



UNIVERSITY OF WALES
Trinity Saint David

Individual Presentation on ‘Training and Development needs for a HR officer’

Programme: BA (Hons) Leadership and Management Skills for the Workplace

Module: Developing Relationships and Workplace Achievements

Code: BMSW5102_LON

Module Lecturer’s Name: MOLLY JACK

Student Name: Francisco Jose Gonzalez Castillo

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1.- POWERPOINT PRESENTATION



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OBJECTIVES

- ☐ IDENTIFY APPROPRIATE KNOWLEDGE, SKILLS AND BEHAVIOURS (KSB) REQUIRED BY HR PROFESSIONALS
- ☐ IDENTIFY TRAINING AND DEVELOPMENT I NEED TO BE ABLE TO PRACTICE THE HR PROFESSION SUCCESSFULLY
- ☐ CRITICALLY ASSESS THE POTENTIAL BENEFITS TO THE ORGANISATION OF DEVELOPING ME AS AN HR OFFICER THROUGH EFFECTIVE TRAINING AND DEVELOPMENT.



IDENTIFYING KNOWLEDGE, SKILLS AND BEHAVIOURS (KSB)

SHRM'S COMPETENCY MODEL FOR HR PROFESSIONALS

SHRM's Competency Model for HR professionals consists of nine competencies:

- Human Resource Expertise (HR Knowledge)
- Ethical Practice
- Leadership and Navigation
- Business Acumen
- Consultation
- Critical Evaluation
- Communication
- Global and Cultural Effectiveness
- Relationship Management



IDENTIFYING KNOWLEDGE, SKILLS AND BEHAVIOURS (KSB)

THE CIPD PROFESSION MAP FOR HR PROFESSIONALS



IDENTIFYING SKILLS

- ATTENTION TO DETAIL
- COMMUNICATION (VERBAL AND NON-VERBAL) SKILLS
- PROBLEM SOLVING SKILLS
- TEAM WORKING SKILLS
- MANAGERIAL SKILLS
- INTERPERSONAL SKILLS



- IT SKILLS
- ORGANIZATION SKILLS
- TIME MANAGEMENT SKILLS
- LEADERSHIP SKILLS
- MORALE BOOSTING

IDENTIFYING BEHAVIOURS

- CURIOUS
- DECISIVE THINKER
- SKILLED INFLUENCER
- PERSONALLY CREDIBLE
- COLLABORATIVE
- DRIVEN TO DELIVER
- COURAGE TO CHALLENGE
- ROLE MODEL



IDENTIFYING KNOWLEDGE

HR KNOWLEDGE AREAS

1.- INSIGHTS, STRATEGY AND SOLUTIONS

2.- LEADING HR

3.- ORGANISATION DESIGN

4.- ORGANISATION DEVELOPMENT

5.- RESOURCING AND TALENT PLANNING

IDENTIFYING KNOWLEDGE

HR KNOWLEDGE AREAS

6.- LEARNING AND DEVELOPMENT

7.- PERFORMANCE AND REWARD

8.- EMPLOYEE ENGAGEMENT

9.- EMPLOYEE RELATIONS

10.- SERVICE DELIVERY AND INFORMATION

PERSONAL SKILLS AUDIT

AIM → IDENTIFY KNOWLEDGE & SKILLS TO IMPROVE ORGANISATIONAL PERFORMANCE

SKILLS AUDIT VS TRAINING NEED ANALYSIS

OUTCOMES OF AUDIT SKILLS

- understanding of workers' skills and knowledge
- identification of hidden skills
- redeployment of employees
- identification of strengths and weaknesses in the organisation
- contribution to employees' career development
- increased effectiveness of the recruitment process



PERSONAL SKILLS AUDIT

HOW TO IMPLEMENT A PERSONAL SKILLS AUDIT

- 1.-DEFINE THE SCOPE
- 2.-CONSIDER USING A COMPETENCY FRAMEWORK
- 3.-CHOOSE A DATA COLLECTION METHOD
- 4.-ENSURE COMPLIANCE WITH PRIVACY AND DATA PROTECTION LEGISLATION
- 5.-GATHER THE DATA
- 6.-MAKE USE OF THE DATA
- 7.-EVALUATE THE SUCCESS OF THE SYSTEM
- 8.-KEEP THE SYSTEM UP-TO-DATE



COMPANY BENEFITS THROUGH EFFECTIVE TRAINING AND DEVELOPMENT

COMPETITIVE ADVANTAGES

IMPROVES ORGANIZATIONAL PERFORMANCE

EMPLOYEES RETENTION



2.- INTRODUCTION

The purpose of this document is to identify the skills, knowledge and behaviours necessary for the development of the HR officer practice. Once identified, an audit skill will be carried out on my person to detect the aspects that I must develop in order to achieve professional growth in accordance with the HR Officer position.

Finally, the possible benefits that my training and development can bring to the company will be evaluated.

3.- IDENTIFYING SKILLS, KNOWLEDGE & BEHAVIOURS FOR HR OFFICER

In order to find the skills, knowledge and behaviours necessary for the development of the HR Officer profession, this report highlights the existence of competency frameworks that point in this direction: SHRM's Competence model and CIPD Profession Roadmap.

The SHRM Model (Society for Human Resource Management, 2016) is a model created in the EEUU. It is a framework that includes the technical competencies (Knowledge-

based requirements) and behavioural competencies necessary for effective job performance. This model is made up of nine competencies that fall into four main areas: HR technical expertise (HR Knowledge), Interpersonal proficiency (Communication, Relationship Management, Global and cultural effectiveness), Business-oriented proficiency (Business Acumen, critical evaluation and Consultation) and Leadership proficiency (Leadership and Navigation and Ethical Practice).

The CIPD professional roadmap (Chartered Institute of Personnel and Development, 2015) was created in the UK. It has the same objectives as the previous model, but focuses the development of the profession through 10 professional areas: Insights, strategy and solutions, Leading HR, Organization design, Organization development, Resourcing and talent planning, Learning and development, Performance and reward, Employee engagement, Employee relations and Service delivery.

With the use of these tools, the different KSBs necessary in the practice of the profession are identified. In terms of the necessary skills, the following skills are identified:

<i>Attention to detail</i>	<i>IT skills</i>
<i>Communication (verbal and non-verbal) skills</i>	<i>Organisation skills</i>
<i>Problem solving skills</i>	<i>Time management skills</i>
<i>Team working skills</i>	<i>Leadership Skills</i>
<i>Managerial skills</i>	<i>Morale boosting</i>
<i>Interpersonal skills</i>	

The book "A handbook of human resource management practice"(Armstrong, 2006) confirms the necessary behaviours outlined in the CIPD professional roadmap:

- Curious
- Decisive Thinker
- Skilled influencer
- Personally credible
- Collaborative
- Driven to deliver
- Courage to challenge
- Role model

The CIPD professional roadmap is used to identify the knowledge of the HR professional and is grouped by knowledge areas:

1.- INSIGHTS, STRATEGY AND SOLUTIONS

- Organisation vision, strategy, products, services and customers
- Financial and non-financial performance information on the performance of the organisation.
- The sector context in which the organisation operates; legal and market factors that impact performance
- Trends and approaches within diversity and inclusion practice
- Organisation structure, processes, governance, espoused values and behaviours
- Key relationships and stakeholders and explicit and implicit rules guiding these interactions
- The capability and skills that are needed within the organisation
- Project management principles and practices
- Group and individual responses to change
- How to collect and provide information required to support business cases and monitor budgets

2.- LEADING HR

- Differences in how people work and interact
- Personal skills profile and strengths and gaps against role requirements
- How to work effectively within a team to deliver
- Methods for collecting and analysing financial and non-financial data

3.- ORGANISATION DESIGN

- How to access data on organisation structure, accountabilities and spans of controls
- The fundamentals and value of process improvement tools
- The principles of job levelling and evaluation.

4.- ORGANISATION DEVELOPMENT

- How the organisation is structured, its culture, and core processes.
- Basics of OD theory
- OD diagnostic tools and frameworks (engagement surveys, assessment, cultural diagnostics)
- Listening, engaging and advisory skills
- Individual responses to change, people as enablers and blockers
- Basics of process improvement tools

5.- RESOURCING AND TALENT PLANNING

- The legal, regulatory and policy parameters which guide recruitment, resourcing and exit.
- The importance of assessing skill requirements and resourcing effectively for business performance
- How to deliver within an established recruitment plan, working with colleagues and managers to execute to standard and key deadlines
- The organisation's need for and approach to talent and succession.
- How to conduct interviews and assessment centres to generate objective and fair decisions
- Induction and transitioning tools.

6.- LEARNING AND DEVELOPMENT

- Learning approaches used by other organisations
- Fundamentals of training and learning needs analysis
- Adult learning theories
- Learning and training delivery channels, pros and cons of each
- Facilitation models and styles to manage and optimise a learning event
- Application of diversity and inclusion principles within instructional design
- Data collection and evaluation
- Collecting and collating cost data about learning interventions.

7.- PERFORMANCE AND REWARD

- Elements of reward package and how they combine to attract, engage and retain
- Methodologies and approaches for collation, analysis and evaluation of data
- Awareness of what drives business performance and implications for reward and recognition
- Organisational reward procedures, policies and systems
- Awareness of differences between local and international reward policies
- Awareness of executive remuneration issues
- Methods for evaluating pay and reward practice

8.- EMPLOYEE ENGAGEMENT

- The key influences on how people behave at work
- Perspectives and needs of different groups of employees
- Internal communications tools
- Survey and research design and implementation methodologies such as focus groups
- Data analysis tools
- External employee research and survey contracts

9.- EMPLOYEE RELATIONS

- Relevant current local employment law and discrimination law. Knows what the organisation needs to do to mitigate risk
- Understands the role of legislation in progressing issues of diversity
- The fundamentals of employee relations
- Communicating information regarding employee relations policies and procedures

10.- SERVICE DELIVERY AND INFORMATION

- How to operate the organisation's HR technology model
- Use of an HRIS and analysing and presenting data in understandable terms
- The employee lifecycle and diverse needs at specific points
- Handling, escalating and resolving complaints
- Cost restraints and service delivery targets for organisation
- Individual responses to change, people as enablers and blockers

4.- PERSONAL SKILLS AUDIT

Attending to Armstrong (Armstrong, 2006) personal learning and development can take place within organisations through experiential learning in the workplace linked to processes such as induction learning, planned experience, coaching, mentoring, e-learning and personal development planning.

These tools are the vehicles that will guide the learning and development process within the organisation. In order to make the right choice, it is important to identify the skills, knowledge and behaviours necessary for the practice of the HR officer profession. These have already been identified in this document using the CIPD and SHRM competency frameworks.

The purpose of an audit skill is to identify the current skills and knowledge of individuals and the skills and knowledge they will need to meet the performance needs of the organisation. (Chartered Management Institute, 2014).

It is worth noting the difference between training need analysis and the personal skills audit. The first focuses on the employees' acquisition of skills and knowledge to perform their current role; while the second one has a broader vision and also tries to detect knowledge and skills in the employees that are not being used or identified and that could be useful to the company. The advantages of conducting a skills audit include:

- ✓ understanding of workers' skills and knowledge
- ✓ identification of hidden skills
- ✓ redeployment of employees
- ✓ identification of strengths and weaknesses in the organisation
- ✓ contribution to employees' career development
- ✓ increased effectiveness of the recruitment process

This report is supported by the document provided by management (appendix A) which seeks to identify skills in 4 specific areas: Communication, IT, Problem Solving and Supervisory Management. More skills have been identified in our report, but we will stick to those proposed by management.

After conducting the personal skills audit (see appendix A), the areas in which I need to learn and develop the most are Communication and the IT part related to the use of specialised HR software. By using the tools outlined at the beginning of this section, the company could take steps to develop my learning and development in these areas.

5.- COMPANY BENEFITS THROUGH EFFECTIVE TRAINING AND DEVELOPMENT

The main benefits of training and development can be grouped into 3 groups: Market growth, Organisational performance and Employee retention (Bashir & Jehanzeb, 2013).

Globalisation, the constant improvement of processes and performance and changes in people's behaviour increase the importance of a good adaptation of human resources to the flow of information from the environment (Chandrakumara & Sparrow, 2004).

Training and professional development of employees enables them to adapt to the changing environment and gain knowledge that helps them to perform more efficiently and effectively (Page-Tickell, 2014). A trained staff provides the company with greater competitive advantages because the knowledge possessed by its assets can offer innovative solutions for the company (Choo, 2005).

It also highlights the influence of worker development and training on increased job satisfaction. This satisfaction contributes to establishing a bond that helps the company to retain knowledge workers (Wiig, 1993). Companies that offer training and development succeed in attracting quality employees, because the employee considers the company as a place where he or she can develop professionally and apply his or her skills (Armstrong, 2006). Spending on training and development should be seen as an investment in getting workers to perform more quickly and in a more targeted way (Rees, 2015).

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Developing Relationships and Workplace Achievements

7.- APPENDIX A. PERSONAL SKILLS AUDIT

Personal Skills Audit

Name: Francisco Gonzalez
Job role: Human Resource Officer

Please tick as appropriate to indicate how you would rate your skills in relation to the following work / functional areas.

Information Technology	Very good	Good	Adequate	Little or no experience
Use Microsoft Office Word	X			
Use Excel spreadsheet			X	
Use a Database				X
Use specialist HR software				X
Use the internet	X			
Use e-mail	X			
Use PowerPoint	X			

Communication Skills	Very good	Good	Adequate	Little or no experience
Drafting contracts of employment				X
Taking notes of disciplinary hearings				X
Write reports		X		
Produce material to support presentations	X			
Delivering a training session				X
Resolving disputes/complaints			X	
Interviewing				X
Advising on HR issues		X		

Developing Relationships and Workplace Achievements

Problem solving skills	Very good	Good	Adequate	Little or no experience
Make good use of verbal reasoning skills, able to handle complex data and make selective use of information	X			
Explore more than one solution in order to solve a problem	X			
Consider the ideas of others to help solve problems	X			

Supervisory Management			
How much experience have you had in your role?	< 1 month	1-3 months	> 3 months
How many people have you managed at any one time?	None	1-5	Above 5

I declare that the information given in this form is true
Signed: F GONZALEZ
Date: 01/04/21