

UNIVERSITY OF WALES TRINITY SAINT DAVID

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Assessment 1

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Task 1

Write a briefing statement that evaluates what it means to be an HR professional, making reference to the current CIPD Profession Map.

Introduction

This part of the study will briefly analyse the roles and responsibilities of an HR professionals and how those and responsibilities will contribute to meet the organisational objectives.

Summary of facts

An HR professional is the one who is hired by the organisation to supervise the company and their employees with an effective plan. An ideal HR professional is the one who establishes, develops and maintains the policies in which he is working to make sure to produce benefits for both the employer and employees by maintaining the labour laws of the country. He or she always focuses on the customers and stakeholders for understanding their needs and jobs in order to achieve their organisational objectives. HR professionals also do continuous research and hire best possible employees for their organisation for current needs as well as for future needs. They also provide best possible guidance and training to the employees to motivate them for meeting the organisational objectives.

In order to maximise the benefits of the organisation, the HR professional follows the ***CIPD map***. The HR professional is a person with clear vision, strategic thinking, great communication, knowledge of advanced technology, flexibility, understanding of numbers, risk-taking ability and have the ability to inspire others.

Behaviour of the HR professional

The HR professional is ***curious*** in nature and always seeks ways to contribute within the organisation with an open and inquisitive mindset. He is always a ***decisive thinker*** as HR professional quickly analyse the data and information and by using them, identify the potential options and make robust and defensible decisions in order to meet the organisational goal. The HR professional is also a ***skilled influencer*** and he influences the stakeholders with his ability of influence by following necessary commitments. to make sure that he can contribute to the value of the organisation, the HR professional is using his influencing skills. The HR is

personally credible as he maintains his professionalism by combining HR and commercial expertise in order to create value to the stakeholders and the peers and the organisation.

He/she is very much **collaborative** in his/her nature as he/she works with a wide range of people from the organisation and outside of the organisation as well to meet the organisational goals. Is always **driven to deliver** the best efforts for the organisation with very much determination and with the purpose of resourcefulness that result in succession. Has the **courage to take all the challenges** in any unfamiliar situation with all confidence and skills. The HR professional is a **role model** who always sets examples and acts with impartiality and integrity, balancing personal and organisation's legal parameters.

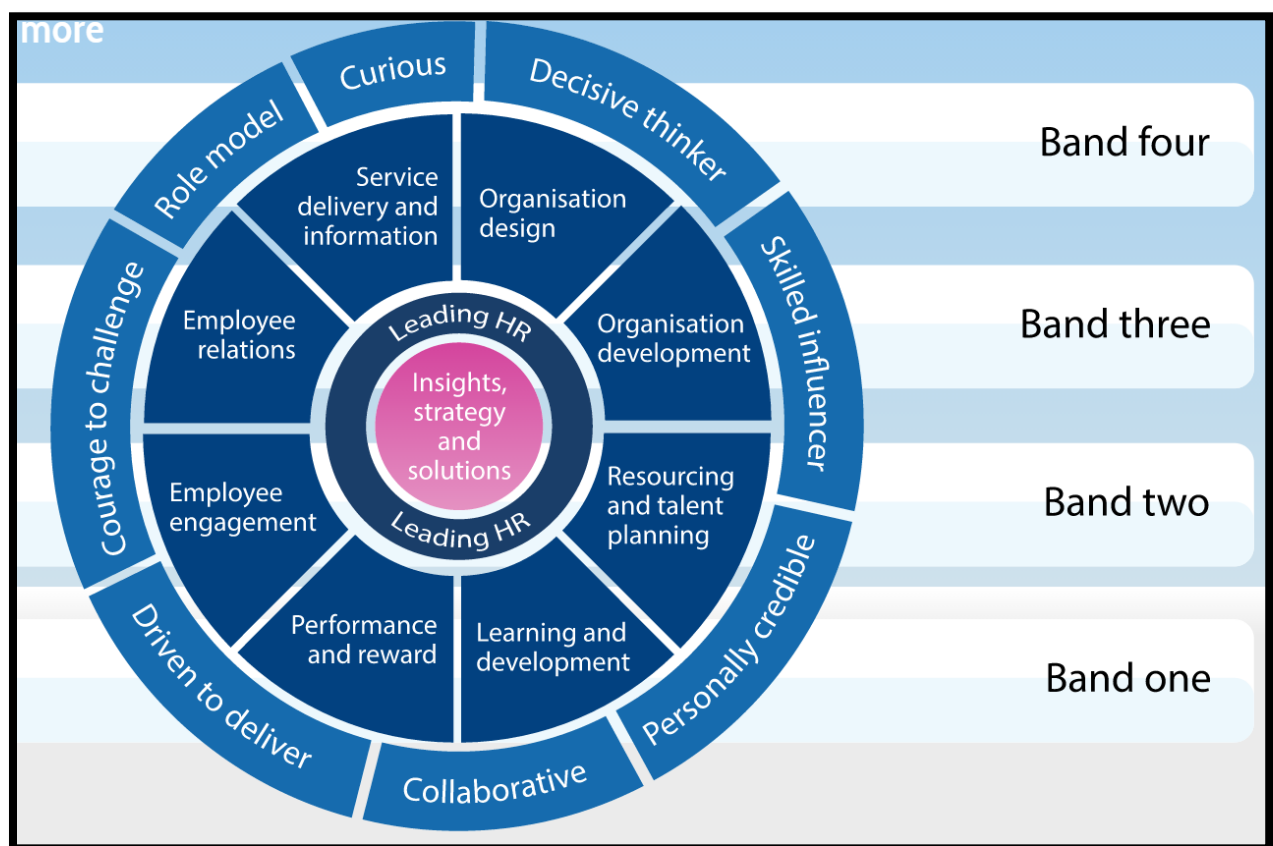


Figure 1: CIPD Professional Map

(Source: cipd.co.uk, 2020)

Professional areas

The HR professional covers ten professional areas to work towards the organisational objectives. Firstly, they ***design the organisational*** culture and work on the ***development of the organisation***. Then the HR professional does ***resourcing and talent planning*** for hiring the employees of the organisation by understanding what skilled employees they need for their development. Thereafter, the HR tries to ***learn and develop*** for the experiences to meet the current objectives of the organisation. Therefore, rewards ***the employees based on their performance*** to motivate them for achieving the organisational objectives. Is always aware of the ***engagement of their employee*** towards their organisation and tries to increase the engagement by developing some strategic plan. Through all the activities, the HR professional tries to establish the ***relations with their employees*** to motivate them to do their jobs effectively. At last, always tries to ***deliver the services and information*** to the organisation with much determination.

Bands and Transitions

HR professionals follow four types of bands to maximise the organisation's activity. Band one supports their colleagues in order to manage the information and data. In the second band, manages all the HR related issues. In band three, he/she tries to lead all the professional areas acting as a consultant. In band four, he/she leads the professional areas by developing a HR strategy.

Conclusion

The HR professional with the use of CIPD map will be able to justify his responsibilities towards the organisation and can contribute to the organisational objectives.

Task 2

Write a report that explains the organisational objectives within resourcing activities (planning, recruitment & selection) that the HR function is responsible for delivering.

Executive summary

The report has explained the organisational objectives within key resourcing activities of the HR including planning and recruitment and selection. Marriott Hotel County Hall, London and the overall Marriott International Hotels have been chosen for reference.

Introduction

The function of the HR in any organisation is of major importance for determining its success or failure. It is a known fact that the HR has a key role to play in developing, strengthening and changing the culture of a company. This report shall present an evaluation of all that it means to work as an HR professional. Further, in the report, the organisational objectives within activities related to resourcing such as planning, recruitment and selection would be explained within the context of ***Marriott International Hotels*** and ***Marriott County Hall*** in London.

Main body

Need for people resourcing

The human resource management of organisations, more specifically, ***Marriott County Hall, London*** deals with various functions and responsibilities on a daily basis, with people resourcing being one of them. In order for an organisation to operate smoothly, it is important for the HR department to pay attention to key ***resourcing activities*** such as workforce planning, recruitment and selection processes in order to ensure that the right people are hired with the right skill sets in the right departments (Board, 2017). In other words, people resourcing is central to the success of a firm as it helps to attract and retain the right number of appropriately motivated and skilled individuals and teams who are committed to adding more value to the firm and its key stakeholders (Otoo *et al.*, 2018).

Planning

Planning or workforce planning is a highly important activity or function of the HR in any organisation, including the ***Marriott Hotels***. The major objective of HR professionals is to make sure the availability of workforce and components to the organisation for meeting the needs and values, dignity, aspirations of the employees having a concern with the Country's socio-economic problem. The HR professional's objectives are generally to meet the organisational objectives, which are to earn profit and growth, expansion of the business, to survive in the marketplace, and maintain diversification and stability within the business. The HR professional of Marriott County Hall's objectives are:

Defining Job roles and responsibilities

HR professionals will be able to increase the performance level of their employees by defining their roles and responsibilities of their job. Employees will be able to understand their roles and responsibilities and can do their job with full commitment and efficiency (Wernick, 2020). This will add value to the organisational objectives. It is very important for any organisational success that their employees do their jobs with much determination by understanding their roles and responsibilities.

Identifying staffing levels

One of the major objectives of Marriott County hall should be to identify staffing level. Understanding of the organisation's requirement the HR professional will be able to select their staff for different levels. The HR, with the identification of correct staff for correct roles and responsibilities will help the organisation to produce more revenue and benefits. It has been observed that, when an HR person knows the skill and knowledge level of every employee, he can incorporate the employees in the right job, which results in further success.

Increasing efficiency

In order to meet the organisational objective, it is very important for HR professionals to increase the efficiency within the employees. In order to increase the efficiency, the HR person should provide proper training to their employees so they can overcome their weakness and can contribute to the organisation with their efficiency in the workplace (Madanat and Khasawneh, 2018).

Apart from the above, another very significant **objective** of the workforce planning activities is to improve the **allocation of resources** in the budget for funding recruitment, training and hiring costs along with providing salaries for the new hires. This objective is particularly important for determining whether existing staff need further training in order to cope up with the rapid advancement in technology (Nyakango, 2016). At **Marriott Hotel County Hall** and the other **Marriott International Hotels** worldwide as well, the authorities keep shifting the funding from recruitment and selection to education and training for existing employees. Therefore, it can be ascertained that workforce planning and its objectives helps the hotel brand to determine the future requirements and needs of the firm and to distribute resources according to those needs (Nieves and Quintana, 2018).

The HR at Marriott has the responsibility of managing costs, setting quality standards and maintaining competitive advantage. It is evident, given the current competitive marketplace, why all these **objectives** hold so much of relevance for any organisation, including one such as the prestigious **Marriott Hotel County Hall**. Costs can be managed by providing effective training to the employees and helping them to perform more than one job (Jawaad *et al.*, 2019). Furthermore, establishing employee performance standards is also important in order to ascertain that the work performed by them fulfil the necessary standards set by the organisation. Doing so shall help the firm to gain and maintain its competitive advantage among the workers.

Recruitment and selection

This is inarguably the most important function that the HR at any organisation is required to deliver. The primary **objective** of the activities of **recruitment and selection** is obvious: to **hire the most talented and qualified candidate** for filling up a vacant position. This objective needs to be fulfilled as effectively as possible as it indeed determines the overall success of the business (Rozario *et al.*, 2019). Talented and skilled employees are able to contribute to higher productivity of an organisation.

In this respect, it can be found that **Marriott International Hotels** and more specifically, **Marriott Hotel County Hall**, has a rather unconventional approach to recruiting new staff. The hotel chain's objective for recruiting involves hiring friendly people who have a passion for serving rather than recruiting someone with sound technical skills as that can be taught later. On the contrary, the spirit to serve others cannot be taught or enforced through training. The hotel giant can be found to hire chefs who love cooking and housekeepers who are fond of cleaning. This approach to recruitment has been rewarding for Marriott as this approach benefits the hotel chain both in terms of providing highest quality guest service along with employee retention (thehrdigest.com, 2016).

Apart from this, another key **objective** of recruitment and selection is to **find people who would be able to fit in** with the firm's culture and contribute actively to achieve organisational goals. This is particularly important as a new employee would no doubt require some time to be acquainted with the working environment and work structure of their new workplace and may even face challenges while doing the same, thereby affecting their productivity and performance (Derous and De Fruyt, 2016). Therefore, while recruiting and selecting new employees, it is important to find only those who are likely to fit in with the work and overall corporate culture in the organisation. In the case of **Marriott Hotel County Hall**, it can be found that the hiring managers opt for only those who show promise of being dedicated and committed enough to get a grip of their new work culture and environment quickly enough.

Another very relevant **objective** of most organisations while recruiting and selecting employees is to **improve their reputation** in the market through unbiased, fair and effective hiring practices. This objective is also relevant in the sense that talented candidates are likely to be attracted towards an organisation that conducts their recruitment process in an all-inclusive and fair way, as it also gives a glimpse of the company's culture and moral alignment (Derous and De Fruyt, 2016). **Marriott International Hotel** chain is also committed towards hiring new staff

through unbiased means. All the hotels under this umbrella, including the **Marriott County Hotel** recruit new staff based on online assessments, interviews, personality tests and such.

More importantly, the recruitment and selection activities of the HR at any organisation not limited to **Marriott International Hotels** have the goal of **meeting the social commitments and diversity** by selecting applicants based entirely on their merits and the way they are likely to fit in with the chain's goals, values and culture. This is particularly true even in the case of **Marriott Hotel County Hall** and other hotels of the Marriott brand in London wherein diversity in workforce is categorised under two main classes: Corporate diversity and Global diversity. At Marriott, the cornerstone for inclusion and diversity is the promotion of Family and UNITY. Through UNITY, the authorities are involved in the creation of an inclusive environment that is supportive of the recruitment, retention and overall growth and advancement of all employees while also actively engaging in significant efforts to develop an inclusive and diverse workforce, guest, supplier and owner base (marriott.com, 2020). Therefore, this undoubtedly requires the hiring managers to appoint new staff who have the skills sets and personality necessary for performing their job roles.

Finally, it can be said that the recruitment and selection activities of the HR have another key **objective**, that of, **minimising the possibilities of a candidate leaving the organisation** after a brief time by finding the right employee the first time itself. This objective is contingent upon mainly face-to-face interviews wherein the hiring managers are required to observe and analyse the personality, level of commitment and dedication and willingness of the candidate in order to ascertain whether they would remain with the company for longer duration (Chytiri *et al.*, 2018). At **Marriott**, the hiring managers first conduct an online assessment in order to gain insights about the hard skills of the candidate along with their personality. They observe the potential of the candidate and brief them about the hotel. It is in the interview round when the candidates are asked questions that help the HR managers to determine whether the person would be a suitable fit for the hotels' company culture and work structure or not. After the interview round, the best performing candidate is selected for the job position.

Conclusion

Therefore, it can be concluded from the above discussion that human resource activities such as planning, recruitment and selection are paramount to the success of an organisation. In addition, it has also been found that these functions performed by the HR have numerous objectives that are to be delivered successfully in order to ensure the success of these functions. The report has discussed each of the resourcing activities of the HR and the organisational objectives and their relevance with special reference to Marriott International Hotels, and particularly, Marriott Hotel County Hall. The way in which the hotel giant has evolved in terms of its organisational objectives within resourcing activities has been explained clearly.

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