



Human Resource Management

LO 1

AC 1.3

Roles and Responsibilities of line managers in HRM

**What are the roles of
line managers in HRM?**

AC 1.3

- Evaluate the roles and responsibilities of line managers in human resource management.
- Plan a recruitment programme for an aviation organization
- Evaluate the best approaches that may be used to ensure the selection of the best individuals for work in health and social care.

Roles of Line Managers in HRM

- Enabling the HR policies and practices, or bringing them to life
- Acting on advice or guidance from HR
- Controlling the workflow by directing and guiding the work of others.

(CIPD, 2015)

Responsibilities of line managers in HRM

- Employee engagement
- Performance Appraisal
- Disciplining Employees
- Performance-Related Pay

(MacDonald, n.d.)

How to plan a recruitment programme?

1. Determine your recruitment goals
2. Review Job Descriptions
3. Consider people-finding strategies
4. Use alternative labour pools
5. Appreciate the perception of your workplace from the outside
6. Keep a short list
7. Hone your interviewing technique
8. Double check before making a job offer
9. Follow through after a candidate has accepted.

(Go2hr.ca, n.d.)

Selection Methods for Individuals to work in Health and Social care

- Before selection can take place candidates have to be shortlisted- KSAs
- The following models can be used for selection or a combination:
 - Interview (structured and unstructured)
 - Audition
 - Psychometric Assessment (aptitude and personality)
 - Assessed task
 - *Involvement of stakeholders (team members, service users, external stakeholders)*

Activities

- Discuss the roles and responsibilities of line managers in human resource management.
- Draft a recruitment plan for an organization.
- Evaluate the best approaches that can be used to select individuals for a particular industry.

Case Study

- 3.1 What are the main reasons why a vacancy may occur in the organization?
- 3.2. What are the advantages of using the Internet for recruitment?
- 3.3. What alternative recruitment methods could Southwood use?
- 3.4. Why do you think Southwood felt that one panel interview was insufficient as a selection method?
- 3.5. What are the advantages of asking students to participate in the selection process?

Case Study

- 3.6. Do you have any concerns about using students as part of the selection process? Explain your answer.
- 3.7. Looking at the existing reference request form, are there any additional areas where the principal should request additional details or information?
- 3.8. Consider this statement: 'Recruitment and selection should be a two-way process.' Explain.
- 3.9. What criteria would you use to choose the most appropriate selection method(s)?
- 3.10. Why is it important for employees who conduct interviews to receive training?

Quiz yourself!

1. **Which of the following is not a role of line managers in human resource management?**
 - a. Enabling the HR policies and practices, or bringing them to life
 - b. Controlling the workflow by directing and guiding the work of others.
 - c. Acting on advice from HR.
 - d. None of the above

Quiz yourself!

2. The primary aim of recruitment and selection process is to:

- the
- a. ensure the availability of surplus in case of sickness and absence.
 - b. hire the best individuals at optimum cost
 - c. meet the high labour turnover
 - d. none of the above

Quiz yourself!

3. What is the initial step in the selection process?
 - a. recruiting
 - b. screening
 - c. testing
 - d. advertising

Quiz yourself!

4. Which defines statements of education, experience, and personal attributes required to perform a job satisfactorily that are used to screen applicants?

- a. job postings
- b. job requirements
- c. minimum qualifications
- d. qualifications

Quiz yourself!

5. What is the employment interview best suited to assess?
- a. knowledge
 - b. skills
 - c. abilities
 - d. personal characteristics

Additional Reading

- Cipd.co.uk. (2015). *The role of line managers in HR - Factsheets - CIPD*. [online] Available at: <http://www.cipd.co.uk/hr-resources/factsheets/role-line-managers-hr.aspx>.
- Go2hr.ca. (n.d.). *Planning the Steps in Your Recruitment - HR Information for BC Tourism Employers - go2HR*. [online] Available at: <https://www.go2hr.ca/articles/planning-steps-your-recruitment> [Accessed 24 May 2016].

References

- Bullock, R. (2012). *Effective Employee Selection Methods* | Scontrino-Powell. [online] Scontrino-powell.com. Available at: <http://www.scontrino-powell.com/2012/the-most-effective-to-employee-selection-methods/>.
- Go2hr.ca. (n.d.). *Planning the Steps in Your Recruitment - HR Information for BC Tourism Employers - go2HR*. [online] Available at: <https://www.go2hr.ca/articles/planning-steps-your-recruitment> [Accessed 24 May 2016].
- MacDonald, L. (n.d.). *Responsibilities of the Line Managers in HR*. [online] Smallbusiness.chron.com. Available at: <http://smallbusiness.chron.com/responsibilities-line-managers-hr-35205.html>.
- Robinson, F. (2008). *Southwood School: A Case Study in Recruitment and Selection*. [online] Society of Human Resource Management. Available at: https://www.shrm.org/Education/hreducation/Documents/Robson%20-%2008-0768_Southwood_Case_Study_Part_C_SW_FNL%20-%20Recruitment%20and%20Selection.pdf.