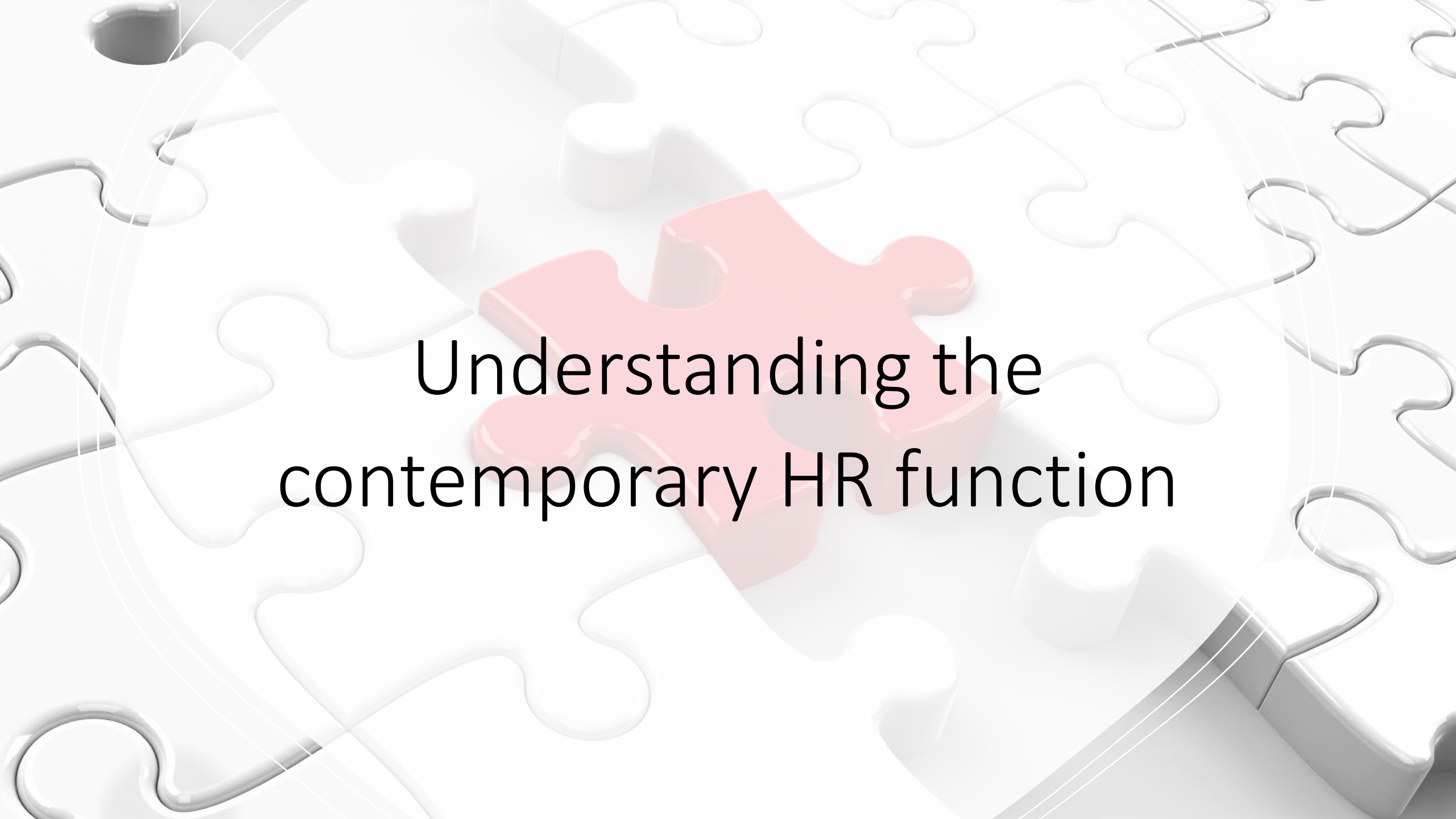




Understanding the contemporary HR function

HR Function

- The role of the HR function is to support the organisation with its strategy and objectives through the effective management of people and performance.



HR Strategy

- An organisations HR strategy and all activities should be clearly aligned with the strategy and activities of the company.



HR Professionals



- Today HR is at the heart of business performance, they have an important role to drive decisions and enable businesses to prosper both long and short term.

History of the HR function



- Historically HR's main focus was to deliver fundamentals that was based on the employees lifecycle.
- Which included recruitment, induction and Salary administration.
- Supporting an organisations performance is now the core of HR professionals work.



HR Key components

- The CIPD carried out a survey in 2007 asking HR professionals what they felt the key objectives are, the top four were:
- 1.To recruit and retain key staff.
- 2.To develop employee's competencies.
- 3.To improve the management of people performance.
- 4.To maximize employee involvement and engagement.

- The same Key priorities always appear at the top of the list in surveys, reflecting that HRM is about attracting and retaining employees who are suitably skilled, offering development opportunities when they occur and maximising their performance and engagement in the company.



HR objectives in different organisations

- The HR function can be delivered in many ways and vary in different organisations.
- Small and medium organisations tend to have a sole HR practitioner, where as in larger organisations there tends to be a team or teams of HR professionals.
- HR employees will work closely to managers to deliver a people cantered agenda.



HR Roles

- **HR generalists will have expertise and involvement of all areas of the HR function. Sole practitioners tend to be HR generalists, they will need to assist in all areas of HR, although occasionally a whole team can be made up of HR practitioners which will allow each employee to deal with all areas and activities. However some may have a particular area of focus.**





HR Responsibilities and workloads

- The HR department will oversee the following activities:
 - Recruitment, resourcing and talent planning
 - Learning and talent development
 - Organisational development specialists
 - Employee Engagement specialists
 - Performance and Reward specialists

HR and Line Managers



- **HR will work closely with Line managers to ensure compliance of employee records. Each employee will have a designated manager who will delegate tasks and monitor performance, the managers have regular contact with employees and are likely to be the first point of call.**

- **It is important that line managers and HR work together to support employees consistently and effectively.**
- **HR will ensure key policies and procedures are communicated to the manager who will pass this on to direct employees.**
- **HR should encourage managers to contact them should they need support or advice, particularly in complex situations, such as disciplinaries.**
- **If many operational people activities can be devolved to the line the more HR time can be devoted to strategy, which should result in an elevated status for the HR function within the organisation.**



CIPD Survey HR and Line Managers

- According to the CIPDs Survey, HR related tasks are divided between the HR function and Line managers, although this can vary substantially in different organisations. However there appears to be general trends.
- Responsibilities such as pay, benefits, employee relations, training and development, redundancies seem to lie mainly with HR.
- Responsibilities for work organisation, recruitment and selection lie mainly with the manager.



HR in a global context

- Labour Markets will vary as a result of economic factors.
- Welfare provisions will be incompatible such as parents working or if it is more beneficial for them to stay home.
- Different standards of living will influence pay expectations.
- Different countries have different cultures which can influence employee expectation and behaviour in work.
- Employment Legislation will differ.
- Medical and tax arrangements will be different.



An Ethical Approach to HR management

- Kew and Stredwick (2010) refer to a definition of Ethics that has Three core elements,
 1. Fairness
 2. Deciding what is right from wrong
 3. Practice and rules which underpin responsible conduct.



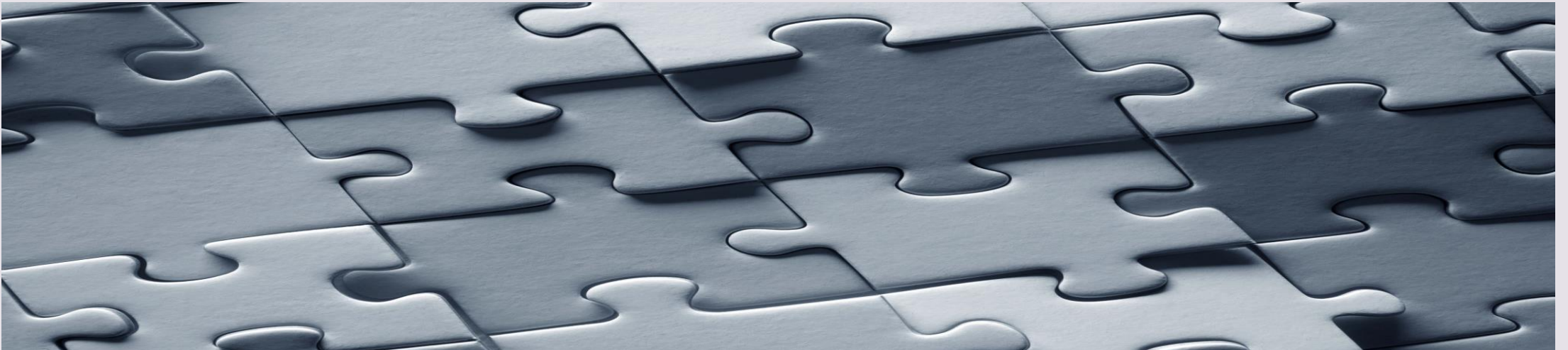
Ethical approach and the HR function

- It is essential that the HR function, take an ethical approach in all tasks.
- HR professionals should maintain a standard of required ethical behaviour.



Why Ethical behaviour is important in an organisation

- Ethical behaviour is essential for positive developments of relationships with the workforce. The workforce need to trust in the HR function, this is only possible if the function acts adequately at all times.
- Ethical standards are key for an organisations success, if an organisation has positive ethical reviews then a person will be more likely to want to work for them. Ethics is a controversial subject in society.
- A business along with HR should practice what they preach to promote ethical behaviour.



Kew and Stredwick (2010) Study

- Kew and Stredwick (2010) cite a study conducted by the Institute of Ethics in 2003.
- The study compared a number of FTS-350 organisations that met certain ethical criteria, the companies who scored the highest on their ethical values established they had higher measures of financial performance.



How the HR function support an organisation

- McKinsey has recently conducted research on how a business can organise itself for the future.
- Research suggest that businesses share three characteristics:
 1. They know what they are and what they stand for.
 2. They operate with speed and simplicity.
 3. They grow by scaling up their ability to learn and innovate.
- HR can support this by facilitating positive change.



HR Contribution

- HR are an important part of a business, to help the business and its employees thrive resulting in the company to achieve its goals.
- Managers face many obstacles such as staff retention, they will work with HR to Hire and retain relevant skilled staff. HR will focus on a strategic role.



The HR departments focus

- **- Define Customers, the customers that HR will need to cater for are managers, employees, potential employees and all employees who fall under the corporate umbrella.**
- **Understand and optimise, HR will work on the companies value, Corporate culture, employee engagement, performance evaluation and operate efficiently.**
- **Measure the Value, it is important to know market value and the measure change by looking at progress and listening to feedback.**
- **Resource and budget, when HR have measured and understood impact of initiatives they will focus on expanding the actions to focus on a bigger return.**
- **Strategy and connect, every strategy begins with an important element, connection with people. A personal connection will create loyalty, motivation and employee engagement leading to a strong company culture.**



Health care study and HR

- A study was published by the US national institute of health (2014) which states that HR have a positive outcome towards an organisation.
- The study shows that HR does more than increase the performance of an organisation, they contribute, financially, organisationally and for the employees.
- HR is important in the Healthcare sector for the organisations productivity.





HR and Perthyn

- Perthyn are a charity based organisation that support adults with learning disabilities.
- HR provide support to the organisation in many ways such as:
 - Employee engagement.
 - Employee performance.
 - Management support.
 - Employee recruitment and retention.

