



Qualification: CIPD Diploma in Applied Human Resources

Module Name: Understanding the Contemporary Human Resources Function

Word Count: 3299 words (500 on slides, 2799 in notes)

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Signed: *N. Williams*

Date: 15th December 2018

Understanding the Contemporary Human Resources Function

NIA WILLIAMS

Areas to be covered

- ▶ Views on the function of HR and how it is evolving.
- ▶ How HR can contribute to effective change management.
- ▶ Different ways HR services can be delivered.
- ▶ HR and line managers.
- ▶ HR and Ethics.
- ▶ How HRs contribution can be evaluated.
- ▶ Link between HR and positive organisational outcomes.

Purpose/objective of HR

Purpose:

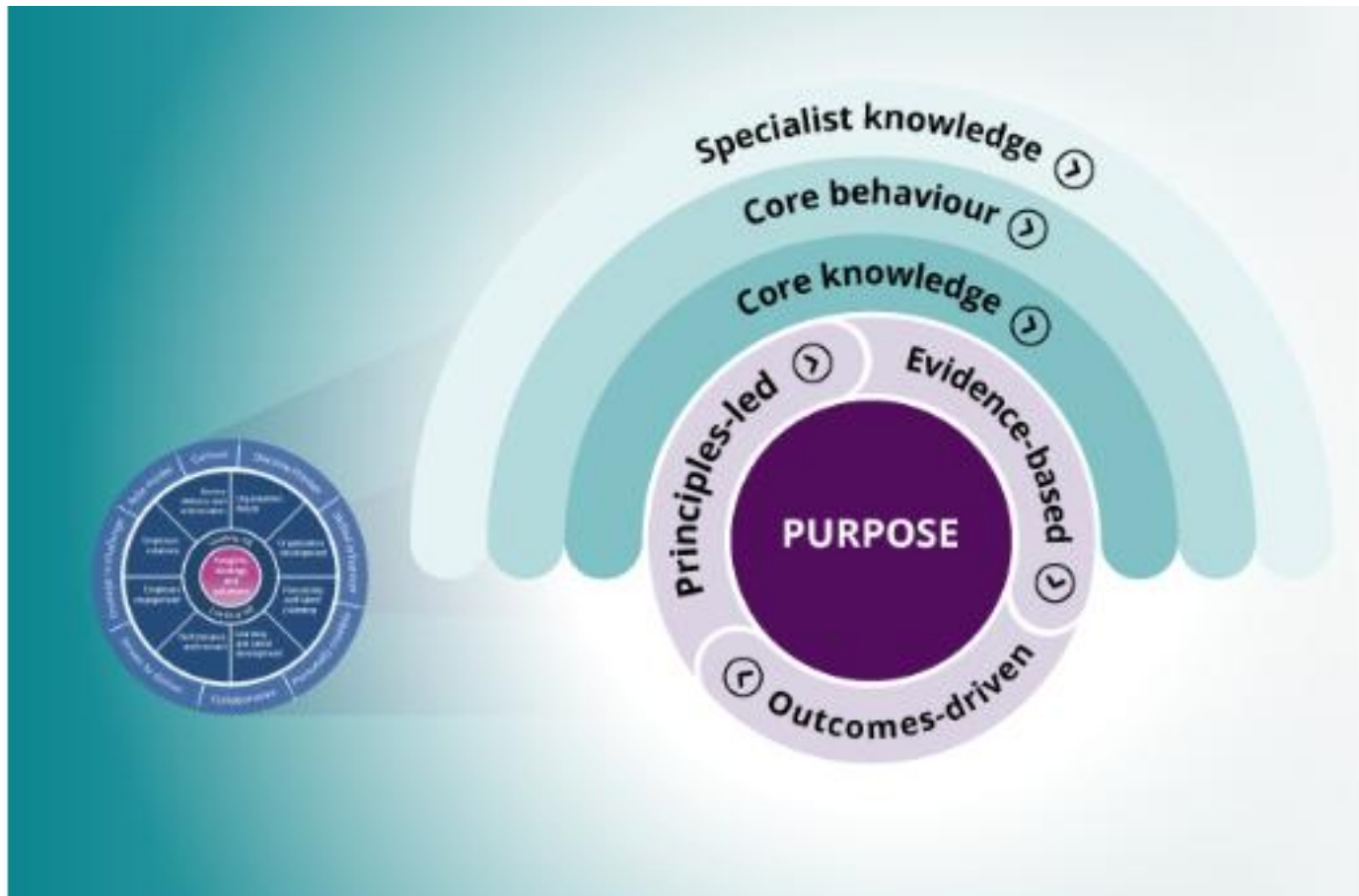
- ▶ “Support the delivery of Organisation's strategy and objectives”.
- ▶ HR strategy/activities need to align with business strategy/objectives.
- ▶ Centre of business performance.
- ▶ Drive decisions.

Objective:

- ▶ Response to the environment.
- ▶ Attracting and retaining people with the required skills and experience.
- ▶ Developing people.
- ▶ Maximising performance.
- ▶ Involvement.



CIPD Profession Map



Transactional/ transformational

Horizontal and Vertical Integration

- ▶ **Transactional work** – Administration .
- ▶ **Transformation work**-Change management/continuous improvement.

- ▶ HR strategies should fit in with one another (horizontal)
- ▶ HR policies, strategies, practices need to align with business strategy (vertical).
- ▶ The greater the degree of integration, the more effective HR strategy will be.

(Marchington et al, 2016 p.142-5)
(Taylor and Woodhams, 2016 p.22)

How HR is Evolving



Different arrangements of HR within organisations

- ▶ Private sector.
- ▶ Public sector .
- ▶ 3rd sector.



(Taylor and Woodhams, 2016 p.45-8)

Change Management

Controllable:

- Involvement.
- Looking at skills available.
- Assessing impact.
- Understanding concerns.
- Appropriate communication .
- Evaluating on impact of change.

Uncontrollable:

- How change can affect people.
- Need to carefully plan change.
- Encourage buy in.



(Taylor and Woodhams, 2016 p.32)

HRD interventions

- ▶ Enhancing employees responsiveness to change.
- ▶ Enhancing the ability of employees to adapt to change.
- ▶ Coaching and mentoring activities.



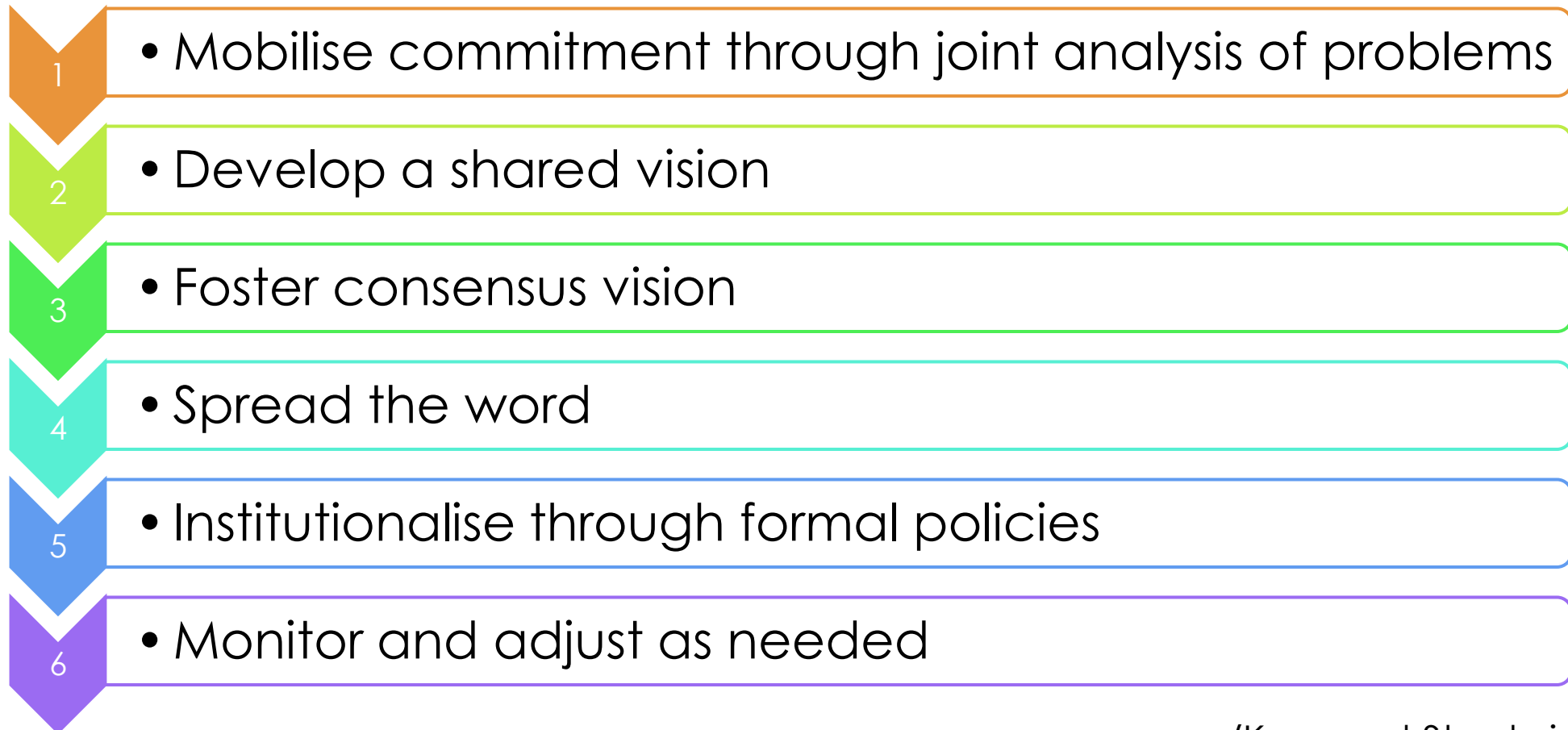
Communication

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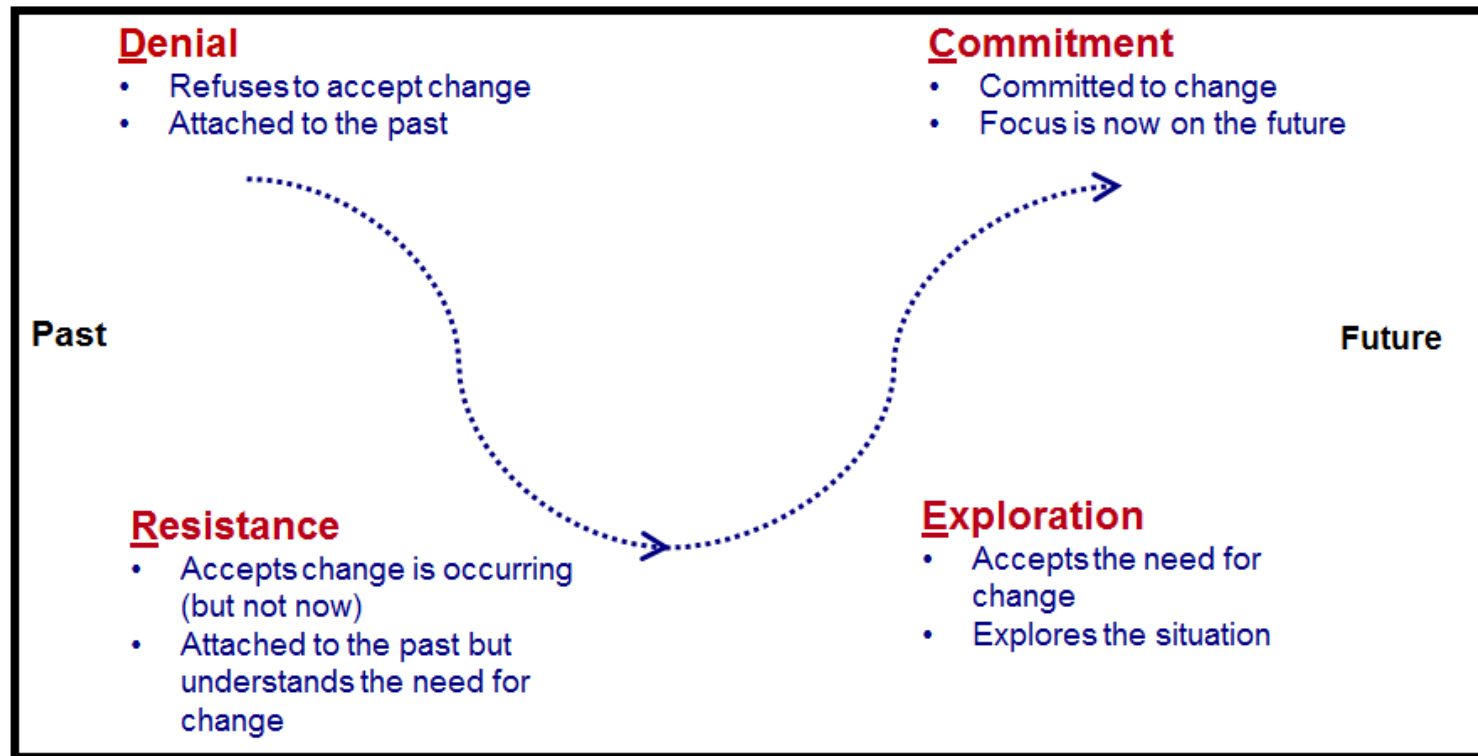
- ▶ Top-down channels.
- ▶ Bottom-up channels.
- ▶ Two way discussion.
- ▶ Quick response to issues.
- ▶ Learn from pervious change .
- ▶ Celebrate successful change.



Beer's 6 model of change



DREC MODEL



Different ways HR services can be delivered

- ▶ Centralised.
- ▶ Decentralised.
- ▶ Account Management.
- ▶ Shared Services.
- ▶ Outsourced.
- ▶ The Ulrich Model.

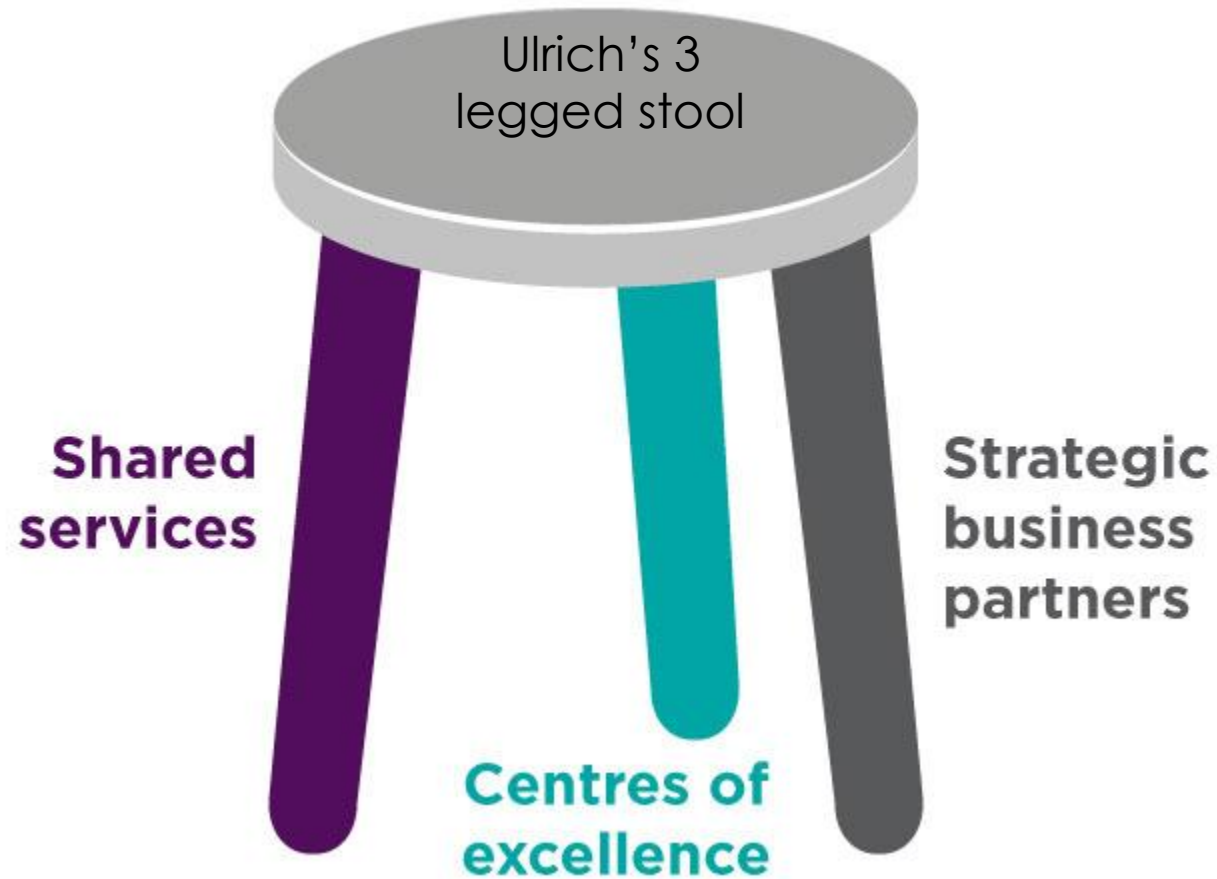


(Dayyani, 2015)

(Cipd, 2017 b)

(Taylor and Woodhams, 2016 p.26)

Ulrich's 3 legged stool model



(Armstrong and Taylor, 2016)

HR and line managers

- ▶ Advice
- ▶ Direct support
- ▶ Help with building capabilities

Some Line Manager Duties:

- Day to day management
- Implementing policies
- Supporting L&D
- Manage operational costs
- Advice/direct support

Supporting line managers:

- ▶ Strong, supportive framework.
- ▶ Appropriate training and development.



Ethics

- ▶ Doing the right thing because it's the right thing to do.
- ▶ Driven by economic goals.
- ▶ Responsibility to be ethical.
- ▶ Reputation can be damaged.
- ▶ 8 Ethical lenses:



(Webley,2016)
(Taylor and Woodhams, 2016 p.37)

Corporate Responsibility

- ▶ Sustainability of an organisation's ethics over the long term.
- ▶ Adds value.
- ▶ “Including financial as well as social and environmental responsibility”.
- ▶ Reduce the risk of corporate disaster.



How HR's contribution to the organisation can be evaluated:

- ▶ HR Statistics
- ▶ KPI's
- ▶ Balanced Scorecard

- ▶ **Quantitative:**

- Staff costs
- Turnover, stability
- Staff development
- Absence

- ▶ **Qualitative:**

- Employee satisfaction surveys
- Feedback from current employees – focus groups
- Feedback from applicants
- Exit interviews



Link between HR and positive organisational outcomes

- ▶ “Black Box”.
- ▶ AMO Model.
- ▶ 10 best practices.
- ▶ Akhtar et al (2008).
- ▶ Katou et al (2014).

OUTCOMES



(Purcell et al 2003, p.141)
(Kew and Stredwick, 2010 p.143-16)
(Marchington et al, 2016 b p.369-371)

Summary:

- ▶ “Support the delivery of Organisation’s strategy and objectives”.
- ▶ PM to HRM to SHRM.
- ▶ Controllable and uncontrollable.
- ▶ DREC model.
- ▶ Centralised, decentralised ,account management, shared Services, outsourced, the Ulrich Model.
- ▶ HR and line managers (advice, support and building capabilities).
- ▶ Responsibility to act ethically.
- ▶ HR’s contribution can be evaluated through HR statistics, KPI’s and balanced scorecards.
- ▶ Ashtar et al (2008) and Katou et al (2014).

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