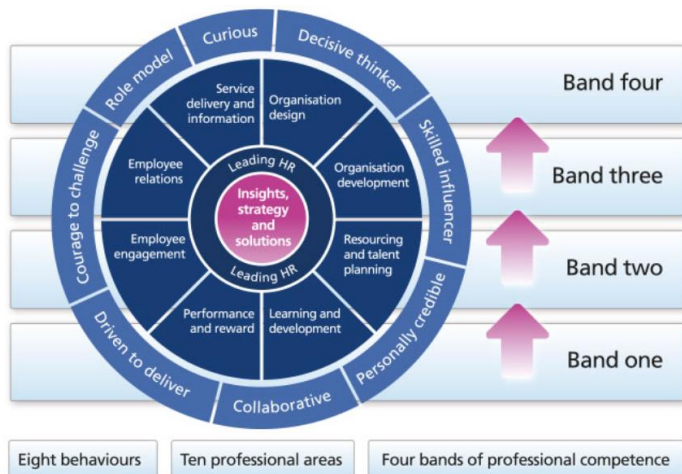




Aims and Objective of the Presentation

- Outlines the purpose and key objectives of the HR function in contemporary organisations.
- Summarises HR models and how HR services can be delivered.
- Outlines how HR can contribute to effective change management, with reference to a model of change
- Explains the role of ethics in HR management and a justification of why HR should be managed in an ethical manner
- Explain how HR's contribution to the organisation can be evaluated.



CIPD
Professional
Map (2013)
<https://www.cipd.co.uk/learn/profession-map/2013-profession-map>

The external context driving contemporary HR within the UK is outlined within the framework of the Professional Map (CIPD, 2013). The professional map places Human Resource Management (HRM) at the core of promoting improved performance, the effective management of people at work and sustainable capability. It identifies underpinning knowledge, skills and behaviours that HR professionals need to be successful and creates a flexible and clear framework for career progression and adds sustained value to organisations.



Shift from Personnel Management to HRM

In recent years there's been a transition from Personnel Management to HRM. Torrington et al (2008 p6) suggests that generic HR is delivered by personnel / HR specialists / HR generalists and applies to four key objectives within an organisation; Staffing, Performance, Change Management and Administration. He suggests that HRM is a characteristic approach that delivers organisational objective through the management of people in collaboration with line managers. He identified six main themes between Personnel Management into Contemporary HR; Social Justice, Humane Bureaucracy, Negotiated consent, Organisations, Performance Management & New HR.

HR Function and Objectives

To support delivery of an organisation's corporate strategy and objectives, by effectively recruiting and developing people and managing performance through effective HRM and performance. HR objectives are delivered differently in different types of organisations (CIPD, 2019).

Formally an organisations HR function was to carry out generic administrative tasks such as drawing up policy statements for line managers to issue to employees. Working environments have become more complex and diverse due to technology, globalisation, changes in workforce demographics etc. All of which contribute to organisations implementing more traditional models of employment.

The core purpose of an organisations environment don't change radically from one decade to another however, the purpose and activities of the HR function evolves in response to its environment. HRM focus is on attracting and retaining people with the appropriate skills, experience, knowledge and competency. It also aims to develop and maximise performance through organisational engagement and ensuring that employees are led well.

CIPD (2010) Next generation report – Changing Nature of the HR Function highlighted 2 key objectives;

- 1.) HRM should adopt agile and changeable cultures in order to be prepared for the future.
- 2.) HR professionals should be insight driven

CIPD (2015) *Changing HR Operating Models* Report considers social economic

factors and advocate the evolution of the HR role, priorities and focus. The report stated seven major functions of HRMs; Strategic Management, Workforce Planning and Employment, Human Resource Development, Total Reward, Policy Formulation, Employee and Labour Relations and Risk Management.

CIPD carried out a survey of 787 HR professionals in 2007 to establish what they felt to be the main objective of their function; 70% indicated recruit & retain key staff, 62% Develop employee competencies, 61% Improve the management of people performance and 59% Maximise employee involvement (Wilkinson, K & Taylor, S, 2016, p22).

Strategic HR Activities

- Tyson (1995, p3) HR Strategy as *'a set of ideas policies and practices which management adopt in order to achieve a people management objective. It aims to influence HR practices promoting improved performance and competitive advantage at work'*.

HRM is strategy focused and has a planning perspective central role within an organisations corporate plan about the future. Farnham (2015) suggests that within the people management perspective HRM views people as “social capital capable of being developed and committed to work”. It's made up of strategic plans and activities. De Wit & Meyer (2004, p50) defines strategy as *a course of action for achieving organisational purpose* e.g. be controlled from a bottom up approach. Wang & Shyu (2008) recommend strategic fit between HR strategy, practice and organisational strategy is paramount.

Due to increased global level free market competition the HR function has been elevated within Strategic Human Resource Management (SHRM). They are regarded as strategic ambassadors and organisational assets that are responsible for aligning individual team goals and shaping strategies. Hall (in Gilmore and Williams 2009, p144) suggest that SHRM is “not any one particular HR strategy but a framework for shaping a number of people management strategies”.

Horizontal and Vertical Integration (best-fit)

Wilkinson & Taylor (2016) advocate that an organisations HR strategy and all other activities are clearly aligned with the corporate strategy and objectives of the organisations business strategy.

HR strategies are more effective within an organisation if a greater degree of vertical and horizontal integration is present.

Vertical integration refers to links between business strategy, external context, HR Policies and Practices. Vertical fit ensures alignment of HR activities to achieve organisational goals. In addition to external fit there's an argument that internal fit is important between different aspects of HR strategy. Horizontal integration of HR means the HR strategy should be compatible and not create policy conflicts between them to promote consistent messages from management to employees. Horizontal fit refers to alignment of HR activities such as recruitment, selection, and performance management.

Fomburn et al (1984), Guest (1987). Schuler & Jackson (1987), Pferrer (1998), Wang & Shyu (2008) agree that HR strategies need to have an external fit with business strategies and be vertically integrated with them to support the end goal.

Huselid (1995), Wood (1995) agree that a greater degree of horizontal and vertical integration within organisations, the more efficient the HR strategy is likely to be.

Infrastructure factors and Differentiators



Infrastructure factors



Differentiators

Johns & Perkins (2016) suggest that *Infrastructure* factors are hygiene factors e.g. making sure employees are paid on time. If this is absent, then employees can become demotivated and performance may fall. *Differentiators* are motivating factors that make an employee feel valued. They're essential and impact on organisational performance.

Transactional V's
Transformational
HR work

Transactional HR focuses on organisation, supervision and group performance

Transformational HR focuses on change within the organisation.

CIPD (2008) suggests that there's been a change in skill requirements and recruitment problems within organisations due to the departure of transactional, generalist HR roles from transformational specialist ones. Transactional work will be reduced in future thus reduce the need for HR Professionals to undertake the transactional work.



Change Management

- CIPD (2019) stress the importance of Organisational Change Management as evidence suggests that change initiatives' often fail. Their research suggests that fewer than 60% of re-organisations meet their shared objectives
- The CIPD Neuroscience in Action research suggests that an individuals resistance to change may be a deep rooted treat response, designed to keep us safe.
<http://www.cipd.co.uk/knowledge/culture/behaviour/learning-report/>

Failing to manage an effective Change Management process can have high impact implications for an organisation, such as loss of stakeholder credibility etc.

HR professionals have duties to ensure that they consider and address organisational development whilst ensuring employees have a voice through effective communication during a process. Through effective design and learning and development, Professionals need to ensure the long-term sustainability of change.

Change Management needs to align with organisational strategic and cultural aspirations. Encouraging communication is key during organisational change.

CIPD (2015) advocate that HR professionals should act as expert facilitators during organisational change.

Organisations need to learn from previous change initiatives and celebrate successful change processes / experiences.

Appropriate methods of Communication



Top down - this would be delivered by the CEO or senior manager i.e. within a formal meeting



Bottom up - channels may be in the format of a consultation

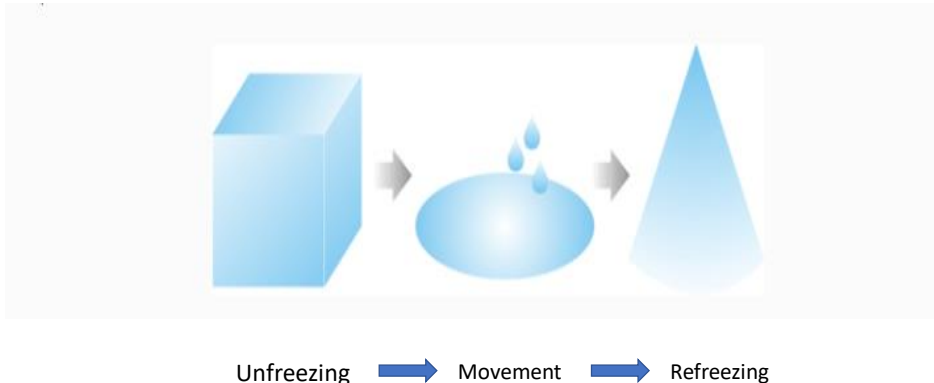


Two-way discussion - may take place within a 1:1 meeting between employee and line manager / HR professional .

The HR function is usually responsible for ensuring communication mechanisms are in place during change and operate effectively.

Kurt Lewin's (1951) Model of Change

https://www.change-management-coach.com/kurt_lewin.html

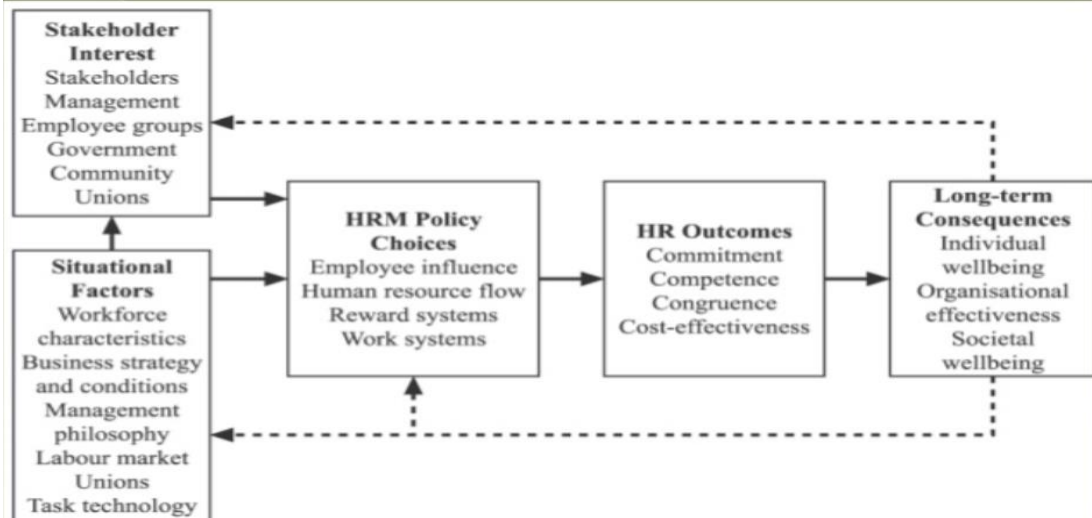


Lewin's three phase change model focuses on psychological aspects and behaviour modification of change. It provides systematic approaches within a sequence of interrelated processes.

- 1.) **Unfreezing:** Recognising and accepting the need for change individual's lower resistance
- 2.) **Movement:** Encourage behaviours necessary for change to occur individuals develop new attitudes.
- 3.) **Freezing:** Stabilising, supporting and reinforcing the new change conditions.

This model demonstrates that by identifying and understanding the key stages involved in the change process HRM can make better informed decisions.

Harvard Model of HRM



The 'Harvard' Model (Beer et al., 1984). Source: Beer et al. (1984), Figure 2-1, p.16, Map of the HRM Territory

There are various models of HR that assess the extent to which the HR function can be strategic and align with organisational strategy intent.

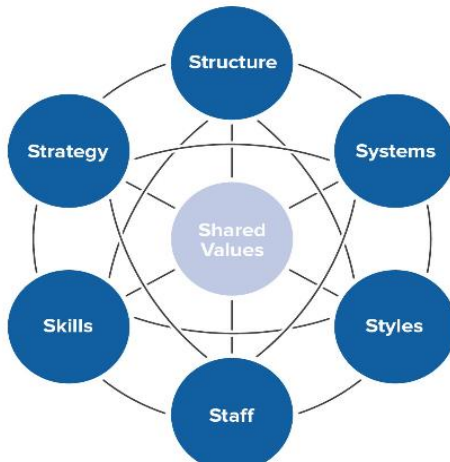
The Harvard model of HRM promotes soft model and was developed by Beer et al (1985). The framework allows organisations to link strategic goals with employees to promote organisational effectiveness. The model illustrates a map of HR policy losses, choices and HR outcomes which aim to develop employee commitment within organisations. The model advocates that business strategies are developed bespoke to employee needs.

In contrast, Michigan model of 'hard' HRM, which was promoted by Fombrun et al's (1984) refers to the necessity of a tight fit between the Business and HR strategies, which defines employee performance requirements. The model aims to improve employee performance. It aims to underpin an aspiration of creating a strategically based value system that promotes high employee performance. Beardwell and Claydon (2007, pp671, 675) highlight that hard HRM "identifies employees as a cost to be minimised and tends to focus on "flexibility techniques" and limited investment in learning and development.

'Storey (1989) has distinguished between hard and soft forms of HRM and claims

that soft HRM recognises 'employees as a resource worth investing in and tends to focus on high commitment, high involvement human resource practices.

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McKinsey's 7 S framework

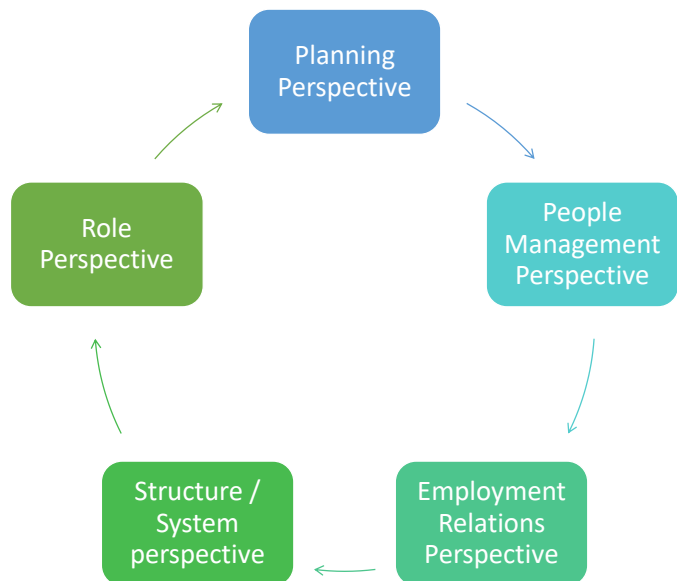
<https://emeraldworks.com/solutions/minidtools>

The model identifies the inconsistencies or gaps between various elements and provides a strategic plan of action for reaching from the current state to the desired organisational state and categorises the 7 elements as hard or soft; 3 hard; strategy, structures and systems and 4 soft. All need to be aligned for organisations to be successful.

The shared values is central to the development of all the other critical elements. The seven elements of the model need to balance and reinforce each other for organisations to perform well.

Beardwell &
Clark (2007)

5 Comparative Models of Personnel Management and HRM



Practices & theories of managing people differ within both personnel management and HRM tradition. Beardwell & Clark (2007) suggest within each model the theory & practice of personnel management and HRM management traditions differ.

Personnel management is reactive and marginal to corporate plans. The people management perspective suggests that people are subject to compliance and organisational control, which are viable costs to organisations. The structure/ system perspective personnel management enforces control of employees from the top and the control of information flows downwards. Role perspective visualises HR as a professional role that requires specialist knowledge. The role is undertaken by personnel specialists.

HRM is strategy focused, and has a planning perspective central role within organisations corporate plans. In contrast Farnham (2010) suggests within the people management perspective HRM views people as social capital capable of being developed and committed to work. It promotes interest and de-emphasises conflict; HRM Structure and systems perspective builds trust and commitment and promotes choice and employee participation within organisations. They also promote communication to management through open channels to build trust. HRM Role perspective is usually integrated into line management.

https://www.cipd.co.uk/Images/hrbp-3leggedstool_tcm18-25680.jpg



Ulrich 3 - Legged stool model

HR activities have devolved to line managers over the years, which have implications for HR professionals. HR professionals need to give line managers ownership however, some may have skill gaps in people management and delivering information, therefore will experience difficulties implementing HR policies effectively. It's essential that HR departments and line managers work together. HR managers should ensure that:

- Information such as policies and procedures are communicated to line managers.
- They're trained regularly on implementation
- They're aware of the importance of seeking HR advice when faced with complex issues.

Models of HR attempt to analyse the variety of functions, its complexity and diversity. Some theorists argue HR roles can be categorised and have distinct roles within the HR profession in which discretion should be applied by the level of impact to which it shapes an organisations culture and the level of impact on the organisation.

Due to major changes within the structure of HR in large private and public sector many organisations are adopting Ulrich's (1997) model of HR structure rather than centralise HR departments within organisations. His model resulted in HR functions

becoming more specialised and roles divided between; Business Partners, Shared Services, Centres of Excellence, Vendor Management which is overseen by Corporate HR, Outsourcing.

The Ulrich model is based on three different types of professionals who work in distinct ways within organisations (Wilkinson & Taylor, 2016).

- HR Business partner work closely with line managers and business leaders to steer, influence and embed strategy implementation within an organisation (CIPD, 2019).
- Centre for Excellence consists of small teams of HR specialists who deliver innovation and develop HR solutions within areas such as learning and development etc.
- Shared Services deals with transactional services such as procurement throughout the organisation.



Ethical Practice within the HR Function

Kew & Stredwick (2010) definition has 3 core elements

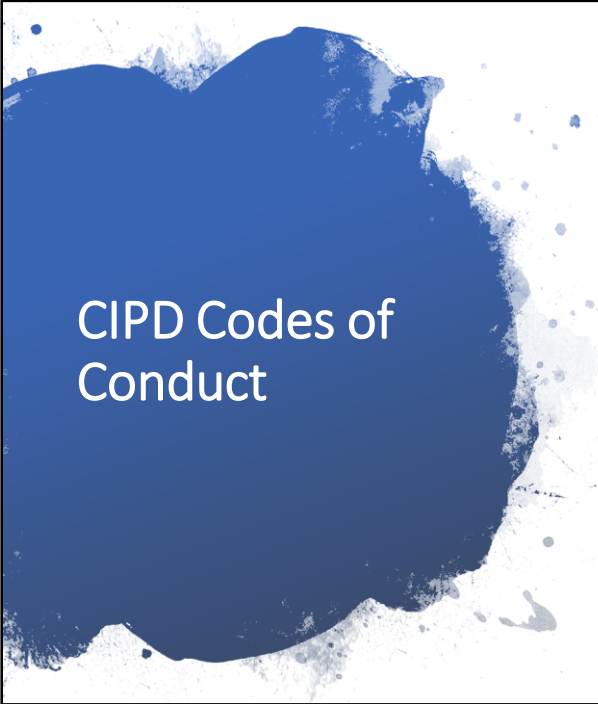
- Fairness
- Deciding what is right and wrong
- Practices and rules which underpin conduct between individuals & groups

CIPD (2015) describes Ethical Practice as the application of ethical values in organisational behaviour which applied to all aspects of organisational conduct. Ethical practice within HR function ensures employees are being treated equally and tactfully. HR professionals have responsibilities for ethical decision making and acting as a role model for employees. Ethical behaviour is a core element of HR functions and a required standard of a HR professional. The new professional map has ethical practice as a core behaviour. Managers should be aware of organisations ethical values and relay these to employees to ensure they reflect these values and behaviours. A risk to an organisation's credibility can occur when organisations culture is not fulfilling their ethical values CIPD (2019).

Farnham (1996) suggest organisations gain trust and loyalty of their workforce, employee commitment and improved organisational performance when adopting ethical practice to maintain positive relationships with workforces. Ethical standards are key values of the employer brand and reputation. An organisation with high standards of ethical practice, will have good reputations and attract employees.

An organisation must continue to maintain and practice excellent standards of ethical behaviour which improve overall business performance.

Ethics should be considered within HRM during; Employee relations, Learning and Development, Recruitment and selection, Performance Management, Pay and Reward, Termination of Contract. Organisations have a corporate responsibility as they are accountable for their actions which have consequences. It is important that organisations operate with distinctive ethical principles and consider the welfare of their employees especially when making organisational decisions. They're accountable by law for their actions e.g. Consumer Protection, Employment Law and Health and Safety. Corporate responsibility adds value to organisations by ensuring that its actions have positive impacts on society, the environment and the economy.



CIPD Codes of Conduct

- CIPD Code of Professional Conduct – <https://www.cipd.co.uk/about/what-we-do/professional-standards/code>

A Code of Conduct is adopted by organisations to assist individuals in understanding the acceptable ethical behaviour for all. Good organisational Codes of Conduct recognise the importance of relationships between workforce and internal and external stakeholders. The content varies between organisations, they can be educational, regulatory or aspirational.

It's not essential that a HR Professional is a member of a professional association, as the CIPD doesn't constitute a formal licence to practice, however professionalism is underpinned by a Code of Conduct. CIPD is the gold standard of HR profession and the CIPD Code of professional standards document applies to all CIPD members regardless of their level of membership. It specifies all CIPD members must commit, uphold and maintain their standards and behaviours including professional competence, ethical standards etc. Failure to act ethically as HR professionals can have detrimental effects to organisations and therefore those who don't adhere to the CIPD Codes of Conduct shouldn't be a member of the profession (CIPD, 2019).

Evaluation of the HR Function



HR statistics are useful when benchmarking a business process and performance metrics to best practice within another organisation. A HR professional may measure training and development spend, absence figures and turnover levels.



Key Performance Indicators (KPI) have a deadline and measure achievable performance relevant against a target which may allow the HR professional to make smart business decisions regarding the organisation's direction against a target.



Balance scorecard is a strategy performance management tool that lists the organisations agreed set of performance measures within a series of tables linking its relationship to a high-level strategy map and the organisations strategic objectives.



Stakeholder analysis ensure that organisations are meeting the needs of its customers. Through analysis of customer need regarding HR services a HR professional would then consider their specific requirements.



Service Level agreements is a measurable framework that defines commitment between an organisation and its stakeholders.

Evaluating HR is essential to measure the efficiency and effectiveness of practices within its function. HR evaluation traditionally focused on costs and effectiveness to meet organisational objectives however, evolution in HR means that its function is evaluated against its influence on strategy, stakeholder views, external benchmarking and internal SLA's . Traditional qualitative and quantitative methods of evaluation may not reflect HR contribution when putting policies into action.

HR Evolution and Evaluation

Wilkinson & Taylor (2016) suggests that HR professionals need to demonstrate that they are *“insight driven and possess the three savvy’s”*.

- Contextually savvy
- Organisational savvy.
- Business savvy

Evaluation future proofs organisations by ensuring HR is insight driven and goes beyond people performance and focuses on organisational performance.

Contextually savvy – Be future aware of trends and external factors that affect the organisation.

Organisational savvy – Ensure good working relationships and understand people and culture.

Business savvy – Enhances the credibility amongst managers within organisations, and help influence future events.

Perspective on ethical workplace decision making research study (CIPD, 2015)

Summary of the eight lenses

Fairness

Everyone in an organisation should be able to agree to it, whatever their place in it.

Merit

Jobs and their rewards should track talent and hard work.

Markets

Jobs and their rewards should follow from voluntary market exchanges.

Democracy

No one should be subject to a regime in which they have no say.

Well-being

Work should be good for us.

Rights and Duties

Everyone has rights to do some things and to be free of some things, and everyone has duties not to violate

Character

Each of us should work to develop the best ethical character for our roles.

Handing Down

We can't reinvent or master the world, and are instead responsible for conserving and maintaining the small

The CIPD (2015) undertook research detailing perspective on Ethical Workplace Decision Making. The review focuses on helping HR practitioners steer their choice about designing and implementing HR systems and practices. The review feeds into the CIPD professions for future strategy and identified 8 perspectives on work dilemmas. The review aimed to help develop clearer definitions of 'what works better and working lives mean. The perspectives present different decision-making viewpoints that HR functions may need to answer when facing workplace dilemmas. Whilst none of the perspectives provide the right or wrong answer for each dilemma a HR professional would be required to demonstrate core HR skills of understanding ethical perspectives and sensitivity within each individual case.

Tilburg University (Neverlands) Research study examines:

- Relationships between line manager behaviour
 - Perceived HRM Practices
- Individual Performance: Mediating role of engagement



1796 participants took part in two studies in service sector organisations. The study focuses on two self-reported measures of individual performance; task performance and innovative work behaviour within the UK. Perceived HRM practices were measured. The results were analysed through structural equivalence modelling. The data discovered that line managers are significant within the HRM performance link and the mediating role within employee engagement. Line managers behaviour and HRM practices were linked with Employment Engagement which is associated with individual performance that facilitates the link between HRM Practice as well as self-reported innovative work behaviour. However, the research argues that HRMs impact on performance is direct and efforts should be on selection, deployment and performance management of line managers. Line managers should be supported, and employee engagement strategies should be implemented. The report questioned whether different employee perceptions within organisations share the same perceptions of line management behaviour, HRM practices, engagement and individual performance. It encourages further research to explore the dynamics between HRM and line managers and individual performance (Alfes, K.*et al*, 2013).

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