



HR PROFESSIONAL OF NESTLE

ASSIGNMENT 1

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INTRODUCTION:

In the 21st century, competition among businesses raises new challenges for Human Resource professionals, forcing them to reckon with new competencies and develop these competencies (Senyucel, 2013). This report will present the fundamental concepts of HR Professionals' role. The report includes two tasks. The first task will explore what it means to be an HR Professional, according to the CIPD Profession Map and HR's role within an organisation. The second task will investigate the organisational objectives within resourcing activities that the HR function is responsible for delivering. It will be examining the goals and the objectives of Nestle and the role of Nestle's HR management. The second task will also discuss some essential HR functions like planning, recruitment, selection, learning and development, total reward, employee relations, and how they evolve in Nestle.

1. TASK 1

1.1. CIPD Professional Map and Human Resource Professional

The HR Profession Map defines what effective HR managers do and deliver. The map emphasizes the highest professional competence standards and what professionals must know, must do, and how they provide qualified service. (CIPD, New Professional Map, 2020)

Human Resource professionals help companies to create value through their people. According to CIPD, being an HR professional means to meet professional standards and demonstrate a commitment to ongoing professional development. (Syrigou, 2018)



(Source: CIPD, 2018)

The CIPD HR Profession Map is a statement on how the HR department operates and adds value to the organisation. The map also illustrates an HR professional's role from all levels based on individuals' qualifications and experience. It defines the global standards for HR and supports HR professionals at all stages of their careers. (CIPD, New Professional Map, 2020)

HR Purpose

The HR professionals' primary purpose is to build an organisational environment and culture where people's lives will be improved. (CIPD, New Professional Map, 2020)

Evidence-based

When HR professionals support their case with solid evidence from different sources, they add a burden to their professional judgment. (CIPD, New Professional Map, 2020)

Outcome driven

By striving for better work and working lives, HR professionals positively impact personal, professional, and social levels. (CIPD, New Professional Map, 2020)

Principles led

It should be considered the current situational judgment for people, for work, for professionalism. (CIPD, New Professional Map, 2020)

Core knowledge

There are six fundamental areas of knowledge necessary to energize change, create value positively, and positively influence the working environment: "People practice, Culture and behaviour, Business acumen, Analytics and creating value, Digital working, Change" (CIPD, New Professional Map, 2020).

Core Behaviours

This area defines the required way of thinking and behaviour of the people in order to be considered as HR professionals. (CIPD, New Professional Map, 2020)

Specialist knowledge

For HR professionals to be effective in decision-making, CIPD Map sets up nine areas of specialist expertise: "Talent management, Reward, Resourcing, People analytics, Organisation development and design, Learning and development, Diversity and inclusion, Employee relations, Employee experience" (CIPD, New Professional Map, 2020).

2. TASK 2

2.1 Nestle goals and objectives

Nestle is a worldwide leading manufacturer of food and beverage. Nestle is a people-inspired company focusing on individual human needs and making a significant impact on its consumers and its employees.

2.1.1 Nestle's goals

Nestle's main goal is to be the largest best-branded manufacturer offering the highest quality of products and improving society's quality of life. (Nestle, Annual Review, 2019)

2.1.2 Nestle's objectives

Nestle's objective is to manufacture and sell its products, creating value that can be steady in the long term for its customers, employees, shareholders, and partners. (Nestle.com, About us, 2020)

Nestle achieves its goals and objectives by means of the efforts and the actions of its employees. Nestle's managers realized that the employees' commitment is vital and efficient in achieving organisational goals and objectives. (Nestle, Our People, 2011)

2.2 Nestle HR Management

HR Professionals' role endures evolving, and the requirement for the traditional administration and personnel roles as job knowledge, abilities, and skills remain. The HR function also involves the maintenance of business development and supporting organisational growth to accomplish its goals. It means that HR professionals' focus is to add value by delivering business objectives, supplying an outstanding administration service, and standing for effective people management. (Hodges and Crabtree, 2020)

In terms of reaching the company's goals, the HR professionals set up strategies, which means they create a system of Human Resource practices for a specific job or collection of jobs directed at the employees' best possible performance. (Wright, 2008)

The HR strategy of Nestle focuses on three aspects – people, performance, culture.



(Source: Adopted by Nestle, Human Resource Management, 2020)

Nestle's HR managers' mission is to deliver professional assistance to line managers endeavouring to provide excellent business results by enhancing their people's performance while guaranteeing perfect working environments. (Nestle, 2012)

2.3 Nestle HR Functions

Human Recourse Management arises in the early 20th century to respond to organisational challenges in terms of industrial change and economic development. Its strategy is to add value by effective management and enhancing the employment relationship. By understanding organisational's financial results and knowing how their decisions and acts affect the organisation's goals, HR Professionals increase organisational success. Moreover, for many specialists, the main purpose of Human Resource Management is to help the organisation to be competitive through its workforce. That is why it is vital how Human Resource Management attracts, recruits, deals with, develops, motivates, and helps people give their best in work. (Hodges and Crabtree, 2020)

Some of the main functions of Human Recourse are planning, recruiting, selecting people, training and developing, reward, employment relations, etc. HR professionals are also focused on protecting the rights of employees and employment law. (Timms, 2018)

2.3.1 Planning

Planning is an essential process of Human Resource management formed by the organisational strategy and guarantees the right number of qualified and skilled people in the right place at the right time in order to be achieved short-term and long-term organisational objectives. The planning is also a process that allows the evaluation of the current labor force. By planning could define future labour force needs, investigate the gap between the workforce that will be available and the company's future needs, and be applied solutions to achieve its mission and strategic plans. (Armstrong and Taylor, 2020)

Workforce Planning Process



(Source: CIPD, 2020)

Nestle undertakes an active and precise planning process at all company levels to guarantee that they are well prepared to meet future needs. The process involves environmental scanning, assessing demand for HR, investigating the method of recruiting, and extending action projects to fill the gap between the human source of information demand and supply. (Nestle, 2012)

2.3.2 Recruitment

Recruitment is a process of analysing the job requirements, attracting and searching for prospective employees, encouraging them to apply for the job, screening their applications, and finding and employing the best candidate for the specific position. (Armstrong and Taylor, 2020)

For Nestle, employees' talent, strengths, and energy are the company's most important asset. Nestle's HR recognizes that potential employees' professional skills and personal attitudes are very important. Nestle also defines that the candidates' values have to line up with Nestle's culture. (Nestle, Recruitment, 2020)

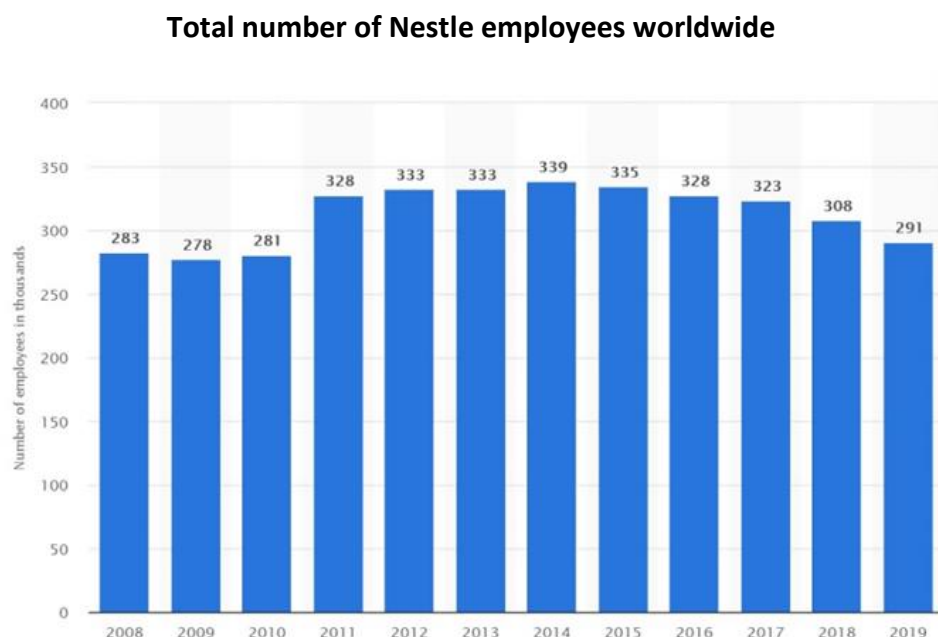
Nestle has different recruitment strategies to hire new employees but mainly uses its website for the countries that it operates and social media. For example, the UK website of Nestle has a 'Career' section, and the website is linked to Facebook and Twitter feeds where people can search and apply for jobs. The USA website of the company also contains a 'Career' section. The website of Nestle USA is linked to Facebook, LinkedIn, and YouTube. Besides, Nestle USA has a separate website only for a job. (Nestlepurinacareers, 2020)

Once Nestle receives an application, they analyze candidates' skills and experience to evaluate if they match the role profile. After that, their recruitment team contacts the applicant for the further stage of the process. (Nestle, The Recruitment Process, 2020)

2.3.3 Selection

The selection process aims to evaluate applicants' suitability by forecasting the degree to which they will execute the role effectively. This process is crucial because it guarantees the selection is made accurately and qualified and experienced candidates are employed. (Armstrong and Taylor, 2020)

When Nestle hires staff, the company looks for the candidates' personal attitudes and professional skills, enabling them to build a long-term relationship with the company. Nestle currently works with around 291 000 employees. (Nestle, 2020)



(Source: Statista Research Department, 2020)

The selection process can vary depending on the particular position and also based on job criteria and level. Following the Nestle Human Resources Policy, the company selects its employees regardless of origin, ethnics, race, nationality, religion, age, or gender. (Nestle, the Nestle Human Resources Policy, 2012)

Nestle usually follows a three-step selection process. Once the application for a job has been assessed, Nestle's recruitment team will contact the candidate. The next stage is several individual interviews with the Human Resources team by phone or face-to-face. If the applicant is successful, then he will be interviewed by the relevant hiring manager. (Nestle, Recruitment process, 2020)

2.3.4 Learning and Development

Learning and development is the process that guarantees the organisation has skilled, educated, and engaged workers required for its needs. This process includes support for gaining knowledge and skills by individuals through experience, learning programs and events, coaching and guidance, and self-directed learning activities. (Armstrong and Taylor, 2020)

Nestle learning and development team enables the organisation to apply practical learning programs by which employees obtain new skills. Furthermore, Nestle's learning systems create flexible internal operations, and in this way, the employees can easily accept different changes that they might experience in the workplace. (Nestle, the Nestle Human Resources Policy, 2012)

Objectives of the Nestle Training and Development program are set up to stimulate accomplishing organisational goals, improve the job's efficiency and quality of work, inform future needs within all areas of the company, help keep operational costs, and promote preventative management. The training and development program enable employees to attain personal goals, acting as motivational instruments, gives a feeling of responsibility and engagement, enhances loyalty, helping to reduce stress and anxiety to take new job roles. (Nestle, the Nestle Human Resources Policy, 2012)

Nestle also provides a development program focused on newly graduated trainees hired from higher education institutions. This program aims to create more jobs for young people who often face difficulty finding a job after graduation. (Nestle, the Nestle Human Resources Policy, 2012)

2.3.5 Total Reward

The Total reward idea highlights the significance of observing all aspects of reward as a merged and consistent entirety. Each of the Total reward components, financial and non-financial, are connected. It does not rely on only one or two reward tools or mechanisms that operate isolated. All the methods by which people can be rewarded and satisfied throughout their work are considered. (Armstrong and Murlis, 2007)

Nestle Total rewards approach



(Source: Adopted by Nestle, Total rewards, 2020)

Nestle attracts and keeps engaged current employees with different means. One of them is wage and benefits based on a solid performance. But the company also assigns on the value and the trust that the brand name brings to those who work within Nestle's organisation, the relationships with co-workers, experience and appreciation, chance to learn and grow. That is why Nestle Total Rewards programs' main components are Fixed and Variable pay, Benefits, Work-Life Environment, and Personal Growth and Development. (Nestle, The Nestle Human Resources Policy, 2012)

2.3.6 Employee relations

Employee relations refer mainly to how management and the employees of an organisation co-operate. Employee relations also refer to governance and maintaining the employment relationship, considering the psychological contract concept's consequences. This involves dealing with employees collectively (through their trade unions) or individually, employment terms and conditions, managing practices of employment, employment issues, giving a voice to employees, and building communications between them and management. (Armstrong and Taylor, 2020)

Nestle aims to provide a very healthy working environment, so its employees' commitment level is very high. The company builds its culture based on respect, trust, and positive individual and collective relations. The company encourages dialogue with their employees. This dialogue exceeds the traditional collaborative negotiating to share knowledge and find opportunities linked to important issues such as "Creating Shared Value, the health and safety in the workplace and concern for the environment" (Nestle, The Nestle Human Resources Policy, 2012).

CONCLUSION:

Nowadays, the HR Management focus is changing. The expertise and skills related to the selection or administration of staff and remuneration are insufficient. Increasingly the focus shifts to the development of Human Resources, which is associated with creating and developing systems, procedures, and rules related to increasing knowledge and skills of the employees, enhancing their motivation and commitment, and expanding the corporate culture to ensure the progress of the organisation. (Kaufman, 2014)

Over the years, Nestle has proven an excellent ability to adapt to an ever-changing external environment retaining its main beliefs and core values, essential for its long-term success over its long historical development. Nestle relies very much on the role of HR Management as a strategic tool of the organisational activities because the company is continually growing in size, and this requires constant development of the company and the of the way it operates.

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