



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

LCMB 7011

Managing People

Week 10

Revision and

Assignment Support

Trawsnewid Addysg; Trawsnewid Bywydau
Transforming Education; Transforming Lives

20/12/2022

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'Fire and rehire' – guidance for employers

What this practice is, why you should avoid it, and how to approach it if no other options are available

ASSIGNMENT SUPPORT

Reading and Understanding the Assignment Requirements

Your task.

Write an article intended for business or academic publication that:

Reviews the practice of “fire and rehire” tactics within the UK labour market to evaluate the approach taken by different organisations

Explains the legal implications of changing contractual employment terms

Considers the potential impact of any changes on employee engagement

Evaluates HR involvement in this issue and considers whether traditional models of HRM provide an adequate framework for managing contemporary employment relations.

Word count: 5000 words excluding references and appendices

Suggestions on Assignment Prep.

Some suggested points from the article of “Fire and rehire tactics”:

- **Employment law:** 1) wrongful dismissal 2) unfair dismissal 3) the right to be consulted for the group redundant (i.e., more than 20 people)
- **It's a legal practice in the UK but not Ireland, Spain and France**
- **9% victim on worse terms since March 2020, mainly BME Workers**
- **Nearly 70% of firms made profits via this tactics**
- **Proposal bill of Employment and Trade Union Rights**

Suggestions on Assignment Prep.

How to review the tactics of “Fire and rehire” along with what you have learnt so far?

Week1: Role of HR- Three-Legged Stool Model

Week 2: Diversity at Workplace- DEI

Week 3: Engagement & Wellbeing- Good Work (Environment) & Commitment

Week 4: Employment Relations- Career Resilience, EE and IB staffing Strategies

Week 5: Employment Relations- different aspects (e.g., psychological contract), interested parties,

Week 6: Concerns of organized labors/ Role of Unions; key players and external factors (PESTLE)

Week 7: Performance Management- AMO theory & Vroom Expectancy Theory

Week 8: Contents of Contract; Varying the contract; Employment Tribunals

Wk1: How does HR support the managing of people?

Adding Value Hook& Jenkins (2019)

HR specialists can 'add value' by

- delivering business objectives
- providing an excellent administration service
- championing effective people management



Wk2:

How to Accommodate Diversity at Workplace?

Equality

Means giving everyone equality of opportunity in line with their needs

Diversity

Can be described as the differences that make people unique

Inclusion

Means involving people within a group or within society

Discrimination

Means to exclude people because of their differences. It involves treating people differently because of assumptions made about a person or group of people based on their differences.

Wk2:

Organisational Inclusive Climate and Work Culture

Index of workplace inclusion

1. Fair treatment: Employees at my organization who help the organization achieve its strategic objectives are rewarded and recognized fairly.
2. Integrating differences: Employees at my organization respect and value each other's opinions.
3. Decision making: Members of my team fairly consider ideas and
4. Psychological safety: I feel welcome to express my true feelings at work.
5. Trust: Communication we receive from the organization is honest and open.
6. Belonging: People in my organization care about me.
7. Diversity: Managers at my organization are as diverse as the broader workforce.



Work culture "...at its core, a great workplace is about the level of trust that employees experience in their leaders, the level of pride they have in their jobs, and the extent to which they enjoy their colleagues" (GPtW, 2020).



Touchpoints for suggestions

Source: Romansky, L., Garrod, M., Brown, K. and Deo, K., 2021. How to measure inclusion in the workplace. *Harvard Business Review*, 27.

Wk3: What are the Hard and Soft HRM Approaches?

Hard (instrumental) HRM approach:

- employees are viewed as a passive factor of production, an expense
- employees can be easily replaced and seen as disposable.
- Strategic, quantitative aspects of managing HRM as an economic factor

Soft (humanistic) HRM approach:

- stresses active employee participation
- gains employee commitment, adaptability and contribution of their competences to achievement of organizational goals
- employees are valued as assets
- emphasizing communication, motivation and leadership

Wk3: Organisational commitment

Greenberg & Baron (1997)

- Organisational commitment is the extent to which an individual **identifies** and is **involved** with his or her organization
- It deals with the **attitudes** of the people towards their company
- It is an internalised employee **belief** , often associated with '**soft HRM**' and a high trust organisational culture

Wk3: Three Engagement dimensions

Source: *Working life: employee attitudes and engagement*. Truss, C. , Soane, E. & Edwards, C. (2006) CIPD

- **Emotional engagement:** being very involved emotionally with one's work
- **Cognitive engagement:** focusing very hard whilst at work
- **Physical engagement:** being willing to 'go the extra mile' for your employer



Work intensification may cause emotionally engaged employees into a transactional mode. So, how can HR managers diagnose it?

Wk4: Careers Challenges and Changes after COVID-19

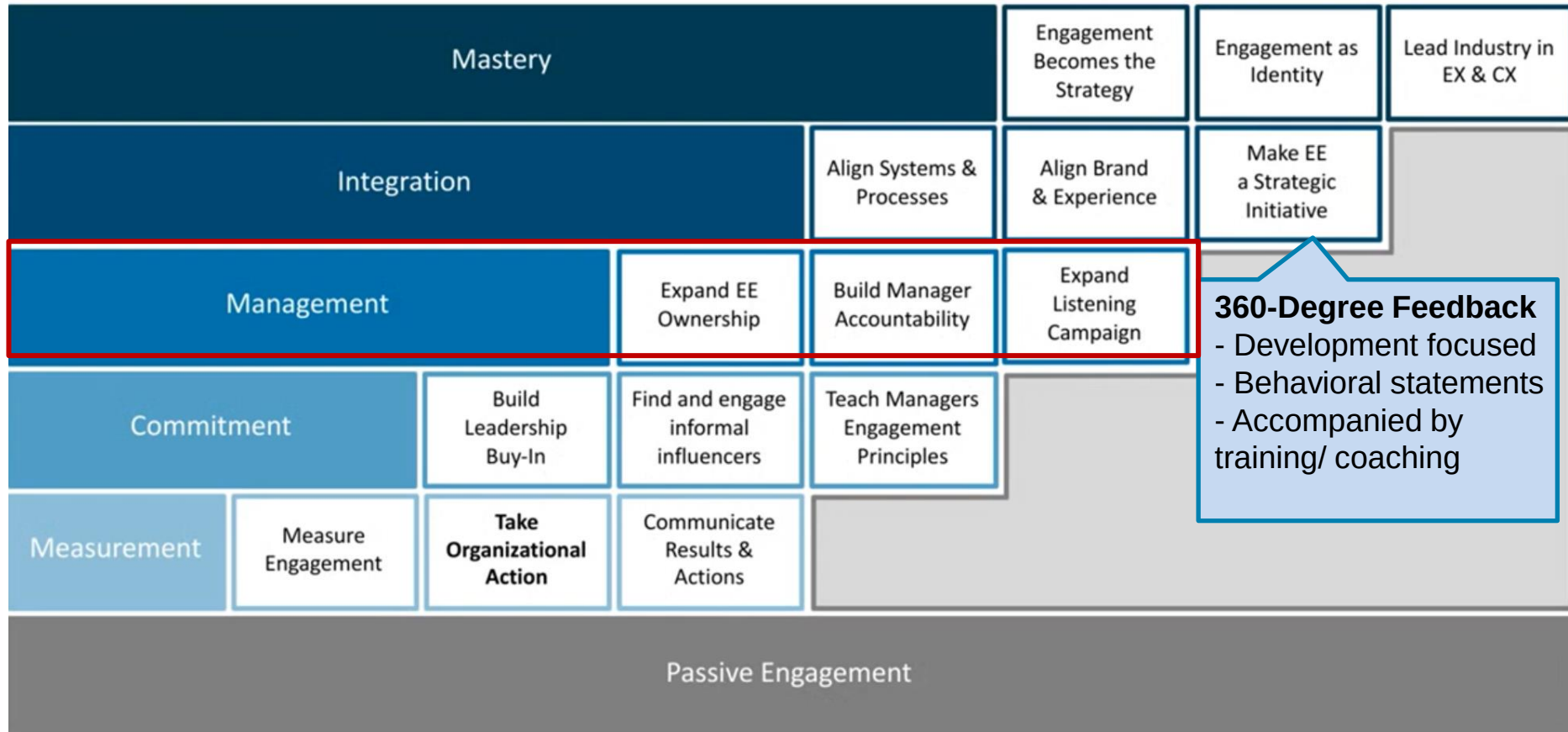
5C model for reinforcing employee engagement in times of COVID-19

Category	Factors	Indicators
1. Conciliation	Remote working Professional-private life Family diversity	Physical and relational separation Productivity Sustainability
2. Cultivation	Professional career New technology Development opportunities	Geographical and communication barriers Furlough (ERTE in Spain) vs. redundancy Coaching
3. Confidence	Health Safety Leadership	Health measures at work Psychological support Employee privacy
4. Compensation	Remuneration Endeavor Non-Monetary benefits	Risk and remote working allowances Services and help for parents Performance incentives
5. Communication	Networking Job and career feedback Involvement	IT resources Two-way dialogue Performance reviews

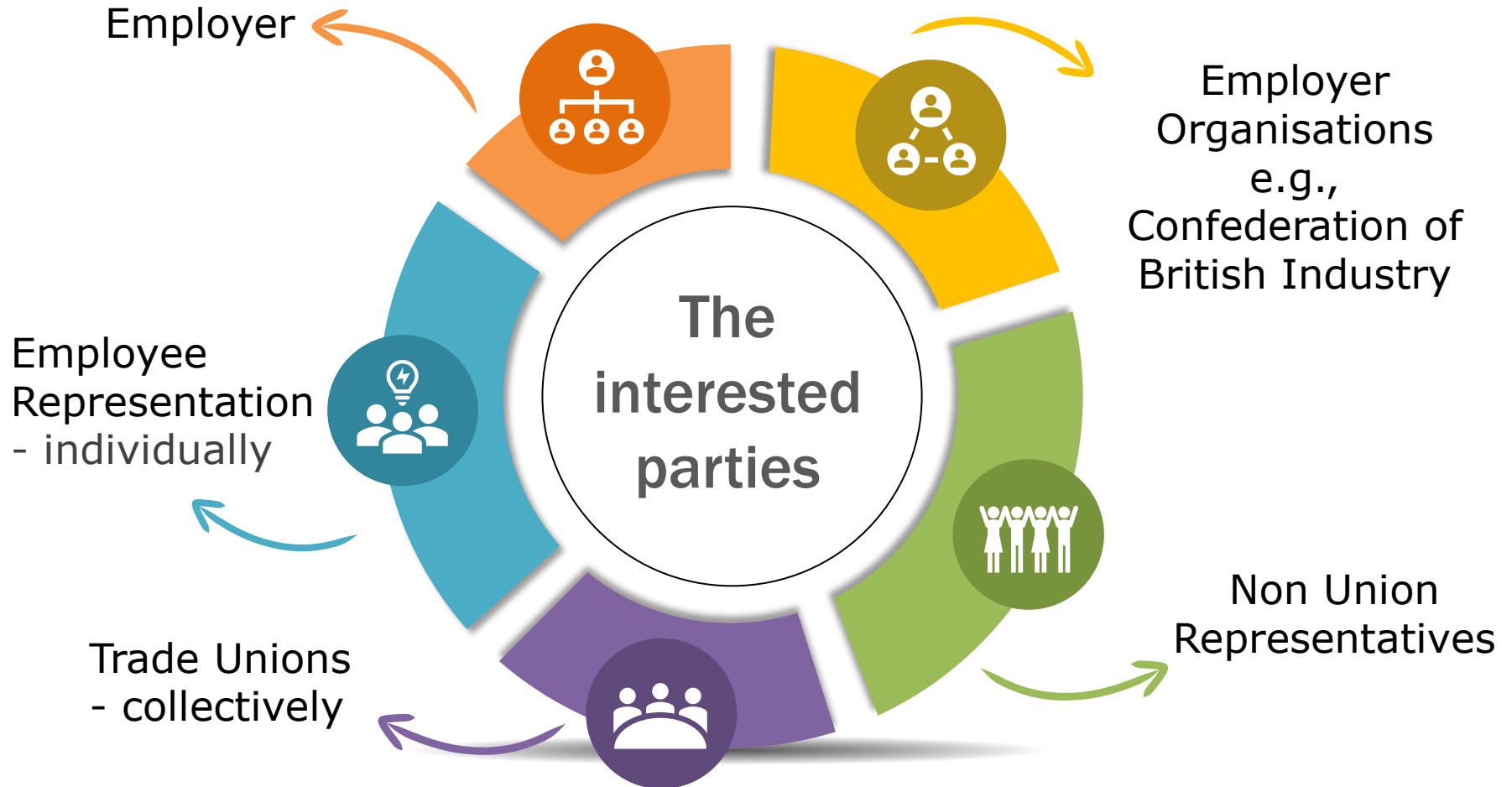
Source: De-la-Calle-Durán, M.C. and Rodríguez-Sánchez, J.L., 2021. Employee engagement and wellbeing in times of COVID-19: a proposal of the 5Cs model. *International Journal of Environmental Research and Public Health*, 18(10), p.5470.

Wk4: Careers Challenges and Changes after COVID-19

Organizational Employee Engagement Maturity Model



Wk5: Actors in the Employment Relationship



WK6: Employment Relations-

The Relations Environment Analysis

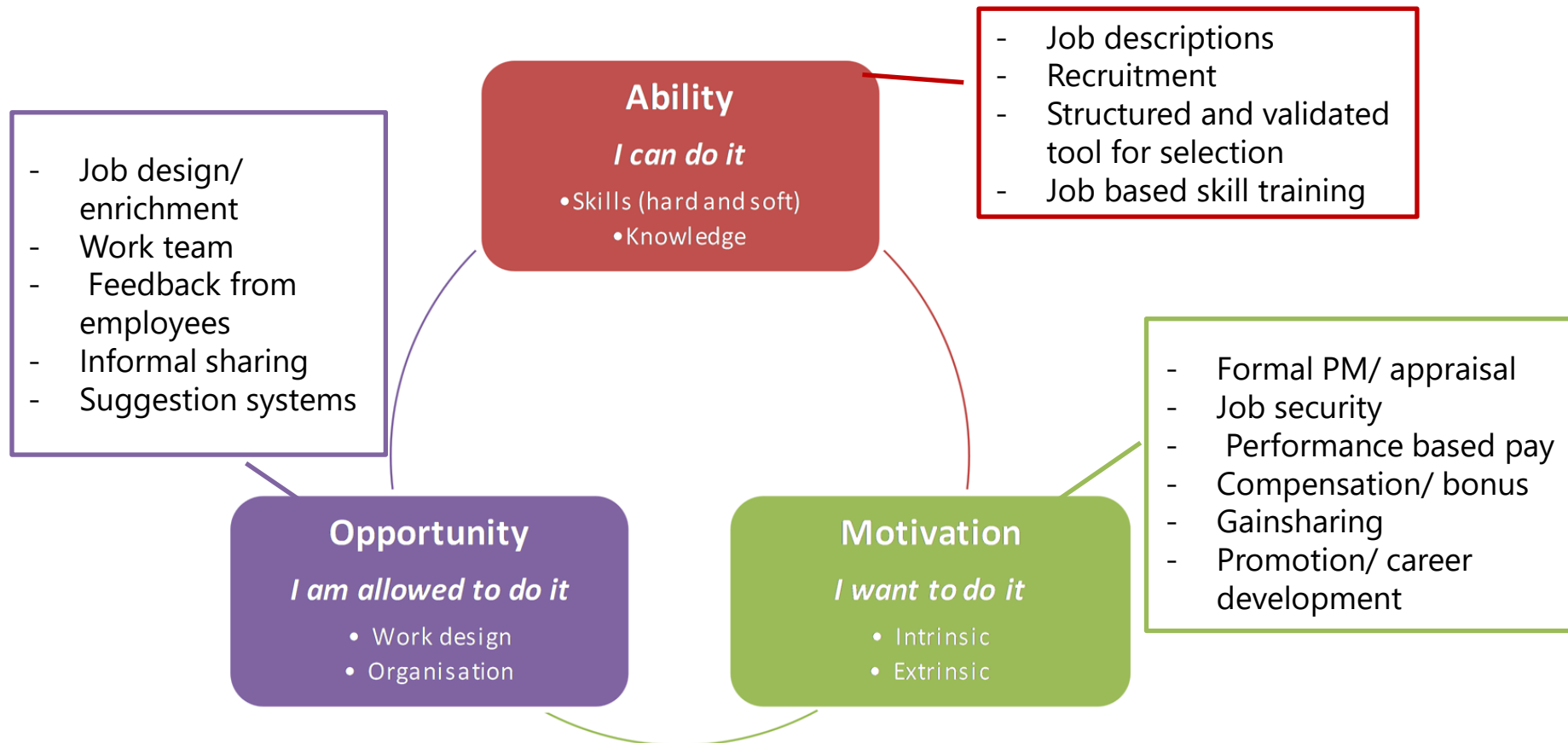
PESTLE ANALYSIS		
POLITICAL Services Tax policies Regulations Infrastructure	ECONOMIC Staff costs Inflation Growth rate Business cycle and trends	SOCIAL Demographics Income distribution Education Cultural variations/norm
TECHNOLOGICAL Communication Emerging technologies Transfer of technology from other areas Research & Development	LEGAL Laws Regulatory change Guidelines	ENVIRONMENTAL Ecological focus Health in the workplace Energy Resource management

Wk7: What Influences Organisations Pay and Reward?

- Legislation
- Trade Union/Employee Demands
- Scarcity of Particular Skills
- The performance of the individual
- What an employer can afford
- The worth/value/importance placed upon a job role
- Organisational Culture and types of Pay and Reward systems
- External Market Rate Comparisons
- External and Internal Factors – think PESTLE



Wk7: AMO Theory- Ability Motivation Opportunity



Wk7: To sum up- Performance Management

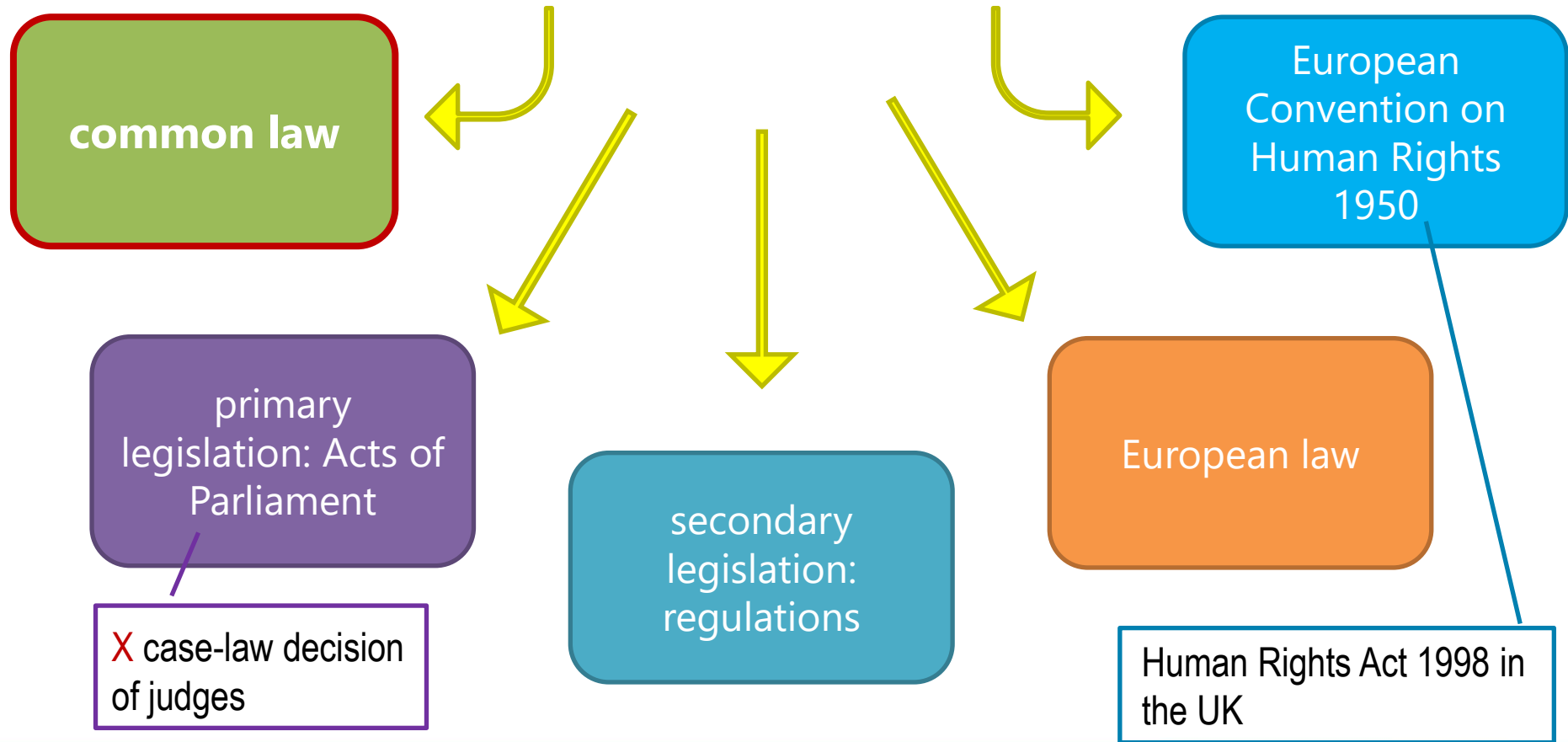
Traditional

- Looks back at an event
- Open to Manager bias
- Ratings unpopular
- Competency based appraisal measurable
- Results based appraisal measurable

Contemporary

- Focusing on development
- Forward looking
- Maximising employees strengths
- Change in emphasis but still measurable
- Multi source feedback being applied reduces risk of Manager bias
- E.g. AMO; Vroom expectancy theory

Wk8: How are legal standards set?



Wk8: Common Law: Content of the contract

- **Express terms**
- **Implied terms**
- **Statutory terms**



Wk8: Content of the contract: Implied terms

Employer must:

- Pay the employee
- Give them work
- Treat them with **trust** and **confidence**
- Take reasonable care of their safety
- Deal with grievances promptly
- Reimburse work related expenses

Wk8: Content of the contract: Statutory Terms

Statute implies various terms into the employment contract

- Equal Pay act (1970)
- Employment Rights Act (1996) *
- Equal Rights Act (2010) : Equal Pay Law



Wk8: Content of the contract: Statutory Terms

Employees have statutory rights:

- **Unfair dismissal** after two years service
- **Notice rights**
- Sick pay
- Maternity pay
- **Wage protection insolvency**
- Redundancy payments
- Protection from discrimination



Wk8: Varying the contract

- Some matters can be changed without the agreement of the employee. Examples include **non-contractual policies** where these have been carefully drafted and where they clearly state that there is no intention for them to be incorporated into the contract.
- Organisations should treat variations of the **contractual terms cautiously** as some changes may be considered to be a fundamental breach of contract that would permit an employee to resign and claim **constructive unfair dismissal**.



Suggested Structure for the Assignment

Section	Words (approx.)	Notes
Title Page	n/a	With content list and abstract (optional)
Introduction	500 -1000	Set out your choice of organisation and brief review in the light of the case- fire and rehire tactics
Review point 1	1200	Explains the legal implications of changing contractual employment terms
Review point 2	1200	Analysis the potential impact of any changes on employee engagement
Review point 3	1200	Review managing contemporary employment relations with comparison between hard and soft HRM framework, along with evaluations of HR involvement in this issue
Conclusion & Recommendations	700	Summarise the important aspects of review point 1, 2 and 3 with recommendations
Appendices & Reference list	n/a	• Relevant supported information, graphs and tables etc. • Harvard Reference Style

Marking Criteria

Criterion 1 (20%)

Engagement with Literature Skills Extent of research and/or own reading, selection of credible sources, application of appropriate referencing conventions.

Criterion 2 (20%)

Knowledge and Understanding Skills Extent of knowledge and understanding of concepts and underlying principles associated with the discipline.

Criterion 3 (30%)

Cognitive and Intellectual Skills Analysis, evaluation and synthesis; logic, argument and judgement; analytical reflection; organisation of ideas and evidence

Criterion 4 (20%)

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

Criterion 5 (10%)

Transferable Skills for Life and Professional Practice Attributes in professional practice: individual and collaborative working; deployment of appropriate media, presentation and organisation

