Job analysis

job description	job title, job location, job summary, reporting to, working conditions, job duties, machines to be used, hazards
job specification	qualifications, experience, training, skills, responsibilities, emotional characteristics, sensory demands

selection

select the most suitable candidate who will succeed in the job	
problems	unconscious bias, cost, effectiveness

recruitment

Recruitment	identify potential/suitably qualified candidates
internal recruitment	promoting up through the organisation; motivational to employees; knowledge kept within business; know culture and organisation; reduce training/onboarding costs; still leaves a vacancy within business; lack of new ideas; other employees may be resentful; individual may not be very good

recruitment (cont)

external recruitment	recruiting from external sources; brings fresh ideas and innovation; create more diverse workforce; existing staff may be resentful; demotivates existing staff; doesn't know culture; may not fit with team or be able to do the job; cost of onboarding and training

External and internal fit

external fit	close and consistent relationship between HR strategy, organisational structure and competitive strategy
internal fit	various components of the HR strategy support each other and consistently encourage certain behaviour and attitude
line managers are important in implementing HR policies in a positive way	

reward management

encourage/motivate employees to follow organisational goals	
trend to link pay systems to business strategy to encourage performance	
trend to offer performance-related pay	focus on individual effort rather than collective effort
non-pay items often given	
flexible benefits packages designed to meet individual's preferences and lifestyle	

Firing Staff

employees leave a business for many reasons	
large staff turnover is challenging for businesses	places pressure on existing staff to cover work; can lead to being seen as a poor employer; new staff may disrupt existing teams and may lead to clashes; expensive
staff turnover can be useful	business may wish to change its culture or recruit more dynamic and innovative individuals, so a resignation may be an opportunity; exit interviews must be carried out to establish why an employee is leaving

Human resource forecasting

anticipate and determine numbers of staff required	
skills of staff required	
availability of suitable staff	
forecasts based on strategy	
staff in post, inflows, outflows, and internal movements during period	
limitations	population demographics; skills shortages; sudden changes in consumer demand

Psychological contract

intangible contract	
refers o expectations, beliefs and obligations, perceived by both the employer and the worker	
begins when the employee has first contact with an organisation e.g. through looking at the employer brand	
reinforced for the employee and employer through the interview and selection process and throughout the period working at the organisation	
once broken, it is nearly impossible to repair	

Induction/onboarding

effective induction is crucial	
induction should integrate the employee with the work, their role in the business, the colleagues	
induction should be practical and technical	how to integrate with company systems as well as personal factors such as where to hang your coat and get lunch
builds employee's psychological contract	done badly will break it
poor/no induction will lead to an "-induction crisis" eight week point after starting a position	often results in the recruit leaving the post

Induction/onboarding (cont)

negative impact on remaining employees	increased workload; increased recruitment costs; may impact customers; gain reputation as poor employer which may lead to future recruitment difficulties
some businesses use the term onboarding however some business use this term to include development	

Defining and Development of HRM

"Human resource management is a distinctive approach to employment management which seeks to achieve a competitive advantage through the strategic deployment of a highly committed and capable workforce, using an integrated array of cultural, structural and personnel techniques' - (Storey, 1995)	
'The formation and enactment of policies designed to manage the employment of people in an organisation' - (Dundon & Wilkinson, 2021)	
HRM developed as global markets became integrated and complex	
HRM became popular as other countries revealed how they managed employees successfully eg Japan.	
HRM became popular as a result of publications stressing that high performance organisations had a strong commitment to HRM.	
new era of humane people orientated employment management OR a blunt instrument to bully works (Monks, 1998).	
greater diversity and need for equality	
drop in trade union membership	

Defining and Development of HRM (cont)

UK businesses need to link HRM to strategy	resource-based view suggested that resources and competencies cannot be imitated

HR policy and high performance

Applebaum's ability motivation opportunity model (2000) suggests there are three dimensions for "high performance"	
ability	selective recruitment; training; education
motivation	performance appraisals; job security; career management; performance related pay
opportunity	teamwork; empowerment; job design

Diversity and inclusion

diversity is the practice of including or involving persons with various group identities within a workplace (Lussier, 2021)	
important to recognise that a "one-size-fits-all" approach to managing people does not achieve fairness and equality of opportunity for everyone	
an n inclusive working environment is one in which everyone feels valued, that their contribution matters, and they can perform to their potential, no matter their background, identity of circumstances; essentially it enables a diverse range of people to work together effectively (CIPD, 2023)	

Diversity and inclusion (cont)

microaggressions	micro assault (overt, intentional discrimination); micro insult (given as a compliment, but it suggests demographic race is not respected, but you are the exception); micro invalidation (comment or action that dismisses the experiences of a historically disadvantaged group)
Gender pay gap	organisations with more than 250 employees now have to publish salaries; payroll data need to calculate gender pay gap figures-average pay; gender pay gap calculations are based on figures drawn from a specific date each year ("snapshot date")

HRM models

hard HRM	line managers enforce rules and compliance; stressed hard fit between business needs and people management to ensure optimum employee performance; hard HRM involves strict rules to select, reward, train and replace employees; HRM views employees as factors of production (just like stock)

HRM models (cont)

soft HRM	framework for understanding and managing employees, focusing on recruitment and selection, performance and evaluation, rewards and recognition using supportive people practices; stakeholder interest is the starting point; employees well-being is a consideration; line managers role is to coach staff; key driver is training and development
Ulrich's model (1995)	David Ulrich suggests HR holds four roles in which professionals became business partners; emphasises need for HR to evolve from a function-oriented approach to one of a partnership role; aims to align business strategy and HR function; vertical axis reflects competing demands on future focus and operational focus; horizontal axis reflects competing demands on people and process; strategic partner; change agent; administrative expert; employee champion

HRM models (cont)

strategic partner	HR works closely with leaders to align HR activities with overall strategy to achieve goals; HR must understand markets, industry and be proficient in workforce planning, talent management and performance management to attract and retain the right talent
change agent	drives and supports change; help navigate transitions; ensure human capital equipped to adapt to change; need good communication and problem-solving skills
administrative expert	delivers cost-effective, efficient HR services; responsible for designing and implementing HR processes and systems; need high quality services at lowest possible cost

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HRM models (cont)

employee champion	advocate for employees' needs and interests, responsible for creating a positive work environment that promotes employee engagement, satisfaction and retention; must possess strong interpersonal and communication skills to build trust and credibility with employees; should be knowledgeable about employee rights, labour laws and workplace policies to ensure employees are treated fairly and equitably; by being an employee champion, HR can help create a culture of trust and inclusivity, ultimately enhancing the organisation's performance

HRM models (cont)

Warwick model (1990)	Henry and Pettigrew's model centres around five elements; considers the influences and impact of the internal and external environment and considers how HRM adapts to these changes in the organisation; organisations that align between the internal and external fit will achieve performance and growth; enables business to plan for; respond and change effectively

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