



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

Module: Managing People

(LCBB5004)

Year 2, Term 1, Assignment 1

REPORT

Zoya Danailova – ID 1815751

Lecturer: Mary March

Content

Task 1	3
Task 2	5
Introduction	5
Company background	5
Organization objectives within resourcing activities	6
1. Planning	6
2. Talent scarcity	6
3. Recruitment	7
4. Advertising of vacancies and short listing	7
5. Job descriptions	7
6. Recruitment process	8
Innovations at the organization to support the Human Resource Function	9
Conclusion	9
References	10

Task 1

Every organization achieves results thanks to the workforce of the organization. The management and administration of this resource determines the future result and respectively whether the organization achieves its goals. For this reason, being an HR specialist comes with a number of tasks and responsibilities.

According to the profession, CIPD maps the contribution of HR depending on the level of proficiency he / she possesses, but this does not limit the HR specialist to go beyond this framework (CIPD, 2020). In addition, the main idea of the career map is to stimulate every professional to act with loyalty, integrity and professionalism and to have a positive impact (CIPD, 2020). The human specialist goes through various stages in his career from dealing with a daily task of short-term importance to the moment when it shapes the future of the company, making strategic decisions for the long-term success of the organization (CIPD, 2020).

The success of a company is achieved through people. The goal of HR specialist is to find the right people with the right skills in the right roles and get the best out of them. ***'The success of any business starts and ends with your people. People practitioners bring management practice to managing people especially in professional areas such as employee relations.'*** Alan Price, CEO, Bright HR(CIPD,2020)

Again, according to the CIPD Professional Card, there are 4 main levels of proficiency; Foundation level, associate level, Chartered Member and Chartered Fellow level (CIPD, 2020).

In addition, as explained in the Professional Card, there are areas related to each professional. These are purpose and values, knowledge and behavior and specialized knowledge.

In general, HR professionals need to understand the culture and values of the organization in order to integrate them into the minds of employees (Taylor, 2019).

On the other hand, hiring and selection is another major function of human resources. The functions ensure that the organization attracts suitable candidates for the available vacancies. To do this, the human resources department must communicate effectively with the other

departments of the organization and understand in detail their staffing needs. In some cases, this goes beyond the skills written in someone's CV. In some cases, the recruitment and selection process involved an internal promotion of a well-functioning employee (Torrington D et al. (2017)).

He is also involved in employee training and development. For example, when new employees start a new position, the human resources specialist must ensure that the employee has been instructed on work procedures as well as health and safety rules. For certain workplaces, such as working with machinery or heavy metals, this is crucial as it can harm the health of employees.

Human resource managers must also evaluate the work of employees and provide feedback so that better results can be achieved in the future. The HR professional must ensure that appropriate rewards are given to those who perform well and those who do not.

Also it deals with training and developments of the employees. For example when a new employees start at new position the HR professional must ensure that the employee has passed an instruction about the work procedures as well as health and safety rules. For certain jobs like working with machines or heavy metals that is crucial, as it may damage the employees' health.

Human resource managers also must assess performance of employees and provide feedback, so better results to be achieved in future. The HR professional must ensure that adequate rewards are given for those who perform well and those who does not need to be informed or penalised in some cases (CIPD, 2020)..

The HR professional stands between the Management and the employees and so it has to make sure that this relationship sustain healthy and productive.



TASK 2

Introduction

Human resource management involves resourcing activities such as planning, recruitment, and selection (Taylor, 2019). These processes are critical since they are the primary determinant of the success of an organization.

Planning ensure that the company have the necessary human resource in order to achieve the desired results. The planning function make sure that the organization act according to the current staffing needs and so avoid lack of skillful employees in a long term. That is essential for the achievement of the organizational aims (Taylor, 2019).

For example, I worked in Retail Company for construction materials, where the human resource manager developed strategic plans to organize human resources to support the organization's goals and objectives. Human resource manager should have skills to enable him to match employees with their area of expertise. To me was delegated the role for financial and bookkeeping since I am an accountant by profession. The evolving nature of work has posed a challenge to the human resource department where the HRM are forced to adjust their plans to accommodate the new changes.

Company background

Many years ago I have worked for Retail Company for construction materials. The company based in Bulgaria that started small, with just five employees included. I headed the finance department since I was an accountant by profession then. My primary duties were to keep proper financial records. However, the company was faced with various challenges, such as a lack of sufficient capital and lack of human resources. Through perseverance and hard work, we overcame the hardships and opened up two more branches in two years. Due to proper resource management and effective leadership, the businesses were continually progressing. The manager had set clear goals and aims that served as a reminder that we need to put our effort and work towards helping the company realize its goals. For my ten years work experience in the company the owner carried out one of its primary goals of building its market for construction materials. The company now owned the central warehouse and three other stores in neighboring cities. The

company's growth and expansion were evident since we added some more employees and reached 25 in number.

Organization objectives within resourcing activities

Planning

Through workforce planning the company is able to understand its current situation or predict demand and so plan ahead accordingly. It is the process of identifying the future human resource needs and analyzing whether the company is able to supply this needs internally or external supply is needed. Finally according to these factors the company must have in place plan for action. Workforce planning methods are essential for the business strategy and organizational success. (Taylor, 2019, p.97)

Workforce planning is also concerned with the current conditions of the labor market. The HR management must access the market and understand whether the supply would match the organizational demand in future. In the case with the Construction company that I have worked with the owner of the company had the vision of growing the business. He started with 5 people and adds many more people to the organization through the next few years. In his case he carefully allowed time for each new position to be fulfilled. He did not hire instantly. In order to had this time he started to look for the “suitable” person even before the vacancy to be available. That gave him time to not take quick decisions, but rather be patient and think carefully.

Talent scarcity

In a time of talent scarcity, the human resource manager has a responsibility to develop and natural talents of its employees. This activity brings a mutual benefit between the employee and the company. (Griffith, 2019 p13). Such employees positively impact the company and deserve rewards to encourage many more to show up their talent. It has been challenging to maintain highly talented employees since they have the privilege to choose the companies they prefer to work with. Most of the talented employees want to work with companies with big brand names since they will earn much more money, here I would give my personal experience. Since I

started work in the company I have never thought of leaving. The Leadership and the clearly defined objectives of the company motivated me through all these years. This motivation helped me to learn so many new things and grow as a person and professional. I was able to assist in different departments of the business, thus the business save cost for hiring new people.

According Armstrong there are no generally accepted rules of ethics and morality, but in a different situations it is important to show insight and flexibility, good attitude and correct judgment. (Armstrong, 2014, p.96)

Recruitment

Recruitment refers to the process of hiring new employees and increase or decrease pay. It also concerned with reshuffling employees' positions. The human resource manager finds the need to hire a new employee or to make changes in an employee's position. Before he could take the action, he needs authorization from the overall manager. This protocol ensures that there is consultation about the human resource available to avoid unnecessary employees' turnover (Bratton and Gold, 2017 p8). If a company continues losing experienced employees, it spends money and time to organize interviews and recruit new employees.

Advertising of vacancies and short listing

The organization should encourage inclusivity by advertising available vacancies publicly. For example, the construction materials manufacturing company that I was working for posted vacancies on a Facebook and also it had advert boards in each store. The public announcement gives an organization an added advantage since people with different talents and expertise apply for the job. The candidates who meet the requirements are selected to work with the organization (Taylor, 2019). With a full description of requirements, advertising job vacancies eliminates too many applicants who cannot handle the available job. Short listing is an important stage of recruiting employees since the human resource prepare adequately since they have a specific number of people who are likely to show up for the interview.

Job descriptions

Job description entails specific duties and requirements of a particular position. Organizations need to have well-written and detailed job descriptions since they serve as a guide of human resource managers and the whole recruiting team on exact qualifications they are looking for in a new employee. Thus the interviewing team can quickly identify candidates with the preferred skills, experience, and behaviors. It helps orient new employees fully about the job with all included duties since they are clearly stated in the job description (Taylor, 2019 p134-135). The construction materials retail market organization also gave a job description to its employees. The job description also ensures that the employees know what is expected of them and allocate time for each duty to ensure none is left unattended. Also due to the small size of the company the director himself was able to attend most of the interviews and speak about different aspects of the job and the organization in general. With a job description, a human resource manager can monitor the performance of an employee more easily.

Recruitment process

The recruitment process started from advert boards in each store, and then we added Facebook as another channel for posting vacancies. Moreover we were in a relatively small town and so the information was sent from person to person.

In the interviews we were asking questions such as:

Why did you choose this job and this company?

How do you see yourself in the next 3 to 5 years?

Why did you leave your previous job?

What motivates you at most in workplace?

Then we were giving them the job description with all responsibilities.

At the end the successful candidates received job offers with all information for their salary, bonuses, working hours, etc.

The rewards system that we used worked very well as it tracked how it improved the overall performance of the company. The cost we very well used in order to maximize the profit.

Innovations at the organization to support the Human Resource Function

Virtual interviews

Over decades interviews have been held in person where the candidates had to present themselves physically. Due to the development of technology, the construction materials manufacturing company has embraced virtual interviews where part of the recruitment process is done online (Smith, 2017 p748). Technology has come to save time and money since the shortlisted individuals do not need to travel from all the places to the company. More shortlisted candidates are likely to participate in an online interview since it costs them less. This will be an added advantage to the company since it will have a broad selection pool. The diverse candidate will log in and face the panel to settle on talented candidates exhibiting the required qualifications. We live in a time of the Covid19 pandemic, which puts companies radically changing the way they work. All job interviews are now conducted online.

Conclusion

In conclusion we could say that being successful HR professional is not only possessing an qualification but also having knowledge and skills. Furthermore the natural traits of a person are also important as not everything is learned from books. Good HR professional need to have the ability to communicate with each employee and to make them feel valuable and confident. It is important to treat every person equally and at the same time integrate the organisational culture within. In result of all this actions the HR specialist will be successful. Thus the organisation will improve performance and achieve organisational objectives and goals. The Human Resource profession this is not just a position, this is the trust that is given to you for the future of the company.

References

- Armstrong, M. (2014). *Armstrong's handbook of Human Resource Management : The practice of Human Resource management*, p.96. London: Kogan Page. {available at: <https://r2.vlereader.com/Reader?ean=9780749469658>(accessed on:03/12/20)}
- Bratton, J. and Gold, J., 2017. *Human resource management: theory and practice*. Palgrave.
- CIPD (2020), Careers, HR Generalist roles; (available at: <https://www.cipd.co.uk/careers/career-options/hr-roles> (accessed on: 02/12/20)
- CIPD (2020): *New Profession Map | CIPD Profession Map*. [online] CIPD Profession for the Future; (available at: <https://peopleprofession.cipd.org/profession-map/specialist-knowledge/employee-relations>(accessed on: 03/12/20)
- CIPD (2020): *New Profession Map | CIPD Profession Map*. [online] (available at: https://peopleprofession.cipd.org/Images/full-standards-download-v2_tcm29-50113.pdf(accessed on: 03/12/20)
- Griffith, K., 2019. Characterizing the ‘global war for talent’.In *Research Handbook of International Talent Management*. Edward Elgar Publishing.
- Ramkumar, A., 2018. A conceptual study on how electronic recruitment tools simplify the hiring process. *Indian Journal of Public Health Research & Development*, 9(6), pp.136-139.
- Ruiz-Jiménez, J.M., del Mar Fuentes-Fuentes, M. and Ruiz-Arroyo, M., 2016. Knowledge combination capability and innovation: The effects of gender diversity on top management teams in technology-based firms. *Journal of business ethics*, 135(3), pp.503-515.
- Smith, M.J., Smith, J.D., Fleming, M.F., Jordan, N., Brown, C.H., Humm, L., Olsen, D. and Bell, M.D., 2017. Mechanism of action for obtaining job offers with virtual reality job interview training. *Psychiatric Services*, 68(7), pp.747-750.
- Taylor, S. (2019). *Resourcing and talent management*. LondonKogan Page Ltd.
- Torrington, D, et al. (2017) *Human Resource Management*. 10th Ed. Harlow: Pierson.