



University of Wales Trinity Saint David

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Moodle: Managing people

CIPD Map Profession and HRM in Amazon company

Assessment 1

Prepared for:

Prepared by:

Student: Reneta Ivanova

Stud. Number: 1906323

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Abstract

The report in the first part analyzes the HR Profession and CIPD Map. The second part develops an analysis of the strategic management of human resources, recruitment, and selection, management of efficiency, and remuneration of Amazon. From the Amazon app this company is very concerned about implementing its strategic planning and has a very effective human resource management plan for employees, but there are still some workflow issues that need to be addressed to improve.

HR Profession and CIPD Map

Human resources professionals are examined in detail with the CIPD's human resources map, with information on what they need to know and how to do it in each professional field in four ranges of professional competence. The design of the organization establishes a guarantee of whether it is designed to achieve the company's goals in the short and long term, taking into account whether it is managed effectively in connection with structural changes. The CIPD "My CPD Map" has a focus on key knowledge for specific professional areas and behaviors that the HR professional must acquire and develop to provide value to the organization and its key stakeholders, such as manager, supervisor, employees (Institute of Personnel and Development, 2021).

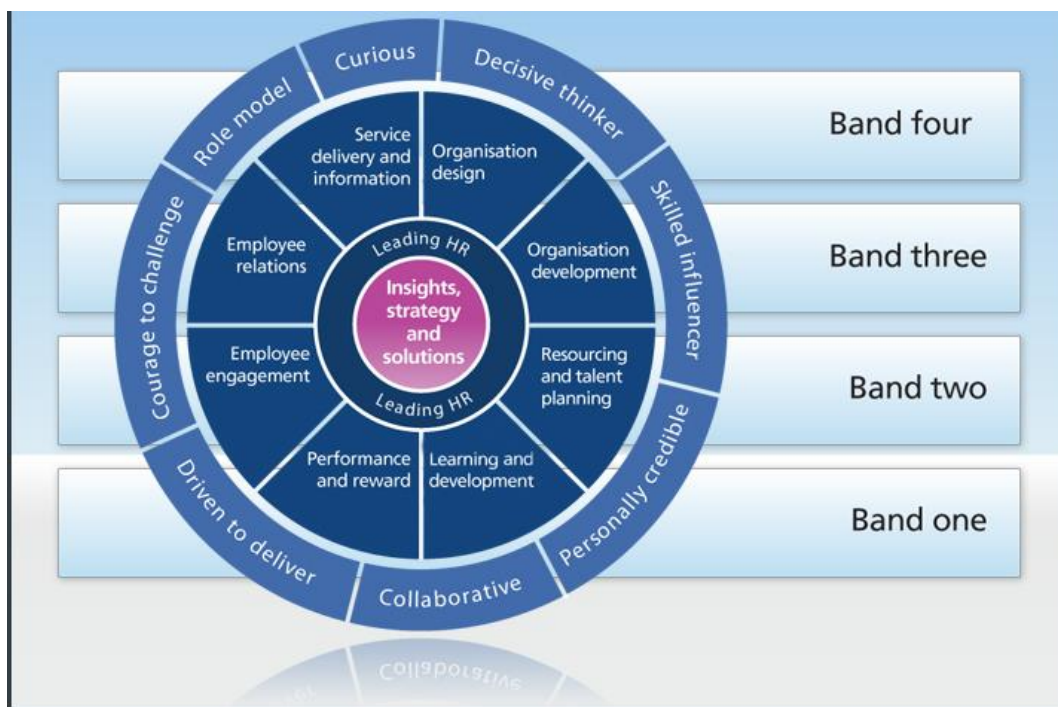


Fig.1: Insight strategy and solutions

My CPD Map, Institute of Personnel and Development 2021, (online), Available at: <https://www.cipd.co.uk/cipd-hr-profession/cipd-hr-profession-map/default.html>, (Accessed: August 17, 2021).

The annual CIPD conference and exhibitions in the UK are some of the most informative of their kind. The conference is designed to offer creative and design thinking and ideas for the driving forces that generate business solutions and performance in today's environment and the future.

Seven conference flows can be noted, which include strategies and leadership for good governance, innovations that will improve the work process, the future role and function of human resources, striving for higher productivity, managing continuous change, managing talents, and control of the latest updates. The management of human resources in the United Kingdom is linked to the role of the Chartered Institute of Personal and Development (CIPD). The CIPD professional association plays an essential role in regulating the labor market by introducing strict membership criteria while respecting the requirement to adhere to threshold levels of specific knowledge and behavior (Emerald Group Publishing Limited, 2006). All organizations differ in the labor market according to the brand of the employer, which allows them to select, hire, hire and retain the appropriate talent. The introduction of branding is important for the employer because organizations develop a strong brand that is consistent with their values (Institute of Personnel and Development, 2021).

Nowadays, the world is a dynamic and constantly changing place where we have to adapt every day, as well as the business. Research is a fundamental part of organizations to be able to develop and expand their business while acquiring new skills and knowledge about themselves and their employees. The human resources (HR) function is vital and at the same time responsible, providing a guarantee that the company can rely on qualified and committed staff, and as a result will contribute to efficiency and reduce the risk of failure (Mr. Enrico Giovannini, 2013). The importance of management plays an important role in managing and achieving the best results in the system, and remuneration will contribute to improving results (Armstrong M., 2013). The role of a human resources specialist is important for the success of the organization, as its responsibilities are regarding the well-being and care of the employees in the organization.

Another point of the role of the specialist is strategic, as part of his tasks is to plan and implement strategies to achieve the company's goals. His actions are planned but may change if the situation allows and is favorable to employees and companies and achieve the expected results (Mr. Enrico Giovannini, 2013). HR professionals have a responsibility to influence people. They need to persuade senior management, senior managers, and employees in general to accept their advice or suggestions. Influence includes presenting and submitting business cases. An important part of the HR Professional's transactional role is to deal directly with people's problems or by providing advice and guidance to the manager (Armstrong M., 2013).

Thanks to the digital age, people are increasingly focusing on offering products and services through digitized data, information, and knowledge (Wayne Cascio and Ramiro Montealegre). The evolution of humanity is continuous and in recent decades, with the advent of modern technology, development has been transformed to a completely different level, higher. This change has given great opportunities for companies to implement modern technologies and to develop and grow the potential of organizations. In parallel, with the help of modern technologies, which are constantly changing, organizations use strategies, policies and plans for continuous training of employees by increasing the efficiency and using the full potential of modern equipment. Therefore, this approach to training creates and introduces new concepts of human resource management, aiming at improvement, by improving and building on what has been achieved so far, using specialized knowledge, experience and behavior. Organizations are made up of people who need good governance now and in the future, and the CIPD's vision supports the development of professions by thriving through change (Institute of Personnel and Development, 2021).

Health and safety policies and practices are often underestimated by those involved in business management and by individual managers in that business (Armstrong M., 2013). Today, HR is an asset within the organization, defined as the human resources manager who designs and implements HR policies, programs, and processes. It performs the functions of assessing labor needs, coordinating recruitment and admission, and dealing with compensation plans. In policies, rules and principles, health and safety at work is essential to any organization, implementing programs, organizing collective agreements, managing labor disputes and acting as an intermediary. In addition, human resources professionals have a responsibility for personal development, including aspects of career assessment, as well as good orientation, motivation and commitment, training, functional and geographical mobility, remuneration, etc. Finally, they also support the whole organization through its values, strategy and insights, goals, and design.

HRM in Amazon company

An HR strategy helps us ensure that we find the right people for the business, with the right skills and at the right time, to make sure you achieve your business goals in the future. There is no exact formula for achieving efficiency for a team because it is individual for each group and team. Highly effective employees are usually made up of a combination of skills, knowledge, talent, goals, behavior including performance ethics, strong ambition, and motivation, efficiency to achieve better results and develop, leadership qualities can also be taken into account, communication, power, and empowerment, as well as various norms and standards.

Amazon is a leading multinational e-commerce company based in America, founded by Jeff Bezos in 1994, based in Seattle, Washington, USA. It offers through the online store, which is universal thousands of different goods of different aesthetics from books, clothes to building materials. In 1995, Amazon launched its website in the United States and three years later expanded its digital trade in Europe, including the United Kingdom, France, Germany, Italy, Spain, and others. Thanks to technology, today the company offers a wide variety of products (Mark Hall). Human resources play an important role in the success of the organization, as Amazon understands how important it is to have talented employees who perform various duties and responsibilities, and in the absence of good HR management, today would not have this success. The strategic goals of the company correspond to the function of human resources and the strategic goals of HR (Paavo Ritala, et. al, 2013). The benefits of the technology are limitless, and Amazon has the ability to manage its employees through innovative technology approaches and strategies, making the process easier, analyzing vast amounts of information, and making the best decisions.

Central to organizations are employees who play a vital role in business success. Lacking coverage of employees can lead to an inhibition of business growth (Khanh Pham-Gia, 2009). An important factor for the success of the organization is the role of employees, as Amazon is constantly improving the skills of its staff through the implementation of effective training practice. As a result of the implemented development programs, they provide positive results by increasing job satisfaction and staff classification. The main functions of the human resources in the company include recruitment and selection, compensation management, training, and development, ensuring

legal compliance and maintaining relations between employees. HR professionals need skills in coaching and mentoring to fulfill their important responsibilities for enhancing the knowledge and skills of employees and for providing guidance to line managers on conducting their learning and development activities (Armstrong M., 2013). The product work environment is encouraged by these features, where employees can apply their skills. The work environment according to HRM in Amazon promotes personal and group results, cordial working relationships with employees in a harmonious environment.

The development and implementation of business strategies and tactics must be based on the company's strong areas. As a result, these strengths are the solid foundation that creates a competitive advantage for the organization. Fundamental competence is a unique ability that contributes to high value for each company (Sean R. Valentine, et. all. 2019). Human resource management is carried out by workforce planning, which includes a set of employee management procedures and gets the best out of them. The company's workforce planning aims to ensure long-term success by maximizing profits from its operations (Institute of Personnel and Development, 2021). Amazon implements strategic and operational workforce planning to achieve the organization's short-term and long-term goals. Designing strategic workforce planning is for future change, and each company can plan and forecast its employees to ensure that it meets the right talent with the right skills at the right time to fulfill the right to achieve organizational goals and objectives (Paavo Ritala, et. all, 2013).

Behind the success of the organization are strategic approaches to security in the development of the organization, as there are committed employees who in the future will contribute to the implementation of strategic ambitions. Amazon's operational workforce planning provides the ability to map and analyze the shortcomings that arise at different levels of operations. The organization manages to find the right talents to deal with current operational challenges. Managing Amazon's organizational culture is thanks to effective workforce planning that manages to anticipate future management risks. Another significant advantage of the company is that it can plan the workforce, which allows it to develop various strategic policies related to its core business. An alternative improvement is to introduce better strategies to encourage the retention of talented employees by implementing effective remuneration strategies that motivate and stimulate them.

An essential role for a successful organization is the effective recruitment and selection of staff, as well as appropriate strategies for attracting appropriate talent who occupy vacancies. There are different recruitment and recruitment strategies that can be used to hire staff in different positions. A company may decide to use external and/or internal recruitment to add additional vacancies with competent qualified staff, with the company applying both recruitment methods and finding employees with appropriate skills for the respective positions in the company.

Innovation and technology are changing the way we think and live, and business is changing the way an organization is structured and how work is organized and managed. More and more agencies are accepting telecommuting (Joan E. Pynes). New technologies create new business opportunities. In virtually every category in the business industry, rapid changes in core technology have opened up great opportunities for entrepreneurs (Ronda Abrams). The growing use of technology in the workplace has a significant impact on the way human activities and other management functions are performed in organizations. (Robert L. Mathis, John H. Jackson, etc.). Companies focus on innovation and technological development to meet the needs, desires, and stability they offer to their customers and increase the potential of business operations. Amazon's prospects may have equal conditions and considerations for this recruitment from different backgrounds, such as trying to build support and dominance in the workplace for people from all backgrounds. Despite its size, the company has a good structural organization that successfully manages and supports the employees of over 560,000 employees, offering them opportunities for development and each of them is valuable to the organization (Kartik Jain, 2018),

Although most of the company's employees are men and there is a gender imbalance, the company is making progress in building a more diverse workforce by increasing the number of women in technical roles at Amazon. The roles of women in the company are essential as they run many of the largest and most important businesses, including consumables, Amazon Fresh, the public sector of AWS, and others. Amazon strives to provide a variety of talents for future leaders who are motivated to advance in their careers. For this reason, they invest in programs, some of which are global training programs that reveal more than 6,000 talents each year, with one of the focuses being actively recruiting and helping more women to move to higher positions to occupy positions in technological roles. The results of the best programs are called the average 10 best companies that work with LinkedIn in the United States, Britain, Australia, India, Canada, Germany, Mexico, Japan, and China.

Human resource management is the creation of a formal system in an organization for human talent management to achieve the goals of the organization. Starting with the orientation of new employees, management and talent development involving different types of training. Human resource development is needed to prepare for future challenges (Sean R. Valentine, Patricia Meglich, Robert L. Mathis, John H. Jackson, 2019). Amazon's strategy is to find the best talent from all backgrounds, through help in organizations and academic institutions, to reach students suitable for technical and non-technical roles. The company has its method of work, which is based on its principles of leadership. As some examples of recruiting women and underrepresented talents from racial/ethnic minorities, they recruit by organizing numerous programs, campaigns, and also partnering with many organizations.

Principles methods for selecting Amazon's classified staff is to invest in the next generation of technical leaders. One of the most important training programs is K12 Education, an initiative that covers more than 10 million children each year as motives, education and training of children and young people from underrepresented communities for a career in computer science. The success of most companies is behind the investment, and Amazon follows this rule by investing in preparing the next talented market leaders. In this line of thinking, the company is donating \$ 10 million to support Code.org in developing the talented leaders of tomorrow who will contribute to technological development in the business. Amazon's human resources strategies are to identify

the best talent by supporting higher education and students who are not as well represented in the technology industry.

The strategic goal of the organization is to update the information and models of work in human resources, introduced in the training of their employees so that they can develop in parallel with the latest technologies, thus acquiring the necessary skills and achieving efficiency for the position. Amazon Inc. applies effective methods and techniques for training and development of its employees, aiming to improve and develop their knowledge and skills in various areas of activity, which will contribute to improving organizational productivity and efficiency. In the future, consideration should be given to implementing training policies that allow staff to adapt to the international work environment.

There is an increased emphasis on accountability and performance management in public and non-profit organizations. Staff need critical specific knowledge of the jobs concerned but must also be flexible and adaptable to adapt to rapid and unstructured change (Joan E. Pynes, 2013). The specific needs of the company determine the management efficiency of Amazon Inc. The main focus of strategic management is on implementation to achieve good results following the main goals and objectives. The company seeks to encourage desired employee behavior by implementing performance management strategies. The company's policies are as flexible as possible, providing them with the necessary support of employees, achieving the set organizational goals and objectives. On the other hand, the applied remuneration management systems increase the motivation for service, their retention, and the improvement of productivity. Companies apply additional incentive rewards, offering bonuses, health insurance, and pensions to motivate their staff.

The strategic goals of the organization aim to achieve effective human resources decisions, as various external and internal factors influence the decisions about human resources in the organization. Most of the operational processes take place virtually, ie online. In this case, the company must comply with various regulations that control virtual business operations. The company must comply with labor laws following the strategic approach to remuneration and compensation of its staff. Skills are an essential part of any business, and at Amazon Inc employees

have taken technical courses. Therefore, the company has the responsibility to continuously review, inform and evaluate its compensation structure to ensure that it is competitive and has real opportunities to attract the best talent to perform organizational duties. The company must invest in research and determine what strategic approaches competitors apply to its employees. The geographical location of the business, in terms of the structure of compensation and remuneration, is essential. The company has to will design a collateral structure to comply with the labor laws of various countries such as the United Kingdom, the United States, and others. The issues that will address human resources in different countries should be considered the structure of compensation following labor legislation. The results will provide Amazon with opportunities to attract talented and motivated staff from different countries.

Influence on decisions about human resources is internal and external, such as competition is an external factor. The company's main competitors are well-known international corporations such as Walmart, eBay, Apple, etc. which operate for 2021. Recruitment and selection decisions may be affected by Amazon's level of competition. In addition, the company must develop effective staff retention strategies. This will allow Amazon to find the best strategic approaches to recruiting, attracting the best talent that will help it compete effectively in the marketplace. The global company Amazon Inc must comply with and enforce different laws in each country, including recruitment and selection of human solutions. For example, each country has different legislation and the company must comply with this, such as working hours or the minimum wage. For example, U.S. employment laws include the Americans with Disabilities Act and the Genetic Information and Non-Discrimination Act. The management of the company must include the storage of documentation and data of employees on the legislation of different countries.

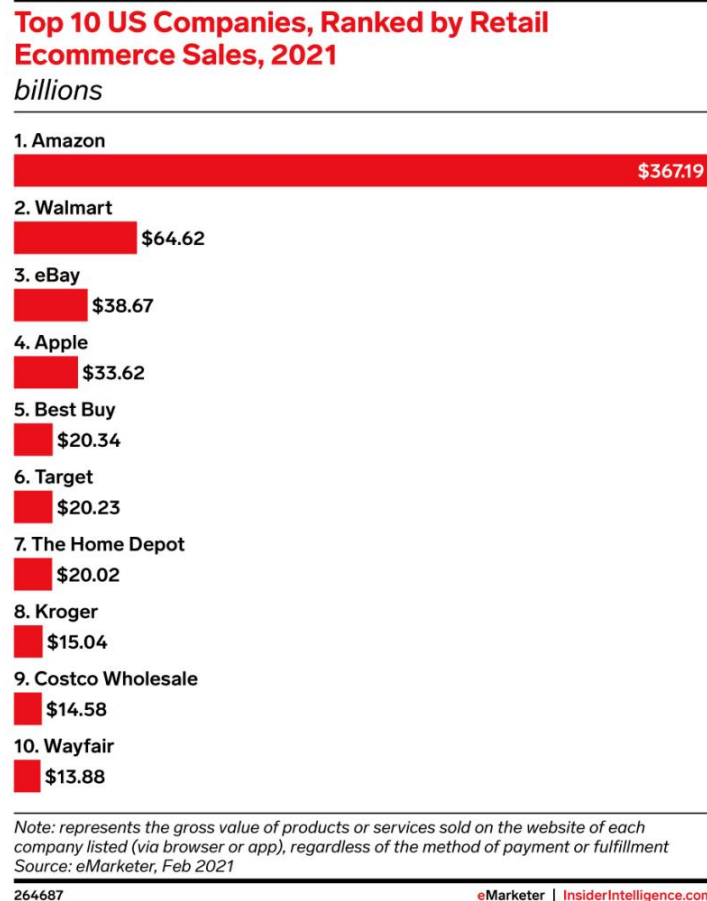


Fig. 3: Statistics

Despite its best efforts, Walmart's e-commerce is still a fraction of Amazon's, By Phil Wahba, March 29, 2021, (online), Available at: <<https://fortune.com/2021/03/29/amazon-walmart-online-shopping-ecommerce/>>, (Accessed: August 19, 2021).

The starting point of the employment relationship is a commitment by an employee to provide the necessary skills and efforts to the employer in return, for which the employer provides the employee with remuneration expressed in salary or salary (pay - employment transaction) (Armstrong M., 2013). Compliance with policies, principles and rules must be enforced by both the company and the employees. The company has a commitment and obligation regarding international policies for employee relations in different countries. Policies can influence the decisions that HR will take on training and development, promotion and retirement. For example, in most countries, employees retire at the age of 65. Therefore, the organizational structure needs

to review existing retirement and promotion policies in the various countries in which Amazon does business.

Amazon's success and main mission are to provide customers with fast and good service. Amazon has a strategic concept for human resources to meet customer needs. The company is high-tech because the process is based on the internet and today this capability of technology contributes to the company's success. Every year, Amazon organizes an internship program and welcomes thousands of young professionals, and in 2021 the participants exceeded 10,000 young professionals compared to previous years, working in 45 countries. Their interns have the opportunity in 2021 to work with a hybrid model. So far, more than 60% of our interns have chosen the hybrid option, taking careful care of COVID-19 and local restrictions (Amazon Staff, 2021).

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