

Having completed this course you will be able to:

- ☐ Identify the factors that influence the workforce
- ☐ Describe the role of a human resources manager
- ☐ Discuss the eight stages of the employment life cycle
 - ☐ Explain the key motivational theories
- ☐ List the forms that conflict may take in the workplace
- ☐ Suggest ways in which a HR manager can help alleviate conflict
- ☐ Describe how changes in society, technology and legislation may impact employees
- ☐ Discuss KPI's and methods of recognition and reward

Introduction to managing human resources

Just about every organization today claims that their human resources are their most important and valuable assets. So what is it about the staff, employees, workers, and operatives that make them so important to the management of any organization?

- ***What are the responsibilities of human resource departments and managers?***

Competitive Edge- Human resource departments help businesses to achieve a competitive edge

Enhanced Performance- Human resources management initiates policies that enhance employee performance.

Sourcing and Training Staff- Human resources management deals with issues such as staff selection and motivation, training and remuneration.

Positive Environment- Human resource managers create a win/win situations for employees and businesses

Human Resource Management involves the process of managing people to perform various tasks within the organization so as to achieve organizational goals. Human resource managers are responsible for creating 'win-win' relationships for both the individual employee and the organization as a whole. Employees are seen as the key to organizational success as they are the ones who implement management's policies and practices and they are usually the ones at the coalface dealing with customers or physically making the products.

If employee performance is not up to the benchmark, then the organization will not be working in synergy and will not be able to meet the standard set by the industry leader. Organizations have often tried to obtain a competitive advantage by various means - by use of specialised natural resources, by use of technology and other capital resources, or by entrepreneurial resources or 'street smarts'. Today, the human resource factor is really the only viable choice to achieve that competitive edge or advantage over corporate competitors.

- listening skills
- other interpersonal or 'soft' people skills
- goal setting skills
- networking skills
- problem solving skills
- decision-making skills
- evaluating and appraising skills
- planning skills
- planning skills
- organising skills
- mediating skills
- negotiating skills
- counselling skills
- meeting skills
- training skills
- team building skills
- dispute/conflict resolution skills
- delegating skills
- supervising skills

Managing changes to human resource management

This resource looks at how changes in attitudes, legislation and technology affect Human Resource Management. Human Resource Management is never static. It is always fluid and affected by changes from within and also outside of the organization. Let's begin by outlining the ways in which changes in the attitudes of workplace stakeholders can affect Human Resource Management.

Changes in attitudes of workplace stakeholders

There are many organizational stakeholders, and a change in attitude may occur from any one or a number of these stakeholders. Stakeholders being any individual or organization that has a 'vested interest' in the successful operation of the organization and that stands to lose something if the organization is not successful. The management of large-scale organizations must react to these changes in attitude and implement organizational change to reflect these attitudinal changes that impact on the performance of the organization. These changes in attitude may occur as a result of social, political, legal, cultural, economic, technological, demographic and like changes. In addition, changes may occur in how organizations are managed and the type of employees employed within these organizations e.g. their gender, their skill level and their experience.

There are many changes in attitude that are reflected in the way that workplaces operate today. These changes include changes in attitudes related to union membership and representation, industrial democracy, enterprise bargaining, use of outsourcing as a means of employment, re-engineering of work practices and altering organizational size in terms of employee numbers.

Workplace employment conditions

Management must follow social trends and demands and provide for flexibility and adaptability with respect to how their employees actually work and are treated by management. Employees must be able to respond to training needs and to become multi-skilled and cross-skilled. They must be able to work in teams and management must be able to accommodate employees in revised work schedules.

Management must also accommodate the changing nature of employees' desires especially with respect to how long and how often they work. Work schedules must take into account the growing number of employees who want to work part-time, work fewer days in a full 35-40 hour working week, share jobs, and work under flexible hour arrangements including shift work and telecommuting. Management must also assess the costs and benefits to the organisation of outsourcing certain work tasks.

Workplace diversity

Management must also take into account the changes that are occurring in terms of the workforce - its composition and the participation rate of employees. The diversity of the workforce must also be utilised for the benefit of the organization. Organizations need to implement policies that are 'family-friendly' and take into account the changing role and needs of women, in particular, in the workplace. The provision of childcare facilities is a prime example of a change occurring from a change in attitude in this area. Organizations also need to ensure that they tap into the many skills and talents that their employees possess and utilise this diversity of talent for the benefit of the individual employee and the organization. Organizations need to ensure that they have in place equal employment opportunities for all employees and that there are no acts of unlawful discrimination committed by the management of the organization.

The influence of the international market place and the globalisation of markets also affects organisations and the way they operate. Changes in the attitudes of consumers arising from this globalisation of business must be taken into account by management if they are to maintain their market share, both domestically and internationally.

Management should attempt to achieve the benefits of organisational efficiencies and effectiveness by taking these changes in attitude into account when they are developing and implementing their organisational practices and policies.

Changes in technology

Organisations must ensure that they use the latest technology to maintain their competitive advantage or edge and so that they can keep costs down as low as possible by taking advantage of cost efficiencies and economies of scale. There are many forms that this technology can take, from machine technology to information technology, and management must research all trends and developments in these areas and assess their relative significance to the organisation.