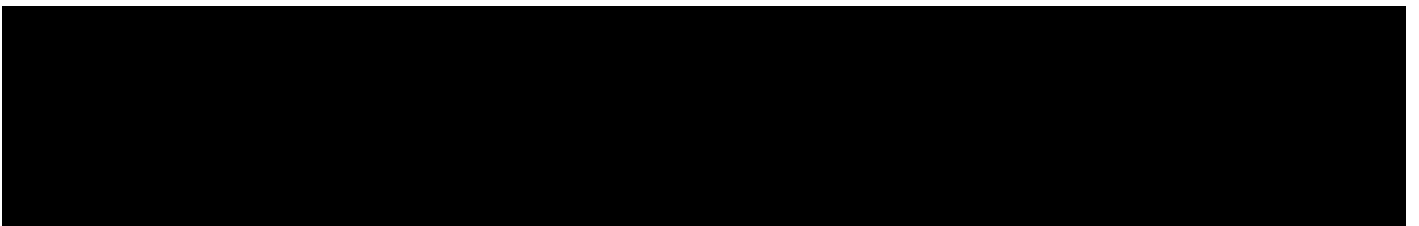


Raspberry Pi Foundation

Report1





RASBERRY PI FOUNDATION

HUMAN RESOURCE REPORT 1

JANUARY 18, 2016
SWANSEA BUSINESS SCHOOL
University of Wales Trinity Saint David, High St, Swansea SA1 1NE

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The recommendations will be based on as follows:

- Make employee engagement a priority for the Executive Team and instruct them about why it matters and their role in creating a culture that adopts participation.
- Work-life balance – it has become noticeable in recent years that many businesses have introduced initiatives to improve the situation. In some circumstances, they are primarily presented to meet operational requirements of enterprises rather than the preferences of staff.
- Involving young people in governance, who have the experience, understanding and enthusiasm to contribute.

1) Introduction – Company's Background

Raspberry Pi Foundation (RPF) is a charity company based in Pencoed, a town in the county borough of Bridgend in Mid-Glamorgan, Wales. Currently, the company employs 100 personnel and their aim consists of improving the education of children and adults in the field of computers, computer science and linked topics for the purpose of better knowledge of the technology world.

RPF is also funded by Cambridge University and by three organisations operating in the technology industry, such as Mythic Beasts, Wolfram Computation Meets Knowledge and Olswang Technology. **(Raspberrypi.org, 2016)**

The group has been set up with the mark of "charitable status" operating in the third sector. It means a type of non-profit organisation and in most cases, social well-being is the real objective. Regulations, taxation and the way in which charity law affects charitable institutions also change from one country to another. **(Gov.uk, 2016)**

In the company, [REDACTED] works in the Human Resources department, and he has been asked by his manager director to produce a report, regarding how the organisation can improve on employee *engagement, involvement and motivations*. Moreover, the enterprise wants to find more people with *talent* because the number of staff of RPF is set to increase in the future.

Thus, in the report, Domenico will analyse the current situation of RPF, and he will be focusing on giving the most appropriate recommendations for the company values and sustainability.

2) Actual Context: The Beer Model Vs the Michigan Model

Before planning for future goals, the company needs to know where it is now. It is understood that the Harvard Beer Model/ (The Soft Approach), helps the company to focus on different essential elements which contribute to effective HR policy creation, stakeholder benefits and situation analysis. The aim is to provide value for all employees regarding RPF sustainability and success in the society. The advantage for the employee would be higher involvement and engagement toward RPF.

(Michael Poole, 2004) Improper Citation

The HRM involves all management decisions and actions which affect the nature of the relationship between the companies and workers.

For the charity to meet its obligations to founders, employees and society, the leaders have to develop a connection with the organisations and staff which will accomplish the rapidly changing need for both parties. (Michael Beer et al, 1984) Improper Citation

In a company with the charitable status like RPF, the Michigan Model/ (The Hard Approach) would not be taken into consideration, because if the board management wanted their employees to share knowledge and information, they would need to

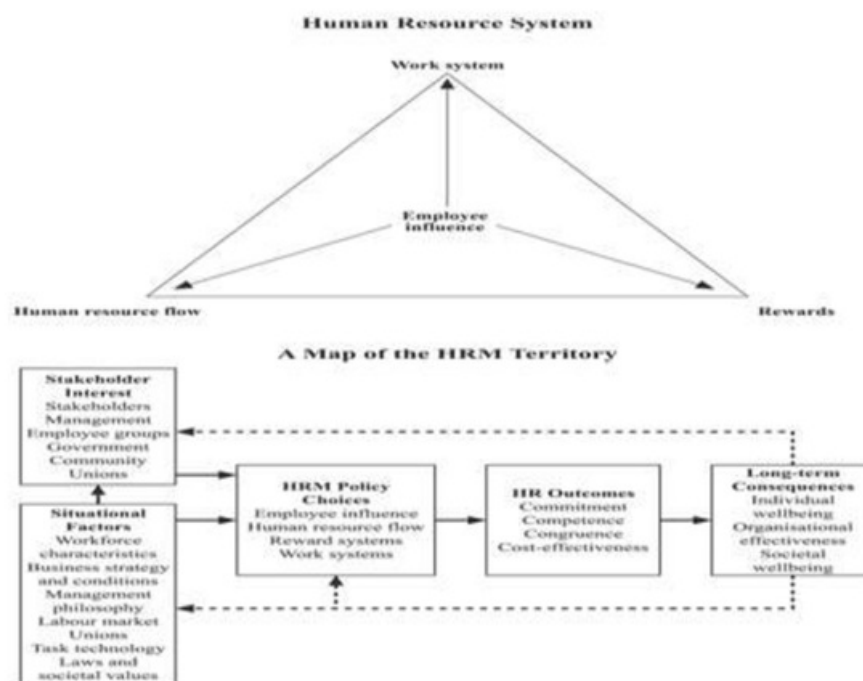
involve them as if they are a part of a big family. With the hard approach, the involvement and the knowledge sharing would not be possible. Based on the evidence, in the nowadays economy, despite the industry which people work in, the employees' involvement plays a significant role in the company's sustainability. Each individual will feel better rewarded, and will be in the position to work more efficiently

for the organisation, even for less money. (Marshall W. Van Alstyne, 2006)

Improper Citation

Fig.1 shows the different approach of the two models: Beer Model 1984 Vs

Michigan Model



The aims for HRM have to be based on some important points that are as follows:

1. Support the company in obtaining its objectives by developing and implementing human resources strategies which are integrated with the business strategy.
2. Concur to the development of high-performance culture.
3. Ensure that the organisation has the skilled, talented and engaged people it needs.
4. Create a positive employment relationship between management and employees and a climate of mutual trust.
5. Encourage the workers toward an ethical approach to people management.

(Michael Armstrong and Stephen Taylor, 2014) Improper Citation

3) Employees Engagement

According to David Macleod, the employee engagement exists when the workers offer the managers more of their potential and capability. Furthermore, the employees are fully engaged when they work with enthusiasm and are fully absorbed, but not as a workaholic.

This engagement is based on integrity, trust, commitment and clear communication between enterprise and staff. The approach is successful when there is high performance and high productivity in the company. However, the company must

clarify to its staff, what exactly the expectations, objectives and decisions are and above all, in the workplace, there must be the right conditions to create a positive environment for all, with an enhanced feeling of their well-being. (David MacLeod, Nita Clarke, 2016) Improper Citation

Josh Bersin, in his article, states that it is time to rethink the concept of "employee engagement". His theory is based on the evidence that creating a high-performance working environment, it is a difficult concept. Thus, the charity has to communicate mission and values, train managers and leaders and find the right people who fit into the company's core values. However, once people have been employed, the charity has to improve steadily and make the environment modern and enjoyable. In fact the, the issues for low engagement and turnover are based on facts such as a high workload, lack of investment in development and old fashioned working conditions. (Josh Bersin, 2014) Improper Citation



Fig.2 An Example of Employee Engagement

4) Employees Involvement

According to Susan Heathfield, the relationship consists of building an environment where the staff have an impact on actions and decisions that concern their work. The management and leadership's attitude toward employees is an essential contribution to the continuous improvement and the ongoing achievement of the company. The substantial participation of the staff is essential to help the firm in achieving objectives and applying innovative ideas, especially for the implementation of new decisions and problem-solving. (Susan M. Heathfield, 2015)

Improper Citation

If RPF, is to build a positive work environment which is based on extraordinary customer service, high trust and collaborative teamwork, then the leadership team has to understand the number of factors which contribute to the employee's initiatives.

Citation Needed

The factors can be identified as follows:

- **Consistency** where the company stresses the importance for a cohesive and consistent approach to employee involvement.
- **Training** for a new way of working, both for workers and managers.
- **Trust and Openness** between managers and employees with honest communication and trust.

- **The quality of individual relationships** for the success of consultation and partnership between managers and staff.
- **The leadership** of both management and personnel who with their personal experience, add values to the company to enhance the business's sustainability.

(Gifford J, Neathey F, Loukas G, 2005)

Improper Citation



Fig.3 Circle of Employee Involvement

5) Employees Motivation

According to Victor Lipman, people are more motivated if they understand the primary goal of the business with its principles, priorities and missions. The company also needs to know that employees have a private life as well, so there must be an equilibrium between work and life. Different factors drive people who work for an organisation; thus, the line managers have to perceive the primary factors which

motivate the workers. Furthermore, the charity has to establish how it wants people to spend their time based on what is most valuable. In fact, even though they work for a non-profit company, workers still want to feel safe, loyal and treated with consideration. Another particular aspect consists of listening to the employees with their innovative ideas for the business improvement carefully. (Victor Lipman, 2013)

Citation
Needed

In an article in The Guardian, Cath Lee mentions that staff and volunteers create the organisation and if no one is motivated, the company would not exist.

The meaning of *motivation* could be very hard to explain because it is a complex topic. People cannot be forced to work, but at least, they need to understand that *work* is essential for the well-being. However, motivation is linked to a passion for the job itself and personal satisfaction. (Cath Lee, 2014)

Maslow states that motivation focuses attention on the hierarchy of needs. Before moving to the next level, individuals have to fulfil the previous stage of need.

(Michael Armstrong and Stephen Taylor, 2014, p. 17)

Improper Citation

On the other hand, Herzberg develops two different types of motivation.

1. **Intrinsic motivation** or internal factors where the satisfaction is the job itself because it is important, challenging and exciting.
2. **Extrinsic Motivation** or external factors, the primary motivators focus on the work environment, salary, peers and working conditions.

(Michael Armstrong and Stephen Taylor, 2014, p. 174)

Improper Citation



Fig.4 it is an example of people motivation in a Charity where money is not involved.

6) Talent People

According to McKinsey, the nowadays economy is based in a world where the physical and virtual environment are rapidly converging, so the companies need to meet customer needs anytime and anywhere. (McKinsey's, June 2014)

Improper Citation

Even though the enterprise under examination has charitable status; it is important that the staff has the right knowledge of the job, for the company's benefit.

Nicole Fallon states that the right path to follow consists of investing in the right people.

In fact, the human resource role has become more complex and dynamic in the last few decades. Most companies, to find the most appropriate “*human capital*” regarding leadership-orientation, strategic man and to fit into the organisation, delegate to the HR department.

At the heart of talent management is the supposition that the “talent” must be found, segmented, fed, and placed in central positions which are critical for the competitive advantage of the firm. (Nicole Fallon, 2016) Improper Citation

The retention of knowledgeable staff becomes a central organisational target and a sophisticated approach must be taken to performance management. Additionally, recruitment and selection are a crucial process. The best candidates have to be chosen according to their level of competence, competency and capability. (Stephen Taylor, 2010, p. 457) 7

Fig.5 Talent people at the core of the organisation



7) Employees Value

According to Minchington, employees' value is the equilibrium of the rewards and benefits that are received in return for their productivity at the workplace. People are valuable when they bring to the organisation a set of experiences, skills and capabilities. From one side, the employer benefits from the motivation and commitment of his staff and on the other hand, the employee feels meaningful and fulfilled.

Additionally, the first step is to define the nature of the value that is added to the activities and initiatives of HR. Organisation, which has agreed core list of no more than ten values, shapes each value by defining the behaviours and actions that will be shown when this value is honestly incorporated into the company's credence system and culture. (Grimshaw, D, Rubery, J, & Marchington, M, 2010)

Citation Needed

According to John Kew and John Stredwick, a value-driven establishment is likely to be more consistent in its decision-making, to be single-minded and not deflected from its long-term vision by short-term expediency. Its staff is also likely to be more committed and motivated, as long as it has ownership of the values. However, values can be poor if top management behaviour is not consistent with their stated values.

(John Kew and John Stredwick, 2010, p. 36)

Improper Citation

Fig.6 is a model of employee value



8) Integrated Report

One of the most useful tools used in the last few years by companies is Integrated Reporting, which delivers a larger framework for performing data, explains how value pertinent information fits into processes or a business, and may help include long-term into enterprise decision-making.

It is a process which results in communication about how an organisation's strategy, governance, performance and prospects lead to the setting of values over the short,

medium and long term, for the benefit of a variety of stakeholders.

(integratedreporting.org, 2015)

Through Integrated Reporting, RPF can communicate a clear, concise and integrated story which explains how all charity resources are create values. It can help the business to think ahead and holistically about their strategy and plans, to make timely decisions and manage key risks to build investor and stakeholder self-

confidence and increase future performance. It is designed by a diverse combination of factors including the expertise business leaders and shareholders, to drive a global evolution in corporate reporting. In times of the crisis, the need to endorse financial solidity and sustainable growth by better-linking asset decisions, business behaviour and reporting have become a global requirement.

(valuemybusiness.co.uk, 2014)

Improper Citation

9) Conclusions

It can be summarised that for [REDACTED], working for RPF in the HR department, developing a critical and analytical report regarding how to improve the "employees engagement and involvement" has been an intriguing challenge.

At the moment, RPF employs 100 staff but this figure is set to increase and the company wants to expand globally in the future.

The report started with a detailed description of the enterprise, focusing the attention on the board of directors – the people who created the charity for the purpose of a better knowledge of the technology world for the social community.

The main findings started with an investigation of the stakeholder analysis and situational factors, through the Beer Model 1984.

The report considers the different workplace approaches, which are classified as follows:

- **Employee Engagement** based on integrity, trust, commitment and clear communication between enterprise and staff.
- **Employee Involvement**, which is the relationship, that consists of building an environment where the staff have an impact on actions and decisions which concern their work.
- **Employee Motivation** where people are more motivated if they understand, the primary goal of the business with their principles, priorities and missions.
- **Talent People** consists of investing in the right people, according to their competence, competency and capability.
- **Employee value** is the balance of the rewards and benefits which are received in return for their productivity at the workplace.

The last part of the report focuses the attention on the Integrated Report, which delivers a larger framework for performing data; it explains how value pertinent

information fits into processes or a business, and may help insert long-term aims into enterprise decision-making.

10) Recommendations

This report has analysed and highlights the critical position of employee engagement within the 3rd sector and the possible risks and concerns of not taking it seriously. However, RPF has to look at the future objectives and should start to re-think their approach to employee engagement. [REDACTED] will give some recommendations, (based on the evidence of personal researchers) of regarding which actions the company can take to reduce these threats:

Make employee engagement a priority for the Executive Team and instruct them about why it matters and their role in creating a culture that adopts participation.

Recognise that it is not just about leading an annual survey – employee engagement is about implanting the culture, behaviours and practices which are essential for the long term of sustainability. Furthermore, finance in structuring leadership and management capability which sets employee engagement at the core of what it means to be an active leader and manager – help them to understand what they need to do differently. Identify that employee engagement is about relationships which intrinsically are intricate and indecisive. RPF should not be tempted to adopt

generalised results but try to understand how employees enthusiastically connect with the company, their job, colleagues and management. **(Doug Crawford, 2013)**

Another important aspect consists of work-life balance. According to Taylor, it has become noticeable in recent years that many businesses have introduced initiatives to improve the situation. In some circumstances, they are primarily presented to meet operational requirements of enterprises rather than the preferences of staff. Much of the growth in part-time working, for example, has come from employers in the service sector who require additional personnel over and above their full-time cohort to help them meet peaks in demand which occur at certain times of the week or day. The fact that such initiatives can also serve to satisfy the needs of employees with caring and childcare responsibilities is substantially coincidental. **(Stephen Taylor, 2010, p. 461)** **Fig.7 is a model of Work-Life Balance**



According to the Charity Commission for Northern Ireland, RPF can involve young people in governance, who have the experience, understanding and enthusiasm to contribute. There are many ways of involving young people – as full board members, advisors or representatives. These various methods of involvement carry different opportunities for young people giving them a range of know-how and understanding like any other trustee and giving the opportunity to express young person's viewpoint of the organisation. RPF and youth need to agree and be clear about the reasons for their involvement.

Youths who have previously been involved in governance, for example, in clubs at schools, colleges or universities, should be encouraged to continue in management

after they leave formal education. RPF need to find effective ways of connecting them to a company which wants to involve them in power, and not lose their valuable skills and experience. Cultural change takes time and preparation and involves an effort by everyone involved. Involving them in the board may not be the best technique to begin. By first engaging them in different ways, the company can develop the listening and supporting talents it needs while youths can mature the abilities they need to become board members. **(The Charity Commission for Northern Ireland, 2014)**

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David Griffiths
Human Resource M7X00595

Raspberry Pi Foundation Report1

GRADEMARK REPORT

FINAL GRADE

GENERAL COMMENTS

Instructor

55/100

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PAGE 6



Comment 1

This is a very basic overview of the nature of the challenge facing R.Pi and does not communicate a strong understanding of core concepts, especially using the Harvard Model.

Your argument could have been greatly strengthened here. I was hoping that you would have discussed key issues outlined in the assignment workshops - for example the challenges facing a third sector organisation, operating under VUCA conditions in a talent-led knowledge economy. Such a discussion would have led you to introduce the situational factors/stakeholder needs (use of Harvard Model) that inform HR policy/practice, as well as organisational outcomes/value/sustainability/resilience. Such a discussion, or aspects of such a discussion, would have evidence research, knowledge and understanding of concepts, analysis and practical application. Without this, your mark is limited when looking at content against the learning outcomes.

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Comment 2

Understanding is an issue here - I wouldn't agree that Bersin puts forward a theory here. This could be seen as a bit picky, but, as a p/g student, you do need to consider what constitutes a theory from an academic perspective.



Comment 3

Yes, but why? This is an area where you could strengthen your argument through a stronger initial analysis of stakeholders/situational factors - see my previous comments.



Comment 4

Could you have provided data to support your argument here - this would have improved your performance, where you would have demonstrated a greater depth of knowledge and understanding/analysis and, depending on how you developed your argument, practical application.

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Comment 5

This is where consideration of my comments relating to situational factors that drive practice would have helped you to improve your performance.

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Comment 6

I understand where you are sign with this discussion, which is appropriate - could you link to Maslow, Herzberg or Pfeffer - I do note your use of Hertzberg as this section progresses, but it is very descriptive and limited? In doing so you would demonstrated research engagement with core concepts and potentially develop your mark in the areas of analysis and practical application.

QM

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Comment 7

This is an example of an opportunity to link concepts from the module - the importance of talent in a talent-led knowledge economy, links then to EE/EI, with progress to motivation and psychological contracts - return back to a focus on EE/EI as part of a holistic approach to talent management.

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QM

Weak Transition

Weak paragraph transition:

Although paragraphs are separate, individual steps of your paper, it is important to clearly demonstrate a logical connection between them. Generally speaking, the way your paragraphs relate to one another displays how sound your argument really is. A paragraph that begins with "also" or "in addition" offers a weak transition from the previous point, even though it may develop a highly interesting and related point.

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Comment 8

Though limited in understanding, I like your attempt to link situational factors to HR action and value (i.e. the business case) - well done.

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GRADING FORM: MBA HRM

55

1

Research-informed Literature (25%) Extent of research and/or own reading, selection of credible sources, application of appropriate referencing conventions.



There is strong evidence for engagement with a wide range of core/extended literature relating to the core concepts from this module. This noted, there are considerable challenges relating to referencing conventions and I recommend that

17

you return to the student handbook to check your referencing style before submitting fitter assignments.

2

Knowledge and Understanding of Subject (25%) Extent of knowledge and understanding of concepts and underlying principles associated with the discipline.



There is a evidence to support a basic knowledge and understanding of HRM concepts. However there are also significant weaknesses - see my notes form p. 5: This is a very basic overview of the nature of the challenge facing R.Pi and does not communicate a strong understanding of core concepts, especially using the Harvard Model. Your argument could have been greatly strengthened here. I was hoping that you would have discussed key issues outlined in the assignment workshops - for example the challenges facing a third sector organisation, operating under VUCA conditions in a talent-led knowledge economy. Such a discussion would have led you to introduce the situational factors/stakeholder needs (use of Harvard Model) that inform HR policy/practice, as well as organisational outcomes/value/sustainability/resilience. Such a discussion, or aspects of such a discussion, would have evidence research, knowledge and understanding of concepts, analysis and practical application.

12

3

Analysis (20%) Analysis, evaluation and synthesis; logic, argument

and judgement; analytical reflection; organisation of ideas and evidence



There is evidence for basic analysis, though this is often superficial and needs to be strengthened for future assignments. For example, see my comments from p. 7: Could you have provided data to support your argument here - this would have improved your performance, where you would have demonstrated a greater depth of knowledge and understanding/analysis and, depending on how you developed your argument, practical application.

10

4

Practical Application and Deployment (20%) Deployment of methods, materials, tools and techniques; application of concepts; formulation of innovative and creative solutions to solve problems.



There is consideration for practice, where I note that you even attempt to develop links to value in order to strengthen the business case for action - I note this as a good point. However, the reflection in practice, as you will see from my notes, is limited and, as per my comments against other criteria, needs to be improved for future assignments.

10

5

Skills for Professional Practice (10%) Attributes in professional practice: individual and collaborative working; deployment of appropriate media; presentation and organisation.

The report, in the main, is appropriate in terms of



length and presentation. There are challenges relating to tone and weak transitions, but I have taken into account that this is your first assignment at p/g level and that you have the potential to improve your performance, in terms of academic grounding, in future assignments.