



Qualification: CIPD Diploma in Applied Human Resources

Module Name: Understanding the Contemporary HR
Function

[Title of Assessment] - The Function of HR

Word Count: 3000

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A decorative graphic on the left side of the slide consisting of light blue lines and circles, resembling a circuit board or a stylized tree structure, extending from the top to the bottom.

THE FUNCTION OF HR

ANDREA CROOT

THE PRESENTATION OBJECTIVES

- UNDERSTAND THE FUNCTION OF HR AND HOW THIS HAS EVOLVED.
- THE CONTRIBUTION TO EFFECTIVE CHANGE MANAGEMENT BY HR.
- DIFFERENT WAYS WHICH HR SERVICES CAN BE DELIVERED.
- HOW HR CAN WORK WITH LINE MANAGERS.
- THE IMPORTANCE OF HR BEING MANAGED IN AN ETHICAL MANNER.
- HOW HR'S CONTRIBUTION CAN BE EVALUATED.
- THE LINK BETWEEN HR AND POSITIVE ORGANISATIONAL OUTCOMES.

THE FUNCTION OF HR

- The role of the HR function today is to support and deliver the organisations strategy and objectives.
- This is done with effective management of people.
- As well as performance management.
- HR also play an important role in driving decisions to enable their organisations to grow and thrive in the short and long term.
- Organisation's HR strategy and all activities are clearly aligned with the strategy and objectives of the business.

(Taylor and Woodhams Taylor 2016).

EVOLUTION – PERSONNEL TO HR

Activities in Personnel

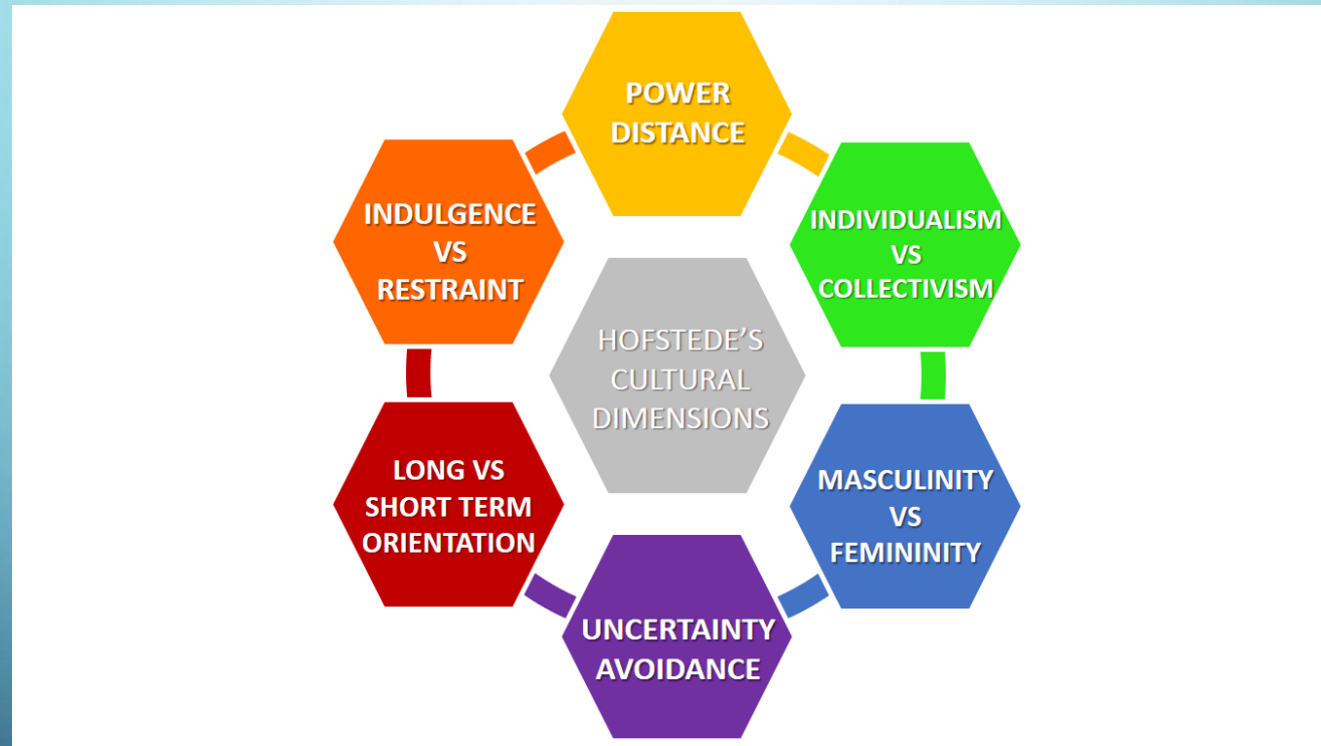
- Administration of wages
- Adherence to policies – training, recruitment and wage administration
- Welfare initiatives – medical care or housing
- Interactions with trade unions
- Report cards performance appraisal

Activities in Human Resources (HR)

- Recruitment – retention of staff
- Training & development
- Employee benefits – nonmonetary
- People management
- Improved performance appraisals
- Focus on leadership

(Wilkinson and Taylor 21016)

HOFSTEDE (1991) - FOUR FACTORS OF CULTURE DIFFERENTIATION



HR CONTRIBUTION TO EFFECTIVE CHANGE MANAGEMENT

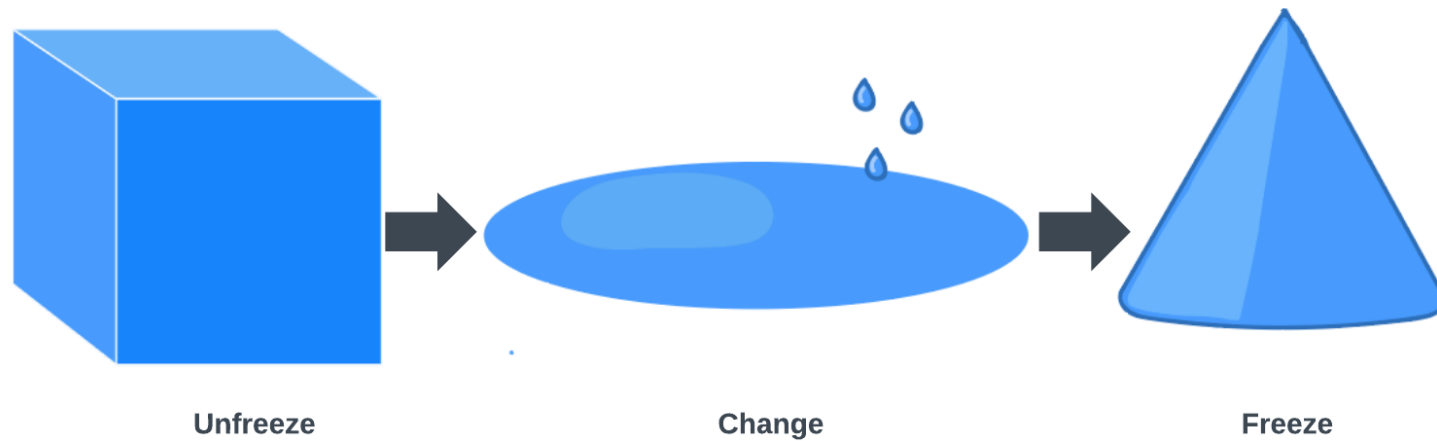
HR are vital in driving and delivering change effectively within an organization. Here are examples where HR can support change:

- Staff engagement surveys or interviews or focus groups
- Communication
- HRD Interventions
- Management of expectations
- Conflict
- Celebration of success

(Taylor and Woodhams 2016)

LEWIN'S CHANGE MODEL

Lewin's Model



Made in
 **Lucidchart**

VIDEO ON LEWIN'S CHANGE MODEL

<https://study.com/academy/lesson/lewins-3-stage-model-of-change-unfreezing-changing-refreezing.html>

DIFFERENT HR SERVICES IN ORGANISATIONS

- HR Generalists – knowledge and involvement in all areas of HR.
 - Shared services – Outsourcing and HR Consultancy (such as finance or IT)
 - Outsourcing – purchasing a service from an external source.
 - Consultancy – hired HR consultant to provide advice.
-
- THE ULRICH MODEL – ‘three-legged stool’ model for HR service delivery.
 - HR business partner’s - HR professionals working with business leaders or line managers.
 - Centres of excellence – small teams of HR specialists, developing of delivering HR solutions
 - Shared service centre - large unit that handles routine ‘transactional’ services

HR AND LINE MANAGERS

To enhance line managers' ability:

- **Provide support materials, for example manuals or toolkits, templates.**
- **Provide training related to the HR practice new and old.**
- **Provide support services, for example be a mentor during a review meeting for the first time.**
- **Provide guidance when required for example on new policy around absence management**

To enhance line managers' motivation:

- **Deliver HR practice in an appealing way, for example of how a new approach would benefit the manager, their team as well as the organisation.**
- **Involve line managers in the development of new practices, for example through early consultation and using their feedback to further develop the HR practice and improve relationships between HR and line managers.**
- **Recognition to line managers for good people management.**

WHAT IS ETHICS?

Ethics are rules of conduct which are appropriate to a profession or area of life.

There are three core elements as defined by

- Fairness
- Deciding what is right and wrong
- Practices and rules which underpin conduct between individuals and groups.

(Kew and Stredwick, 2010)



ETHICAL



- Equal Opportunities
- Health and well-being
- Employment and people management
- Reward and pay

NON-ETHICAL

Unethical Practices



- Employees were FIRED with no PRIOR NOTICE
- The entire force of unconfirmed staff was being laid off on a 30-day compensation package
- Company took action only against lower staffs.

EVALUATION OF THE HR FUNCTION

The most used evaluation tools in HR include the following:

- HR statistics – refers to things like recruitment spend, number of job applications, number of new recruits, absence figures, training and development hours and staff surveys. Useful as benchmarking.
- Key Performance indicators (KPI's) – refers the aspect of HR performance that are most critical, business objectives. KPI's are specific, measurable, achievable, performance-related and timebound.



- Balanced scorecard – a document that lists an agreed set of performance measures in a series of tables, with a 'high-level strategy map' showing how the measures relate to each other and the firm's strategic objectives.



POSITIVE ORGANISATIONAL OUTCOMES

The case for linking employee wellbeing and productivity – Personnel today

Occupational health and wellbeing and productivity

- UK productivity – or the lack there of continues to climb.
- The Office for National Statistics estimated output per hour worked in the UK in 2015 was 15.9 percentage points below the average for the rest of the G7 advanced economies.
- Employee health and wellbeing's impact on sickness absence and presenteeism was not front and center in discussion about improving productivity.

HEALTH AND WELLBEING CAN IMPROVE PRODUCTIVITY

- The London School of Economics analysed data from the Royal Mail, an investment of £45 million generated a £225 million return on investment from 2004 to 2007. The study concluded that, the 13 worst-performing sectors to follow suit, the impact on the UK economy could be £1.45 billion (Marsden and Moriconi, 2010).
- NHS Trust that score highly on the health and wellbeing index (measured annually through the NHS Staff Survey) have better performance across a range of measures, including financial, spending on agency staff, patient satisfaction and fewer acute infections.

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