

Pearson BTEC Level 4 Higher Nationals in Business (RQF)

Unit: 3

Assignment 2: Information Pack

Learning Outcomes 1 & 2

Human Resource Management



INTRODUCTION

The aim of this unit is to enable students to appreciate and apply principles of effective Human Resource Management (HRM). People are the lifeblood of any organisation and being able to attract, recruit and retain talented staff is at the core of all HRM activity. This unit will explore the tools and techniques used in HRM to maximise the employee contribution and how to use HR methods to gain competitive advantage. Students will explore the importance of training and development in building and extending the skills base of the organisation and ensuring it is relevant to the ever-changing business environment. Students will also consider the growing importance of becoming a flexible organisation with an equally flexible labour force and become familiar with techniques of job design and with different reward systems.

The unit investigates the importance of good employee relations and the ways in which employers engage with their staff and possibly with trade unions. Students will gain an understanding of the law governing HRM processes as well as the best practices which enable an employer to become an 'employer of choice' in their labour market.

This pack is designed to give you the information and guidance that you will need to complete your assignments for this unit.

Sample

GUIDANCE

This document is prepared to break the unit material down into bite size chunks. You will see the learning outcomes above treated in their own sections. Therein you will encounter the following structures;

Purpose

Explains *why* you need to study the current section of material. Quite often learners are put off by material which does not initially seem to be relevant to a topic or profession. Once you understand the importance of new learning or theory you will embrace the concepts more readily.

Theory

Conveys new material to you in a straightforward fashion. To support the treatments in this section you are strongly advised to follow the given hyperlinks, which may be useful documents or applications on the web.

Example

The examples/worked examples are presented in a knowledge-building order. Make sure you follow them all through. If you are feeling confident then you might like to treat an example as a question, in which case cover it up and have a go yourself. Many of the examples given resemble assignment questions which will come your way, so follow them through diligently.

Question

Questions should not be avoided if you are determined to learn. Please do take the time to tackle each of the given questions, in the order in which they are presented. The order is important, as further knowledge and confidence is built upon previous knowledge and confidence. As an Online Learner it is important that the answers to questions are immediately available to you. Contact your Unit Tutor if you need help.

Challenge

You can really cement your new knowledge by undertaking the challenges. A challenge could be to download software and perform an exercise. An alternative challenge might involve a practical activity or other form of research.

Video

Videos on the web can be very useful supplements to your distance learning efforts. Wherever an online video(s) will help you then it will be hyperlinked at the appropriate point.

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Sample

4. **The main terms and conditions of employment** – a Written Statement of the Main Terms and Conditions of Employment should be issued to new staff during the induction process to include the fundamental elements of the employment relationship i.e. pay, hours of work, holiday, sickness and notice of termination.
5. **Company rules** – an Employee Handbook is normally developed by professional organisations and the rules, policies and procedures within this document should be thoroughly explained to the new employee.
6. **Security** – in relation to access to the workplace, passwords, document authorisations etc.
7. **Health and safety** – giving the employees skills and knowledge needed to do their job safely. This will include any risk assessments for employees who describe any physical or other issues which will affect their ability to do the job in a particular way.
8. **Data protection** – an explanation of the information and documents kept in relation to the new employee should be explained.
9. **Training and development** – should include an explanation of any performance appraisal systems in place. Employers should assess whether the new employee needs any short, medium- or long-term training for them to successfully perform their job to the highest level.
10. **Employee benefits and facilities** – will include information on any company benefits, such as private medical insurance, death in service benefit etc.
11. **Employee representation** – to include any information on any Trade Union recognition or membership procedures that are in place.
12. **Layout of the workplace** – to include a tour of the offices and an assimilation of the facilities within the building.

On some occasion's employees will have particular requirements especially if they are school leavers, female employees returning after maternity leave, someone moving to a completely new position, employees who are disabled or employees returning to work after a long period of unemployment. In such cases specific attention should be paid within the induction process to the individual requirements of these categories of employee.

LO2 Evaluate the effectiveness of the key elements of Human Resource Management in an Organisation

Learning, Development and Training

Employee training and development is an indispensable part of human resource function and management. Both the activities aim at improving the performance and productivity of the employees. **Training** is a program organized by the organization to develop knowledge and skills in the employees as per the requirement of the job. Conversely, **Development** is an organized activity in which the manpower of the organization learns and grow; it is a self-assessment act.

BASIS FOR COMPARISON	TRAINING	DEVELOPMENT
Meaning	Training is a learning process in which employees get an opportunity to develop skill, competency and knowledge as per the job requirement.	Development is an educational process which is concerned with the overall growth of the employees.
Term	Short Term	Long Term
Focus on	Present	Future
Orientation	Job oriented	Career oriented
Motivation	Trainer	Self
Objective	To improve the work performances of the employees.	To prepare employees for future challenges.
Number of Individuals	Many	Only one
Aim	Specific job related	Conceptual and general knowledge

Figure 15 Training and Development Comparison

Training

Training is a process in which the trainees get an opportunity to learn the key skills which are required to do the job. Learning with earning is known as training. It helps the employees to understand the complete job requirements.

Nowadays, many organisations organise a training program for the new recruits just after their selection and induction, to let them know about the rules, policies and procedures for directing their behaviour and attitude as per the organisational needs. Training also helps the employees to change the conduct towards their superior, subordinates and colleagues. It helps to groom them for their prospective jobs.



Figure 16 Training Process

Induction training, vestibule training, apprenticeship training, job training, promotional training, internship training is some of the major types of training. The merits of the training are given as under:

- It results in higher productivity both quantitatively and qualitatively.
- It develops a number of skills in the employees.
- Improved performances.
- The cooperative environment of the organisation.
- It builds confidence in the employees for doing a job.
- Decreased employee turnover.
- Lesser chances of accidents.

Definition of Development

The training for the top-level employees is considered as development, also known as management or executive development. It is an on-going systematic procedure in which managerial staff learns to enhance their conceptual, theoretical knowledge. It helps the individual to bring efficiency and effectiveness in their work performances.

Development is not only limited to a particular task, but it aims to improve their personality and attitude for their all-round growth which will help them to face future challenges. It changes the mindset of the employees and makes them more challenging or competing.

As the technology needs updating, the manpower of the organisation also needs to be updated, so the development is a must. Development is an educational process which is unending, as education has no visible end. It involves training a person for higher assignments. It digs out the talents of the managerial staff and helps in applying the new knowledge, which is a requirement of the organisation.

Coaching, mentoring, counselling, job-rotation, role playing, case study, conference training, special projects are some of the methods of development.

The performance of an organisation is based on the quality of its employees, and so the greater the quality of employees, the greater will be their performance. The primary purpose of development is that the second list of managers or executives is prepared for future replacement.

Key Differences Between Training and Development

The major differences between training and development are as under:

1. Training is a learning process for new employees in which they get to know about the key skills required for the job. Development is the training process for the existing employees for their all round development.
2. Training is a short-term process i.e. 3 to 6 months, but development is a continuous process, and so it is for the long term.
3. Training focuses on developing skill and knowledge for the current job. Unlike, the development which focuses on the building knowledge, understanding and competencies for overcoming with future challenges.
4. Training has a limited scope; it is specific job oriented. On the other hand, development is career oriented and hence its scope is comparatively wider than training.
5. In training, the trainees get a trainer who instructs them at the time of training. In contrast to development, in which the manager self-directs himself for the future assignments.
6. Many individuals collectively attend the training program. Development is a self-assessment procedure, and hence, one person himself is responsible for one's development.

Figure 17 Differences between training and development

Identifying training needs

Companies looking to identify training needs will often conduct a Training Needs Analysis (TNA).

Training needs analysis is a method used by businesses to identify training requirements in a cost-efficient way. This process involves evaluating training needs and weighing up training priority areas at all levels



Figure 18 Training Development Cycle

There are **three key stages** of training needs analysis. These involve identifying the direction of the organisation, understanding the skills and knowledge of staff through a task analysis, and analysing the individual needs of each employee. These three stages of training needs analysis are explained in more detail below:

1) **Organisational needs** - this step evaluates the overall training needs in the business. This is where you analyse future skills needs due to changes in products, equipment, technology, teams or in response to economic or political factors. Upcoming changes in law or industry standards may also influence the training needs for your business. Practical ways of identifying organisational needs is by reviewing documents, processes, setting up advisory teams and carrying out a SWOT (strengths, weaknesses, opportunities and strengths) analysis.

2) **Task analysis** - at this level you compare the job requirements of your business with existing employee skills and knowledge. This will help you to identify the potential gaps. Here you establish how often specific tasks are performed, the level of skill and knowledge required to perform these tasks and where and how these skills are best acquired. Practical ways of carrying out this analysis is to create assessment centres, tests or practical observations of employees carrying out key tasks.

3) **Individual needs** – at this stage, you examine the training needs of each employee. This information is most often gathered from performance reviews and appraisal systems. You may seek feedback from employees on their recommendations on how to solve problems that may be hampering their day-to-day job. Other practical ways of identifying individual training requirements for your employees is through surveys, questionnaires, interviews and focus groups.