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Managing People (Assignment 1)

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Task 1

Introduction

According to Armstrong (2006, p.3), HRM or Human Resource Management is regarded as the coherent and strategic approach of managing one of the most crucial and valued resources of organizations, they are the employees. The people working across an organization collectively as well as individually contribute towards the attainment of the organizational objectives. It has been further stated that HRM is all about sets of policies which are implemented for ensuring effective and beneficial working of the organizational members. Armstrong (2006, p.4) has identified that HRM operates through the application of HR systems which include - HR philosophies, HR strategies, HR policies, HR processes, HR practices and HR programmes. HRM can be further regarded as a particular philosophy used to define in what manner people should be managed. This philosophy is underpinned by various theories of organizational and people behaviour Armstrong (2014, p.1). The most important activities which fall under HRM are organization, resourcing, HR development, reward management and employee relations. With respect to these activities the main functionalities of HRM are selection (effectively matching available human resources to proper jobs), appraisal (management of performance), rewards provision for motivation and encouragement and development of human resources so that they can deliver high quality performance (Armstrong, 2006, p.5).

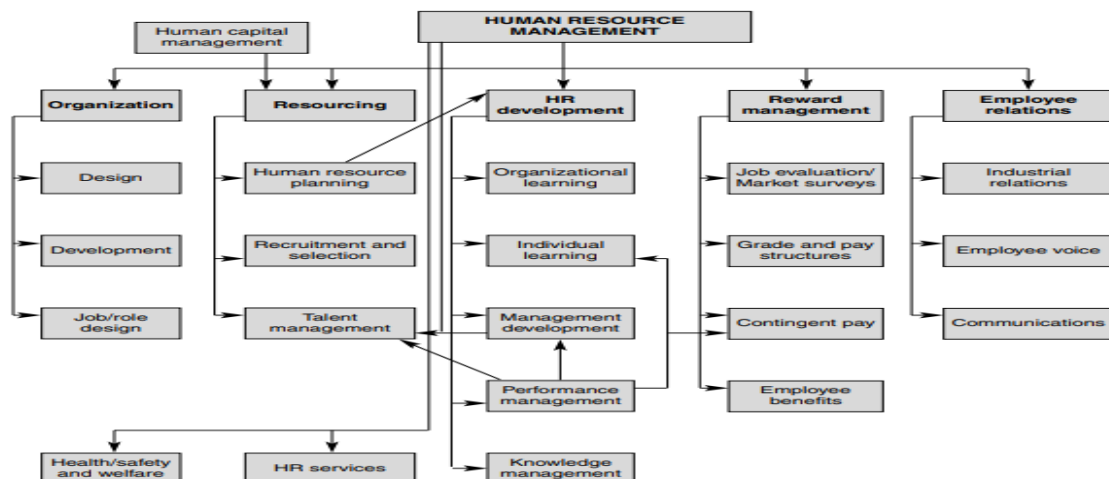


Figure 1: HRM activities

Source: (Armstrong, 2006, p.5)

The role of the HRM professionals

The primary role of HR or HRM professionals is to help an organization in attaining its objectives through provision of support, guidance and proper initiatives. The key aim of HR roles is to make sure that organizations are able to develop appropriate strategies, policies and practices which will look after the needs of the employees and will help in establishing a better relation between the employers and employees (Armstrong, 2006, p.54). HRM professionals play an important role in creating an environment which will enable people to make best utilization of their capabilities. It is the role and responsibility of an HRM professional to help employees realise their competencies and potential which in turn will not only benefit the entire organization but the workforce also. The overall roles of HRM professionals are not limited to the above discussed HRM activities but include appropriate strategic integrations.

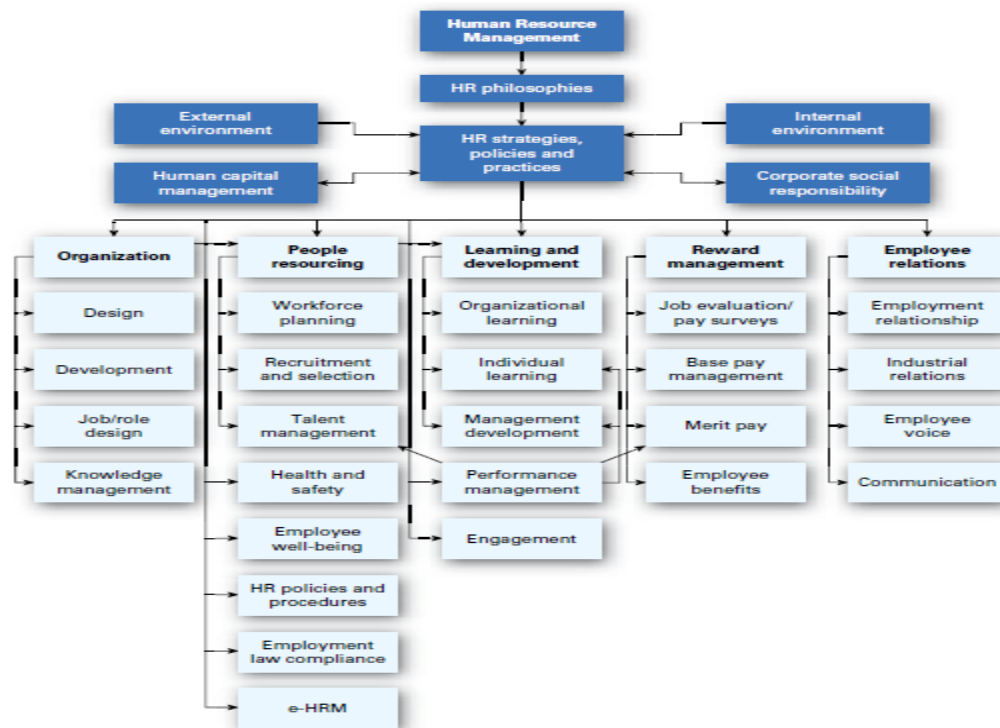


Figure 2: HRM System

Source: (Armstrong, 2014, p.37)

The CIPD human resource professional map

The CIPD professional map put forward the standards for the human resource (HR) Professionals across the globe. On the basis of the research conducted in collaboration with the business organisations across the world, the CIPD showcases necessary and crucial information which human resource professionals learn and implement at each and every stage of their professional career (CIPD, 2020c).



Figure 2: The purpose and values, knowledge and behaviors of the new Profession Map

The launch of the Chartered Institute of Personnel and Development (CIPD) was back in the year 2009; with broad human resource professionals that are at present using the CIPD's professional map in order to build as well as bench mark all their human resource skills and knowledge.

Moreover, the CIPD professional map helps the human resource professionals to look in the complete history of the human resource (HR) profession. In addition to this, the development process of the CIPD human resource profession map is also known along with it the other aspects of this new human resource project manager (HRPM). With the help of the CIPD human resource profession map, the sustainable capabilities of the human resource professionals are possible to deliver with its implementation, the better knowledge of the business organisation can grabbed (CIPD, 2020c). However, the knowledge of these human resource professionals can be turned into practical implementation, to transform knowledge into action. Thus, human resource

professional map is the tool that makes it possible for the business organisations along with their human resources professionals to take responsibility and ownership of their own learning and their skill development. The HRPM is developed by CIPD (Davies, 2017). This development process covered both the behavioural as well as the technical components of the professional competencies of the human resource professionals of a business organisation. The scope of the HRPM forwarded by the CIPD, covers the complete area of the human resource profession. The human resource profession map is designed with the aim of capturing the professional competencies that is required to be possessed by the human resources professional across the business organisations around the globe (CIPD, 2020c).

The factors of diversity and inclusion at the associate level are the collaboration of team planning and team interaction in best possible manner. With the help of effective and equal employment opportunities, the factors of integrity as well as diversity with the help of several authenticated practices. As a result of this fact, to monitor the organizational culture, the authority members induce the needs and the requirement of the practices in order to enhance the features of diversity and inclusion as well. In fact, several laws and legislations regarding the factors of equality and diversity are mentioned for the assistance of the professionals. The team members as well as the managers are also advised to follow the regulations that are effective for managing the equality, diversity and inclusion at the associate level (CIPD, 2020a). At the associate level it becomes important to ensure integration of diversion and inclusion principles within people's practices. For this the HRM professionals as per the CIPD professions map need to adapt approaches and provide advice to the workforce regarding the principles. The professionals have to come up with strategies for integrating the principles (CIPD, 2020a). That can be done through the application of models for example ADKAR (Awareness, Desire, Knowledge, Ability, Reinforcement). Such model will help in creating awareness among the workforce to realise the necessity and benefits of the principles. In addition to this the professionals need to focus on monitoring, diversity and inclusion legislations and identify the factors which can positively or negatively impact the diverse and inclusive work environment.

Task 2 -

The organisational objectives within the organisational resourcing activities

Organizational resourcing as per the statements of Armstrong (2006, p.59) is related with the fact that organizations must be able to attract and retain human resources. Strategies or activities must be implemented to ensure productive and effective employment. The process of welcoming the individuals within the organization and releasing them in an appropriate manner in required situations are also crucial parts of resourcing activities. The three primary objectives of resourcing are matching the human resources with proper jobs, selecting and promoting the right people and retention of the human resources for meeting the strategic goals (Armstrong, 2006, p.371). There are primarily two areas which HRM resourcing policies focus upon and they are kinds of people who are able to compete effectively and are capable of foreseeing the future and effective ways of attracting, developing and retaining people within the organizations.

The resourcing activities of the Human Resource functions

The resourcing activity that explains the organisational objectives includes the planning, the recruiting and the selection of the human resource requirements of the business organisation. These three human resourcing activities of the human resource functions are discussed in detail as follows:

The Human Resource Planning

The planning of the requirements of the human resources of the business organisation is the sole and the most vital responsibility of all the professionals of the human resource department. This is the base with the help of which the number and the types of human resources required to achieve the goals and the objectives of the business organisation (Beatty and Queen's, 2019). Thus, the research is an essential component of the entire process of human resource requirement planning. The research requires collection and also analysis of the data and information collected so that the professionals of the human resource department can forecast and predict the future requirement of the quality and the quantity of the work forces across all the departments of the

business unit (Pilbeam and Corbridge, 2017). In addition to this the professional need to conduct research about the labour market trends since such factors greatly affect recruitment and resourcing processes (CIPD, 2020b). It has been one of the most important activities of the Human Resource Management (HRM). It enables the organisations to meet the requirements skilfully and efficiently. Also, it allows the management of a company, to forecast for the human resources along with designing the policies for their procurement in the broader interest of the organisations. The world is going through severe changes than before, with a greater speed of transience. Similarly, the economy, technology, number and quality of the workforce have also been observed to undergo several changes (Noe *et al.*, 2017). Organisations therefore, make planning for human resources efficiently in order to meet the challenges that are thrown out by these factors. Certain aspects like job analysis, job description and job specification are considered to be a big part of human resource planning. This further helps the organisation to decide upon the necessity of training and development of the existing workers, their salary structure, rewards systems, feedback policies, other benefits and incentives etc. This enables the employees to plan for the growth of their careers and anticipates the requirements of the employees for the organisation in future (Collings *et al.*, 2018).

The Human Resource Recruitment

The staffing function of the management of a business organisation is emphasized on the relating a pool of candidates for the purpose of recruitment. The recruitment is a process that includes inviting the qualified candidates that possess the required skills and knowledge (CIPD, 2020b). This can be carried out with the help of advertising the job position through various means, both online and offline methods of advertising (Luenendonk, 2019). Some of the mediums include advertisements through newspapers, online sites, website of the company, social media sites, television and so on. Thus, process of recruitment is carried out either through the internal sources of recruitment or the external sources of recruitment or both. The recruitment process or activity is considered to be important while planning for an organisation in order to possess an effective human resource management. The human resource recruitment and development needs to be provided with increased attention within the organisation. Moreover, in order to expand or start new venture, the human resource recruitment and requirement needs to be relatively

considered by the top management of the companies. During the onset of recruitment process, the human resource management is required to be clear towards the method of their procurement, appraisal, salary structure along with other benefit, rewards, safety and health provisions (Mondy and Martocchio, 2016). The process of recruitment includes multiple stakeholders within the organisation. The senior level employees along with the HR head remain involved in such process. the process, however, costs a lot in terms of money and time. Recruitment is not considered to be just an operational phenomenon but a key strategic activity for the businesses throughout the world. The process of recruitment is said to be the key responsibility of the Human Resource Management of a company. Therefore, it performs in various areas within the organisational operation like employee engagement and development, statutory compliance, data management etc. Moreover, attracting, selecting and onboarding suitable candidates for the organisation are certain key areas of focus for the Human Resource Management (Ekwoaba *et al.*, 2015).

The Human Resource Selection

The staffing function of the management of a business organisation also includes the selection of the right person with the right skills and qualifications at the right place and time. The process of selection begins with the completion of the recruitment process. The process of selection starts with the identification of the right person through conducting various test and screening processes (CIPD, 2020b). Along with this the background check of the applicant, along with it the credentials check of the applicant is carried out (BBA mantra, 2018). The techniques of Human Resource Selection vary in terms of the staffs and the resources of the company. The methods for selecting the employees include interviews through phone calls, preliminary screening, face to face meetings and interviews and the functions of the HR such as to determine the suitability of the candidates for the specific position and overall company (Gatewood *et al.*, 2015). The selection process basically refers to the steps involving in choosing and selecting the people having the worthy and desired qualification in order to fill the current and future job openings of an organisation. Moreover, all the individuals who are associated and involved with the hiring process, need to be properly trained regarding the steps of interviewing, which eventually includes developing criteria, reviewing and scrutinising the resumes of the candidates

or the applicants, developing interview questions and weighing the candidates in terms of their productivity for the organisation (Stariņeca, 2016).

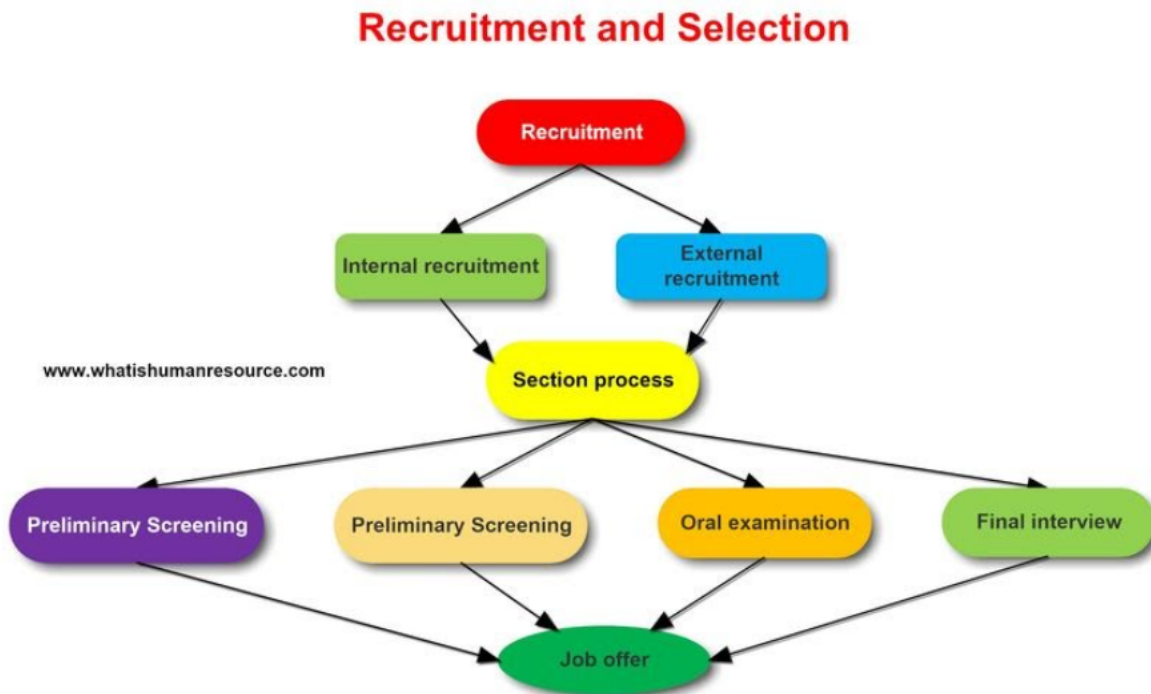


Figure 3: The staffing process of the recruitment and the selection of the human resources

(Source: Maheshwari *et al.* 2017)

Resourcing Activities at GAP Inc.

Regarding planning it is visible from the information from the official website of GAP and other internet job portal sites that the company publishes about job openings not only on its official website but also on platforms like Indeed, etc. The HRM professionals within the company are greatly focused on integration of diversion and inclusion principles in all resourcing activities - planning, selection and recruitment. The planning done by GAP with respect to recruitment and employee management is being shared with public since 2013 (Gap Inc., 2020a). This is being done to represent the ethnicity, race and gender representation of the workforce. The company

has given importance to Racial Pay Equity according to which they are paying equal salaries to male and female employees. The company runs programs like P.A.C.E. which are committed towards focusing on the neglected and vulnerable groups of the society. P.A.C.E. allows women to take up proper training and establish suitable careers. From these discussions it can be inferred that HRM professionals across GAP focuses on diversity and inclusion while planning the processes for selecting and recruiting the required individuals. During selection they are focusing on competencies, skills and knowledge instead of adopting any discrimination. They are maintaining transparency by showcasing that they are inclined towards creating a work culture reflecting belongingness (Gap Inc., 2020b). GAP is seen to taking care of all employment legislations and Equality Act 2010 while carrying out their resourcing activities of planning, selection and recruitment. The company is continuously working towards to set up a work culture reflecting diversion and inclusion principles clearly.

Conclusion

This report is based on the emphasis that is exerted upon the development of the professional practices of the professionals of the human resource department. The roles and the responsibilities of the human resource development professionals are evaluated. Moreover, the effectiveness of a well-organized human resource department and its professionals are discussed along with their significant contribution to the increase in the productivity of the entire work force as well as the success of a business organisation. The human resource professionals contribute to the enhancement of the learning capabilities of all the employees working towards the organisational goals. It can be stated that, building and enhancing the capabilities of the work force in order to create a sustainable business strategy is essential. Apart from these, the strategies formulated by a business organisation, backed by the effective and efficient implementation of the strategies by the work force helps the business organisation to gain competitive advantage in the market where it operates. The internal as well as the external business environment of a business unit create an impact on the strategies of a business and also the goals and the mission and the vision of the organisation. The human resource development is aligned to the overall strategies formulated and implemented by a business organisation. The three human resourcing activities of the human resource functions, that is, the organisational objective which includes the planning, the recruiting and the selection of the human resource

requirements of the business organisation has been discussed in detail. The CIPD professional map helps the human resource professionals to look in the complete history of the human resource (HR) profession. It can be stated that the complete picture of the human resource management (HRM) professionalism is can be known with the new profession map forwarded by the Chartered Institute of Personnel and Development (CIPD), the human resource profession map (HRPM).

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