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Managing People

(LCBB5004)

Assignment 1

ORGANISATIONAL OBJECTIVES WITHIN RE- SOURCING ACTIVITIES

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1. What it means to be an HR professional

HR professionals are considered to be among the people professionals and they are tasked with developing roles, mechanisms, opportunities and a working environment that amounts to great organisational results by helping people work at their best potential. According to Meisinger (2005), successful HR professionals today have to be Competent, Curious, Courageous and Care about people in order to succeed in their field. The 4Cs of HR professionals therefore include;

Competent: HR professionals are required to not only be competent in their field but also as business professionals. The University of Michigan Business School and the Global Consulting Alliance developed the HR Competency Tool Kit that based on the five competency domains of the HR profession. These include;

- **Strategic Contribution**: Ulrich et al (2003) stated that this is the largest arena in which HR can make the largest contribution. It involves identifying problems, establishing strategy, and proposing alternatives.
- **Business Knowledge**: HR professionals are required to not only speak the language of business, but to contribute to the conversation around the strategic table.
- **HR delivery**: They must deliver HR services flawlessly before they can ever hope to make strategic contribution in the organisation (Meisinger, 2005) These HR services include; effective recruitment, timely payment of employee salaries and benefits, etc.
- **Personal credibility**: HR professionals need to get results, have solid interpersonal skills and communicate effectively (Meisinger, 2005). Through consistent com-

munication to both employees and customers, employees are able to meet the organisational objective of customer satisfaction.

- **HR Technology:** Being a competent HR professional also means being well versed with technology and its potential to them to focus on the strategic.

Curious: HR professionals are required to be inquisitive about the things going on within the organisation, about the developments in the industries within which they work, and what is happening around the world. If HR professionals are not focused on the same issues as top management, they will not be adding much value to the organisation (Meisinger, 2005). Knowledge is key for functioning optimally in the HR profession. An HR needs to know the different people practices and how they affect one another and in order to make improvements (CIPD, 2018). Personal data can be a powerful tool in decision making and in determining ways to add value to an organisation which makes it another key knowledge area for an HR professional.

Courageous: HR professionals must have the courage to do the right thing when they're under great pressure to do something else.

Care about people: The HR profession requires one to value people and the contribution they can make to an organisation. This is because HR professionals who care about people will automatically make strategic decisions that and recommendations that are based on the full understanding of how it will impact people (Meisinger, 2005).

People professionals are required to impose a positive impact on work by bettering the efficiency and welfare of an organisation and its people - on people, by ensuring there is fair treatment, sustainability as well as room for diversity; on professional-

ism, by better decision making stemming from high credibility and integrity, and on individuals, They are expected to make principles-led decisions and corresponding engagements and actions. An HR professional ought to base their judgement on evidence from varied sources and this should include looking closely at the underlying principle of the profession, studying people's psychology and referring to known standards to better execute their mandate (Pilbeam et al, 2010).

2. Organisational activities within the human resourcing activities of LIDL UK

(a) Planning:

Human Resource Planning is the process of forecasting, development, and controlling of human resource in an organisation (Ghimire, 2020). Human Resource Planning (HRP) refers to the process of executing the development and implementation of a human resource strategy in order to accomplish the organisational objectives. It is more concerned with the skills and capabilities of the workers and how well they fit within the Human Resource guidelines and practices in a bid to achieve the strategic objectives (Pilbeam et al, 2010).

Effective human resource planning involves employees in the company's mission and vision so as to aid in achieving organisational objectives (Meisinger, 2005). A 2003 Mercer survey of almost 200 CFOs showed that 92% believe human capital management has a great effect on customer satisfaction, 82% believe effective management of human capital has a positive impact on profitability, and 72% believe human capital practices impact innovation and new product development (Meisinger, 2005).

Using the context of LIDL UK, the Human Resource Planning activity framework along with the organisational objectives of the HR can be divided into four major components as explained below:

(i) Investigation and Analysis (internal and external)

This HR objective mainly seeks to determine required facts like whether the demand for labour is based on the needs of the organisation, what the supply is in regards to external and internal sources, the kind of work that needs to be done and how it should be done among others in order to paint a clear image of the talent gap and the quality of labour required to bridge it (Pilbeam et al, 2010)

For example, through conducting employee satisfaction research and hiring personnel welfare consultants, LIDL UK achieves the objective of an open relationship between employees and superiors and also guides the HR department of the company on where the gaps are and how they can be filled (LIDL, 2020).

(ii) Forecasting to determine an HR imbalance or ‘talent gap’

According to Pilbeam et al. (2010), forecasting involves evaluating the contrast between the accessible labour supply and labour demand in relation to the skills and capabilities needed to realize the desires aims which usually exposes a surplus or deficit within the workforce.

(iii) Planning, resourcing and retention activities

Planning and resourcing puts into perspective the parameters to be used for training, performance supervision, and work pattern among others in a company. It in-

volves how an organisation resources, the size of the workforce it requires, and the set of skills it considers.

A case in point is the induction and resourcing plan being used by LIDL UK. It is an online system that includes training, guidance by a mentor, self-development and skilling using podcasts, books, videos and courses as well as offering global assignments. The training strictures used by the company are individually tailored to each employee so as to best connect their strengths along with classroom, digital and study courses. (LIDL, 2020)

In line with retention, LIDL has dedicated itself to putting in place employee benefits like; rewarding them with special bonuses on the company's anniversary, setting up for them pension savings accounts, and a maternity and paternity pay enhancement, to mention but a few (LIDL, 2020). These ways of appreciating employees puts them in the best position to provide quality customer services, thus achieving the objective of customer satisfaction.

(iv) Implementation and control

At this stage, the HR function implements the utilisation and control of human resource techniques, policies and IT. The internal HR should be capable of effectively and efficiently executing the proper integration of the workforce skills and the organisation policies to achieve the corporate goals.

(i) Recruitment

According to Pilbeam et al. (2010), Recruitment is a process which aims to attract appropriately qualified candidates or a particular position from which it is possible and practical to select and appoint a competent person. It can be detrimental to an

organisation by not only negatively impacting its effectiveness but also being wasteful of the company's resources and revenue once it is done inappropriately. Recruitment can also be defined as a procedure taken to invite qualified contenders for a specific available slot from which one or more may be successfully chosen. (Pilbeam et al, 2010)

LIDL's recruitment strategy utilizes a system that begins from the internal employees making its way outward to external employees (Lunenburg, 2012). This objective achieved by this strategy is that of efficiency in the resourcing process as time and money is saved. This is because internal employees require limited training as opposed to newly appointed staff.

The recruitment process can be more clearly subdivided into these categories:

(i) Attracting Applications

In the pre-recruitment stage, the company assesses whether there is a significant job to be done, whether the amount of work validates the recruitment and if it blends with the HR plan (Pilbeam et al 2010). The recruitment methods are used to draw a specific number of candidates at a sensible cost. Some of the common used ones include; press advertising, internet recruitment and other forms of advertising.

Under internet recruitment, the HR function sorts through multitudes of applications using software that can recognise skills and capabilities in order to find suitable candidates for a particular job. Given the digital era the corporate world is currently in, HR is evolving to embrace and include these advancements in its functions to move in sync with the changing world (Bennett et al., 2008). As evidenced with LIDL

UK, the company uses an online application system through which it receives submissions from a number of job applicants. The use of technology to sort through the scores of applications submitted enables the HR function to meet the organisational objective of efficiency in business processes.

Another recruitment method that can be utilised is the talent banks. They consist of speculative enquiries and also applications retained from previous recruitment activity. Talent banks provide a pool of potential candidates that can be accessed when a vacancy occurs. While they offer the advantage of lower costs, resource efficiency and a shortened recruitment time scale, they are often problematic to manage and demand efficient and effective recording, filing and retrieval systems (Pilbeam, 2020).

Other advertising involves the use of additional medium for advertising like television and radio for a number of professions. It is however relatively cheaper to run a radio advert and it allows for distant reach. Other methods used include vacancy boards on which job adverts are displayed and easily accessed by internal employees and a limited number of external people.

(ii) Analysis and Trends

At this stage of the recruitment process, employers analyse and evaluate the recruitment process and the methods of recruitment they have utilised. This can be done in three ways; 1) by capturing the data relating to the number of responses, applications received, candidates interviewed and those appointed 2) by asking applicants to indicate on the application form how they learnt about the opportunity and 3) the coding of each method identifies the sources of the successful candidates (Pilbeam et al, 2010).

At this point, the main objective of the HR is to attract a suitable number of applicants at a reasonable cost through understanding the most effective recruitment methods to utilise when putting out calls for applications. The HR function has therefore evolved as organisations have become more sophisticated in how they allocate resources. In that regard, according to Turner (2003), HR personnel ought to possess persuasion skills to effectively convince board members to allocate part of the scarce resources to the HR budget and strategy.

(iii) Responding to enquiries

HR is responsible for responding to enquiries from applicants fast and with courtesy as these may include questions about the job and how to apply (Pilbeam et al, 2010). This is because the proper handling of enquiries can increase the rate at which enquiries become applications. More sophisticated approaches that integrate digital technology have been introduced to the HR scene in companies like LIDL UK, thus creating a diversion from the methods that existed previously. Most of the administrative functions of the HR have therefore greatly evolved in this context (Strohmeier, 2007).

In this regard, LIDL HR systems are largely digital with technology supporting the entire recruitment process. The company has a number of renowned departments and a common HR strategic practice they exercise is intercompany transfers between employee levels. (Waldermann, 2008)

(k) Selection

According to Pilbeam (2010), selection is the process which involves the application of appropriate techniques and methods with the aim of selecting, appointing and

inducting a competent person for a job in the company. The objective of the HR here is to filter, screen and shortlist. Candidates who possess the qualifications required by the employer make the shortlist. In that regard, HR has the obligation of certifying that the shortlist is practicable and within the boundaries of the budget. (Pilbeam, 2010)

Using LIDL as the case in point, some selection methods used a company can include;

- **Application form**

Taking the example of LIDL's recruitment process, the application form is provided online and it is the first stage of applying for a job in the company. LIDL uses that application form to assess whether applicants can respond concisely to questions, and that they know what is in their CV and in the job specification (Lidl, 2020).

It is therefore necessary for the HR to make sure the application form is designed in such a way that it becomes part of the employee's record and also provides information related to the job used during shortlisting and structuring of the interview. The level of difficulty and the flexibility of the design of the form are a ruse to effectively deal with a surplus or deficit in the labour market accordingly (Pilbeam, 2010).

- **Online Assessment**

The last final test by LIDL is known as the 'Lidl Fit Test'. In order to get the ideal candidates after this stage, the assessment includes; numerical reasoning, verbal reasoning and situational judgement (Lidl, 2020). Therefore, at this stage, LIDL invites applicants to a complete series of online assessment tests with the aim of testing an applicant's competencies in key areas of teamwork, responsibility, de-

cision-making; their personal approach to work and to know whether the candidate is a good fit for the company.

- **Interview**

According to Pilbeam et al. (2010), the HR function uses the interview to get an overall view about a candidate and to pass on information about the job as well as receive feedback from the interviewee. Interviews take various forms like one-on-one, panel and group interviews.

In his study 'Achieving Organisational Objectives through Human Resource Management Processes', Ogedegbe (2014) states the selection method is the point in the recruitment process where hiring managers choose among applicants using the aid of competency profiles (knowledge, skills, abilities and other attributes) to determine those that would add the highest value to the firm. It is therefore important to manage employment relationships in such a way that they can generate value-added knowledge as a link to recruitment and retention of staff (Ulrich et al, 1990).

LIDL UK is able to achieve the objective of appointing the right person for the right job, who will add value to the company by making the selection process effective. Using the example of LIDL's graduate scheme, the company is currently using the telephone or video interviews. The interview is up to 15-20 minutes three to four weeks after the online application.

Conclusion

In conclusion, using LIDL UK as a case in point, efficiency in the resourcing activities of planning, recruitment and selection contribute to organisational objectives

through enabling customer satisfaction, efficiency in business processes and the appointment of the right people for the right jobs in the company.

In addition to tailoring resourcing activities to meet organisation strategies, HR professionals have to develop competencies like first learning the language of the business, co-creating the organisation strategy and targeting and serving key customers by aligning organisation actions to meet customer needs (Ulrich et al, 2020).

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