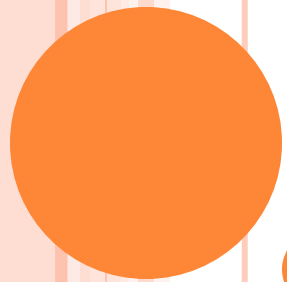




HUMAN RESOURCE MANAGEMENT



LO 1

Understand the difference



LO 1

- Distinguish between personnel management and human resource management
- Describe the functions of the HR Department within an aviation organization
- Analyse the role and purpose of human resource management in a selected service industry
- Explain the factors to be considered when planning the recruitment of individuals to work in health and social care.



PERSONNEL MANAGEMENT

○ Personnel Management

- Personnel Management is thus basically an administrative record-keeping function, at the operational level. Personnel Management attempts to maintain fair terms and conditions of employment, while at the same time, efficiently managing personnel activities for individual departments etc. It is assumed that the outcomes from providing justice and achieving efficiency in the management of personnel activities will result ultimately in achieving organizational success.

(Slideshare.net, 2013)



HUMAN RESOURCE MANAGEMENT

- **Human Resource Management** is concerned with the development and implementation of people strategies, which are integrated with corporate strategies, and ensures that the culture, values and structure of the organization, and the quality, motivation and commitment of its members contribute fully to the achievement of its goals.

(Slideshare.net, 2013)



DIFFERENCES BETWEEN PM AND HRM

	Personnel Management	Human Resource Management
Managing People	Traditional	Modern
Focus	personnel administration, employee welfare and labor relation	acquisition, development, motivation and maintenance of human resources in the organization.
Assumes	people as a input for achieving desired output.	people as an important and valuable resource for achieving desired output.

Adapted from (Management, 2016)



ROLE OF HRM

- The human resources management team suggests to the management team how to strategically manage people as business resources. This includes managing recruiting and hiring employees, coordinating employee benefits and suggesting employee training and development strategies.

(Smallbusiness.chron.com, 2016)



PURPOSE OF HRM

WHAT IS THE PURPOSE OF HRM?

The purpose of **HUMAN RESOURCE MANAGEMENT (HRM)** in a business is to manage the **WORKFORCE** so that a business has enough suitable staff to carry out all necessary tasks in an **EFFECTIVE** and **EFFICIENT** way.

(Austin, 2016)



WHAT IS THE ROLE AND PURPOSE IN THE HOSPITALITY INDUSTRY?

- The hospitality industry is dynamic
- HR is responsible for
 - Planning and forecasting
 - The recruitment process
 - Developing contracts
 - Deployment
 - Monitoring employees
 - Training and development
 - Budget monitoring
 - Relationships of team members



RECRUITMENT FOR HOSPITALITY

- **Do not cut corners-** front line employees give the first impression of a hotel. Source employees that will exceed the standards and values of the organization
- **Look ahead when planning-** hire staff for what they will be able to do in the long run. Hire with the intention of promotion, this helps with loyalty.
- **Look for relevant job experience-** persons with more work experience will be able to fit in positions more readily
- Recruiting, hiring, and training can be an ongoing challenge for the hospitality industry. Turnover can be lowered if more effort is put in and strategic decisions are made(Miller-Merrell, n.d.).



SOFT & HARD HRM

○ **Soft HRM**

- Treats employees as the most important resource in the business and a source of competitive advantage
- Employees are treated as individuals and their needs are planned consequently
- Concentrates on the needs of employees, which includes their roles, rewards, motivation and so on.

(Tutor2u.net, 2016)



SOFT & HARD HRM

○ **HARD HRM**

- Treats employees as a resource of the business
- Strong link with corporate business planning- what does the business need, how will it get it and how much will they cost
- Identify the workforce needs of the business and recruit and manage for e.g., hiring , moving and firing

(Tutor2u.net, 2016)

- Businesses can use both hard and soft HRM



CONCEPT OF HRM



(Sadhu, 2016)

THE FUNCTION OF THE HR DEPARTMENT

Department / Section	Brief description – What do they do	What's the sub functions under these Departments / Section
Management	The one who directs and control the HR Department	HR Manager / Heads of the HR Department
Recruitment and Selection	Responsible for filling the Vacancy	<ul style="list-style-type: none"> ○ Sourcing ○ Interview ○ Testing
Training and Development	Responsible for filling the skill gap (current and future roles)	<ul style="list-style-type: none"> ○ Training ○ Development
Reward	Responsible for the framework that hooks the employee's motivational factor	<ul style="list-style-type: none"> ○ Compensation ○ Benefits ○ Recognitions ○ Incentives ○ Job Evaluations
Industrial/Employee Relation	Responsible for the communication and relationship between employee, Organization and Labor Department.	<ul style="list-style-type: none"> ○ Labor relations ○ Grievance ○ Discipline ○ Safety
Administration	Responsible for the administrative support and processing of employee transactions.	<ul style="list-style-type: none"> ○ HRIS ○ Recordkeeping ○ Salary and Benefits Administration ○ Documentation
Other HR Function* <i>As these functions are assigned to different areas in the HR Department, some HR practice places these under Organization Development**.</i>	Responsible for the framework that affects the Organization and its behavior.	<ul style="list-style-type: none"> ○ Change Management ○ Organizational Structure / Jobs ○ Competencies ○ Policy ○ Performance Management ○ Process, system, documentation

(HR goodstuff, 2016)



FUNCTIONS OF THE HR DEPARTMENT WITHIN THE AVIATION INDUSTRY

- Maintain operational efficiency
 - Ensure that there is adequate staffing
 - Stream line the roles of employees
- Staff Development
 - Provide specific training for team members
 - General training, for e.g. customer service
 - Upskilling- important as technology develops (Home and Aviation, 2015)
- Fulfill company objectives
 - Ethnic mix, gender mix,
 - Skilled workforce



FUNCTIONS OF THE HR DEPARTMENT WITHIN THE AVIATION INDUSTRY

- Comply with employment legislation
 - Discrimination (age, gender, race, religion)
 - Criminal Record Bureau- (Jamaica Police Record)
 - Data Protection



RECRUITMENT & FORECASTING

- Extremely important in the service industry as there is normally a high turnover rate for line positions
- Forecasting involves projecting the labor needs and the effects that it will have on a business .
 - It can be done for short and long-term staff needs based on what's happening in an industry, trends,, attrition and other factors that would affect a company's need for labor.
 - Hence, HR planning is important- analysis of the various costs and administrative work that complements adding employees or downsizing.



FORECASTING

- It is important to have an organizational chart
- Production and scheduling- based on seasons for the hotel industry, bookings, sales, events
- Succession- helps to prevent long-term holes in staffing needs by keeping abreast of things, knowing when employees will retire, leave or be asked to exit. This information helps t fill the holes with internal staff or to get ready for a quick recruiting effort
- Budgeting- HR forecasting helps to plan budgets based on future staffing levels

(Ashe-Edmunds, n.d.)



RECRUITMENT

- Armstrong (2014) defines recruitment as the process of finding and engaging the people the organization needs.
- Selection is that part of the recruitment process concerned with the deciding which applicants should get the jobs.
- It is very costly



THE RECRUITMENT & SELECTION PROCESS

1. Defining requirements
2. Attracting candidates
3. Sifting applications
4. Interviewing
5. Testing
6. Assessing candidates
7. Obtaining references
8. Checking applications
9. Offering employment
10. Following up



FACTORS TO CONSIDER WHEN PLANNING THE RECRUITMENT OF OTHERS IN HEALTH & SOCIAL CARE

- Succession planning
- Change
 - Change in the organization. Is the organization planning to expand?
 - Change in policy- change in industry standards. You may need more employees
 - Use of services- there may be a decrease or increase in the user of services and staff needs will need to be met
 - Work roles
 - Local circumstances- what is happening in the community, issues



FACTORS TO CONSIDER WHEN PLANNING THE RECRUITMENT OF OTHERS IN HEALTH & SOCIAL CARE

- Defining HR requirements
 - Are full time or part-time positions needed for a clinic or hospital?
- Job description- what the job is about, duties eg. Nurse, midwife, eight hour shift, dealing with critical care patients
- Person specification- have a degree in nursing, and experience as a midwife for 5 years, caring, compassionate, detailed.
- Advertising- where, when and how?
- Vacancies- how many



FACTORS TO CONSIDER WHEN PLANNING THE RECRUITMENT OF OTHERS IN HEALTH & SOCIAL CARE

- Career progression opportunities- are there opportunities for persons to grow within the department, sector?
- Training and development needs- what will be the needs for training and development of the incoming staff. Does the business have the resources to provide the needs.



DISCUSSION QUESTIONS

- Is personnel management applicable in today's society? Why or why not?
- What are the differences between personnel management and human resource management?
- Analyse the role of HRM.
- Discuss the purpose of HRM.
- What is the importance of a HR Manager for a airline company?
- Explain the factors to be considered when recruiting individuals.



POP QUIZ

1. What is human resource management?
 - a. A non-strategic approach, that is incoherent to employment, development of well being of people within the organization.
 - b. The hiring, firing and development of people
 - c. An approach that develops individuals through training.
 - d. A strategic, integrated and coherent approach, to the development and well being of the people working in organizations



POP QUIZ

2. The following are functions of HRM except”
 - a. health and safety
 - b. policy deviation
 - c. labor relations
 - d. recruitment
3. What is the purpose of HRM?
 - a. to control the workforce
 - b. manage the workforce
 - c. manage the workforce so that the business has the necessary staff to carry out the tasks in an efficient and effective way.
 - d. manage the workforce to reduce cost.



POP QUIZ

4. Which of the statements about forecasting is true:
- a. it is a waste of time
 - b. helps to plan budgets based on future staffing levels
 - c. helps to plan budgets based on current staffing levels
 - d. helps to plan budgets based on future and current staffing levels
5. Which of the following is not a factor to consider in recruiting?
- a. change in policy
 - b. succession planning
 - c. training
 - d. job description



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