Professional Issues: Human Resources Issues

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Overview

- Highlight complexity of the law related to human resources

- Understand constraints for management and human resources

- Enhance awareness of human resources issues

Human Resources: Major Responsibilities

- ensuring that recruitment, selection and promotion procedures comply with anti-discrimination legislation
- staff training and development
- setting up and monitoring remuneration policy
- setting up and monitoring appraisal procedures
- administering dismissal and redundancy procedures
- dealing with contracts of employment
- workforce planning
- administering grievance procedures
- being aware of new legislation affecting employment rights and advising management of what the organisation must do to comply with it
- dealing with health and safety
- administering consultative committees

Recruitment and Selection

Selection Techniques:
- one-to-one interview
- interview by a panel
- assessment of references
- psychometric tests
- situational assessment
- Task assessment

Nepotism vs Cronyism: *"To these formally recognised methods of staff selection we should add nepotism (choosing cousins, children or other family members) and cronyism (choosing friends or former colleagues). The latter, in particular, should not be rejected as unfair or ineffective.*

Professional Social Networks: `http://www.linkedin.com/`

Job Developments and Profiles

- Staff training and development

- Remuneration policies and job evaluation

- Appraisal schemes

Redundancy, Dismissal and Grievance Procedures

- Unfair dismissal

- Redundancy

- Constructive dismissal

- Takeovers and outsourcing

- Public interest disclosures

- Wrongful dismissal

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Other Aspects of Human Resources

- Contracts of Employment

- Human Resources Planning

- Job Design

Required Readings

- Textbook (Bott)

  – Chapter 9 on Structure and management of organizations
  – Chapter 10 on Human resources issues
  – Chapter 11 on Anti-discrimination legislation

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Activity 9

- Read the following article:
  - R.N. Charette. Why Software Fails
- Read the following Belbin's Team Role Descriptions
  - Belbin's Team Role Descriptions
  - Belbin's Dos and Don'ts
- Identified a specific IT project/problem that might be related to human resources (e.g. job responsibilities)
- Discuss various approaches/solutions/ideas were available
- Discuss which Team Role(s) would be useful at some stage of discussed projects, and which would be unhelpful — encourage a discussion which leads to understanding as to why some past projects succeeded, whilst others failed
- Discuss or question any relevant aspect in the course wiki