



Assessment 1

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Module LCBB5004 Managing people

Introduction

Until recently, the HR department was seen as supporting the company's current policy. HR department mainly focused his tasks on conducting the recruitment process. Currently, the role of human resources specialists is changing - they more and more often play the role of strategic advisors to the management board. (Noe et al., 2016a) The thematic complexity or even multitasking influences the HR person's finding himself in many roles. Depending on the situation, he takes the part of a sales representative - offering an attractive job to candidates, a tough negotiator - talking about the budget with his supervisor, or a presenter - during the implementation of a new employee.

A company HR specialist is a person who deals with the most valuable capital of a company, i.e., people employed in it. In a small company, the duties of the HR department can be taken over by one person who will recruit new people, prepare employee training, motivate valuable employees, and dismiss ineffective ones. In larger enterprises, the HR department consists of numerous specialists who deal with a selected field. Therefore, a human resources specialist should know the company's operations, regulations, and applicable procedures. He should be familiar with the company's organizational culture and management principles. He should understand the context of business processes and the changes taking place in this area of the market (CIPD, 2021a). More importantly, he will adapt to them in his work by promptly implementing changes to make these changes sustainable. (CIPD, 2021b)

This is a person who, using analytical and logical thinking as well as argumentation and diplomacy skills (CIPD, 2021c), will analyze the needs and understand the expectations of individual people or institutions whose activities may have an impact on the success or failure of companies and transform them into appropriate HR strategies. This will help in the verification and optimization of human resource management standards in the company. (CIPD, 2021d) A professional HR specialist should also forecast unpredictable events that may affect the organization and its competitiveness in the labour market. (CIPD, 2021e) Through his approach to improving knowledge management, this is a person who will look for innovative means of communication and share them in the organization. (e.g., chats with employees or internal newsletters). He will also be able to use modern technologies in his recruitment processes. (CIPD, 2021f)

A person in such a position must be able to arrange and manage people so that their competencies and creativity have a positive impact on the company's development. In addition, credibility in action and strategic thinking are important so that the processes in the company run properly. (Zheltoukhova & Baczor, 2015) He can also create and manage employees'

potential in the context of achieving the company's goals. In working with human resources, you also need creativity and the ability to implement innovations. (CIPD, 2021g), to present them a beneficial - both for the individual and the enterprise - project of changes around competencies and talents held by company employees. (CIPD, 2021h) These characteristics and skills are reflected in the correct planning of employment processes.

Planning of employment and personnel costs is one of the critical areas that make up the total cost budget of an enterprise. An integral part of human resource management and the starting point for other activities in the personnel function is human resource planning. It consists of determining what kind of actions a given enterprise should take to have the human resources needed to achieve its goals and effectively implement the adopted strategy efficiently. Planning personnel needs means balancing the current employment and refers to determining changes in the size of a career in connection with the development of the enterprise (by creating new jobs, modifying the existing structure and positions), or with current or expected vacancies (retirement of employees, contract expiry, departure, or dismissal of an employee). (Hook & Jenkins, 2019a)

Human resource planning is essential, especially now that British employers struggle to find employees as many EU workers have left the UK due to Brexit. On the other hand, those who have remained and do not have the appropriate settlement status will be subject to strict regulations. (Vandal, 2020) Migration statistics showed a decrease in registration for social insurance of EU citizens by 99% in just three months in the summer of 2020 compared to last year. Migration is directly related to the pandemic. Due to lockdowns, the direct application process has been suspended. Statistics show that Great Britain also has leftover 360,000 EU citizens who can work. (Owen, 2020) The downward trend in employment is also dictated by the changing rules of restriction towards the Covid-19 pandemic. Many people who previously worked in low-paying industries, such as the catering industry, have changed jobs due to downtime related to the introduction of the lockdown. The new regulations and fees introduced by the British Parliament do not encourage those seeking to stay in the country. As they have a more excellent career prospect in their home country. (CIPD, 2020)

As one of the few companies in the catering industry, Gail's Bakery has so far been able to stay on the market safely. Increased demand for staple products such as food increased the company's revenue by 16% to £ 116.4 million. So, during the pandemic, the management's decision was opened several more points. (Devlin, 2021) As a result, the demand for workers has increased.

For Gail's, assessing the current availability of human resources and analyzing the demand is essential in employment planning. (Armstrong, 2009a) provides a comprehensive

study of the human resource strength of an organization in terms of number, skills, competencies, qualifications, experience, seniority, performance appraisal, appraisal, salary. At this stage, HR professionals consult managers and members with management to define the human resource issues they face and employees' capabilities in various business processes.

The main challenge that the company is currently facing is the outflow of labour. The outflow of labour is the main challenge facing the company today. There is a lack of interest in the job market and job insecurity in the UK. (Churchill, 2020) Another aspect, according to Miranda Burgum (Gail's HR director), is the low competitiveness of the square. Therefore, their growth is planned shortly to meet the competitiveness of the market. The company also focused too much on external recruitment, thus forgetting the current workforce. Therefore, much more attention is now being paid to both groups. The company tries to attract the attention of both potential clients and employees with appropriate press releases or social websites (Whitehouse, 2020)

Employment planning is the starting point for the recruitment process, which is the acquisition of interested parties by the enterprise in such a number as to enable rational selection at a later stage. (Torrington et al., 2017b) It is a social process that informs potentially interested parties about the company and the conditions that one must meet to participate in it. (Nickson et al., 2008)

The first stage in the recruitment process is to define the candidate's profile for a given position. It plays a key, if not the most crucial, role. Such a profile, understood as a detailed description of the features and competencies of a future employee, significantly facilitating the selection of candidates and the selection of the right person if it is correctly formulated. It is on this basis that the job advertisement is formulated. The applications received are selected, and finally, interviews are conducted. Without a precisely defined candidate profile, looking for the right person for a given position carried the risk of employing a person who did not fully meet the company's expectations. The candidate's profile should be treated as a set of specific selection criteria. The recruitment process is faster, more efficient, and, above all, results in the expected effect of employing a person prepared to perform specific duties. (Armstrong, 2009b) It is essential to determine:

- the time for recruitment and planning it in time,
- analysis of the labour market in terms of the availability of potential candidates,
- people involved in the process (e.g., who decides business to choose a candidate),
- the budget we have for recruitment activities,
- the remuneration budget provided for the candidate.

An important step is also to define the area of the candidate search. (Torrington et al., 2017a) The company conducts internal recruitment (through advertisements posted on the intranet for company employees) and external (outside it). Internal recruitment is more popular, not least because of the price value of the advertisement, as well as the shortened adaptation time of the candidate. It also attracts the attention of a company employee, offering other career opportunities. (Beardwell & Thompson, 2017)

External recruitment is organized through the website of the company and recruiting companies, such as Indeed. Gail's company also practices a candidate referral program by employees, rewarded in cash, depending on the position applied.

The individual bakery managers are responsible for the recruitment process. They are the ones who determine the number of vacancies and their type, based on budget data sent by the company's operations department. (Whitehouse, 2020) All advertisements are submitted through the Applicant Tracking System (ATS), which supports management in finding candidates through direct methods. It automatically publishes vacancies using the previously entered and described vacancies. It also monitors the effectiveness of both individual sources of candidates and the recruiters themselves and supports the selection of candidates (Craig, 2017)

The final stage in the selection of employees is selection. For the employer, this is when decisions are made which of the applicants for employment is the most appropriate. (Noe et al., 2016b) It is the process of examining the suitability of each of the submitted candidates. The one that will be the most useful in the organization should be chosen in the opinion of the selectors. Choosing the right person from the pool of candidates is not easy. The mere analysis of positive and negative features is not always enough to make such a decision. The selection process is supported by many methods and techniques used to select the best employee. Selection involves analyzing applications and CVs of candidates, conducting interviews and various types of tests, and checking references. (Hook & Jenkins, 2019b)

Pre-selection is made using the Applicant Tracking System (ATS) by filtering the submitted applications. The decision-maker has 72 hours to select the appropriate candidate and arrange an interview. The primary purpose of the interview is to get to know each other interested in establishing cooperation. Based on the application documents, the employer may select those candidates who seem to be potentially good employees. The interview is also when the interested parties (employee and employer) can get to know each other better. In addition to expectations, it also concerns the organizational culture of work or the duties of a potential employee. The interview is also the moment when the parties can check what benefits they will achieve in cooperation. The employer can assess whether the candidate will bring a new

perspective on specific matters to his company or support it with his experience, and the person interested in employment can determine whether he will be adequately remunerated and will have room for development (Snell & Morris, 2019)

During the meeting, the candidate undergoes a process of experiencing change, which is an excellent opportunity for candidates to get to know the team and test themselves in an actual situation. It is also a meeting with the team, knowing the work environment, presenting personality. It is an excellent opportunity for the manager to observe the candidate's interaction with colleagues and clients and assess his skills. (CIPD Report, 2020) Usually, checking the skills and adaptability takes about 2 hours.

The meeting summary is an interview conducted after experiencing the change and defining the terms of cooperation between the two parties. During this time, based on specific criteria, an employment decision or an unfavourable decision is made.

Conclusion

The beginning of 2020 and the time of the pandemic in the world presented HR specialists with new challenges and difficulties in human resources. The system of work developed over the years had to be radically remodelled. New pandemic restrictions made it necessary to build new structures for employee safety. Human interactions during the pandemic were also disrupted. Moreover, crisis management and change management have taken on a new dimension. We have never dealt with such matters from the perspective of the safety of others as in a pandemic.

During the pandemic, HR departments fulfilled their mission very well, paying particular attention to the well-being and safety of employees through the hybridization of work models. The time has also come for HR professionals to reaffirm their role as leaders of the entire organization. They should redesign the way they work, creating a new sustainable model for business and its employees. To meet new challenges and goals entirely different from the existing ones, HR teams must be bold, creative, and demanding, both adhering to professional standards and creating better, even more coherent systems to develop.

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