Human Resources

Bott Chapter 9

What are Human Resources?

- Hiring the right people
- Keeping the balance of skills and expertise right for the work of the organisations.
- Administration relating to employment
- Complying with the law

Legal Context: HR 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;
- contracts of employment;
- workforce planning;
- designing and administering grievance procedures;
- being aware of new legislation affecting employment rights and advising management of what the organisation must do to comply with it;
- health and safety;
- administering consultative committees.

Recruitment and Selection

- Preparing a job description and further particulars
- Disseminating the description
- Selecting:
  - Individual Interviews
  - Panel Interview
  - References
  - Psychometric tests
  - Situational assessment
  - Task assessment
- Drive is to more" evidence-based" approaches that avoid bias (unconscious or otherwise)

Edinburgh University JD Template

- **1. Job Details**: Job title; School/Support Department; Unit (if applicable): Line manager:
- **2. Job Purpose** *(Normally no more than 2 or 3 sentences)*
- **3. Main Responsibilities** *(Normally between 4 and 10. Percentages should total at least 95% (and no more than 100%))*
- **4. Planning and Organising**
- **5. Problem Solving**
- **6. Decision Making**
- **7. Key Contacts/Relationships**
- **8. Knowledge, Skills and Experience Needed for the Job**
- **9. Dimensions**
- **10. Job Context and any other relevant information**
- **Verification** *(JDs should be agreed by the relevant manager and individual job-holder or representative. Further verification may also be specified in some cases.)*

Staff Training and Development

- Job descriptions often are derived from role descriptions.
- Role descriptions relate to a bureaucratic structure and identify the skills necessary to fulfill a particular role
- Training and development in part are oriented to fit people to more senior roles so they are eligible for promotion.
- Training can also be linked to development plans for the organisation to take account of the changing environment.

Administrative Role Profiles at Edinburgh University

- **Grade 5:** Roles at this grade will be responsible for providing or contributing to the provision of support services to an agreed quality standard or specification, within clear procedures or practices. There will be minimal day to day supervision, but clear guidance. The roles require an understanding of the allocated workload but also to react to changing priorities. Initiative is needed to handle processes and resolve problems and queries based on procedures plus experience and judgment, mainly without reference to others. May involve supervision of other staff.

Administrative Role Profiles at Edinburgh University

- **Grade 6:** Roles at this grade will be providing advice and support based on a detailed understanding of methods, systems and procedures gained through significant practical experience and/or formal training. They will exercise initiative and judgement to resolve daily problems within a range of established policies/procedures, seeking advice on more complex issues. There is discretion to determine short-term priorities and if applicable the priorities of a team of people involved in the same type of work. Contributions include proposing and implementing improvements to current working methods

Administrative Role Profiles at Edinburgh University

- **Grade 7:** Roles at this grade will be providing advice and support to schools/departments/work units based upon a full understanding of a technical, professional or specialised field. They will plan and ensure progress within established professional procedures and university policy. They will be expected to identify gaps in information, and conduct analyses to solve/resolve problems and issues with short-term consequences. They will put forward recommendations on managing more complex situations. Individuals will be responsible for planning and organising their own work or that of a team of colleagues who may be involved in different types of work and will encounter changing priorities. There will be a need for liaison and the co-ordination of activities, across a number of subsections of a school/department/university.

Remuneration Policies and Job Evaluation

- Designing pay structures that reward individuals for work.
- Critical to the retention of key staff.
- Anti-discrimination legislations has led to an emphasis on equal pay for equal value
- Scales provide overall structure
- Job evaluation attempts to position roles/jobs in the structure:
  - Non analytical – looks at the value of the role in the company.
  - Analytical: attempts to decompose jobs into component skills.

Appraisal Schemes

- Often an annual process
- Provides a means to give feedback to employees and to encourage a forward look in terms of skills development, aspirations, …
- Oriented towards objectives (Peter Drucker, Management by Objectives).
- Review against objectives and performance measures.
- Sometimes it is difficult to fit some activities into the framework

Redundancy, dismissal and grievance procedure

- Fair dismissal:
  - Lack of capability to do the job
  - Misconduct
  - It is illegal for the employer to employ the employee
  - Redundancy
  - "Other reasons" – but many are "unfair" e.g. on grounds of discrimination, because the employee is taking legal action to enforce their rights at work, ….

Redundancy and dismissal

- Dismissal Process:
  - Written statement of why dismissal is being considered
  - Arrange a meeting where both sides can state their case
  - Following the meeting the employee is informaed of the decision.
  - Right of appeal to more senior manager
- Other issues: constructive dismissal, takeovers and outsourcing, whistleblowing

Redundancy

- Redundancy
  - Employer no longer requires people to do a particular category of job (or fewer people)
  - Employees entitled to compensation (subject to a legal minimum)
  - Often employer seeks to reduce the number of employees in a particular category
    - Traditionally selection was last-in, first-out (is this reasonable?)
    - Often voluntary redundancy is offered (do you see any issues with this?)

UK Statutory Redundancy Pay

3. Redundancy pay

You'll normally be entitled to statutory redundancy pay if you're an [employee and you've been working for your current employer for 2 years or more.](#)

You'll get:

- half a week's pay for each full year you were under 22
- one week's pay for each full year you were 22 or older, but under 41
- one and half week's pay for each full year you were 41 or older
- Length of service is capped at 20 years.
- If you were made redundant on or after 6 April 2017, your weekly pay is capped at £489 and the maximum statutory redundancy pay you can get is £14,670. If you were made redundant before 6 April 2017, these amounts will be lower.

Redundancy pay (including any severance pay) under £30,000 isn't taxable.

Contracts of Employment

- In most modern economies employees are required to have contracts (whether or not they are written)

- Employees should understand their conditions of employment.

- HR staff oversee the signing and record keeping around contracts.

Human Resource Planning

- HR departments often get involved in resource planning:
  - Characterizing the skills of the current workforce
  - Characterizing the current workload and how effectively the workforce meets that workload
  - Forecasting likely increases in workload and the pattern of workload
  - Forecasting staff losses and gains
  - Predicting the effects of takeovers etc on HR.

Summary

- Human resources consider all aspects of getting the right people to do the work of the organisation.

- This includes:

  - Good processes for finding and hiring the right people

  - Good processes to handle issues for individuals during employment

  - Good processes to manage the balance of human resource against the organizational workload.

Edinburgh University Mission

Edinburgh University HR Work Themes

- **Developing and implementing simple and consistent processes and systems** – in line with the University's Service Excellence Programme, making better use of technology and digital solutions, and developing and implementing common standardised processes.

- **Helping to create a flexible organisation** – developing contractual arrangements to support flexible working patterns including overseas working, remote working, joint appointments with external partners, matrix reporting structures and secondments.

- **Supporting the evolution of the workforce** – developing and delivering internationally and locally focused attraction and recruitment strategies, succession planning and talent management, technical and personal skills development (e.g. digital skills, leadership skills) and change management.

- **Making staff engagement and wellbeing a reality** – supporting employee engagement, career development, reward and recognition and promoting equality, diversity and inclusion, and physical, mental, emotional and financial wellbeing.

Edinburgh University HR Work Practice

- **Simplification** – ensuring that policies and processes are easy to access, easy to use and easy to understand

- **Facilitation** – providing HR support that is focused on understanding business problems and providing practical solutions

- **Anticipation** – adopting a planned approach to managing projects, anticipating and responding to the changing needs of customers and providing solutions that are fit for the future.

Edinburgh University HR Activities

- provide advice and guidance to managers to help them carry out their management roles effectively
- provide advice and guidance to staff on employment policies and processes
- work in partnership with our recognised Trade Unions
- maintain and manage systems and processes that support the employee lifecycle
- ensure compliance with employment legislation and statutory reporting obligations

(Adapted from Management School Talk)

WORKING IN TEAMS (MAY BE SDP RELEVANT)

Belbin Team Roles

Session Guide
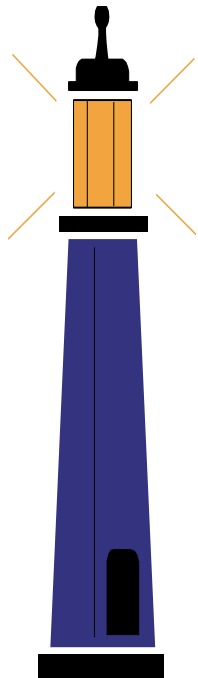
Belbin team types

Implications / issues

Action planning

Context

Research by Meredith Belbin

Effective Teams

Key Roles for Success

Situation Dependent

9 **Roles**

Contribution to Team

Allowable Weaknesses

All of equal value

Dropped Points

Leadership Roles

Shaper

Co-ordinator
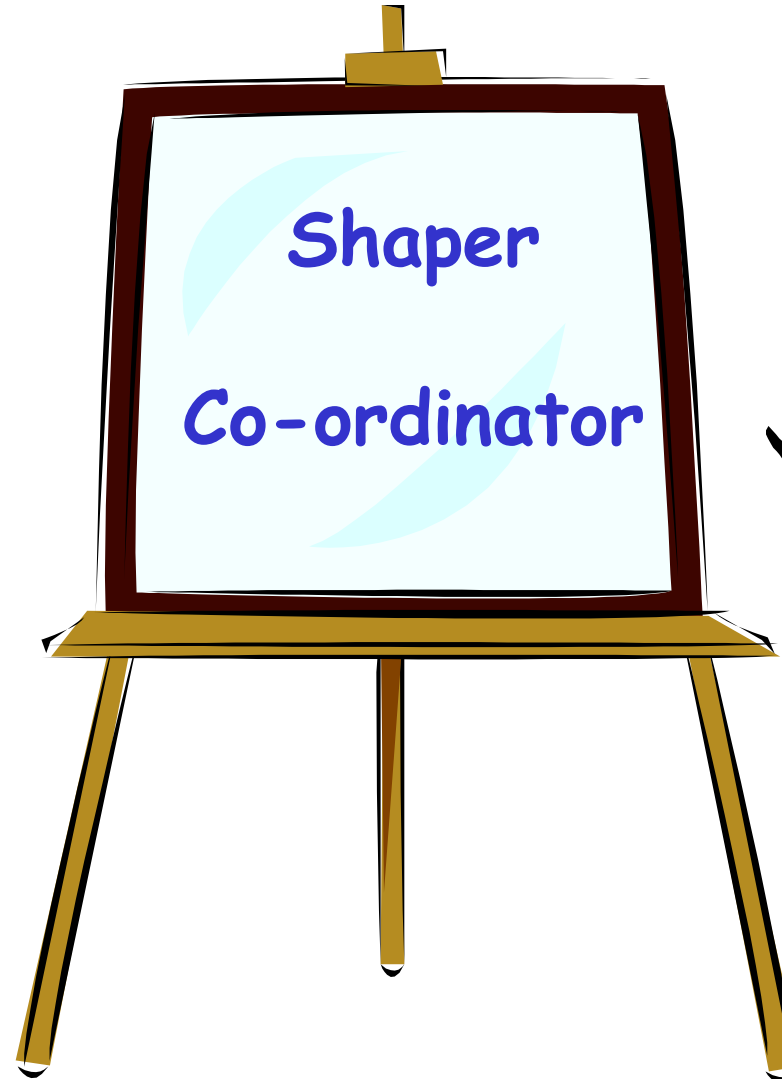
Creative Roles

Plant
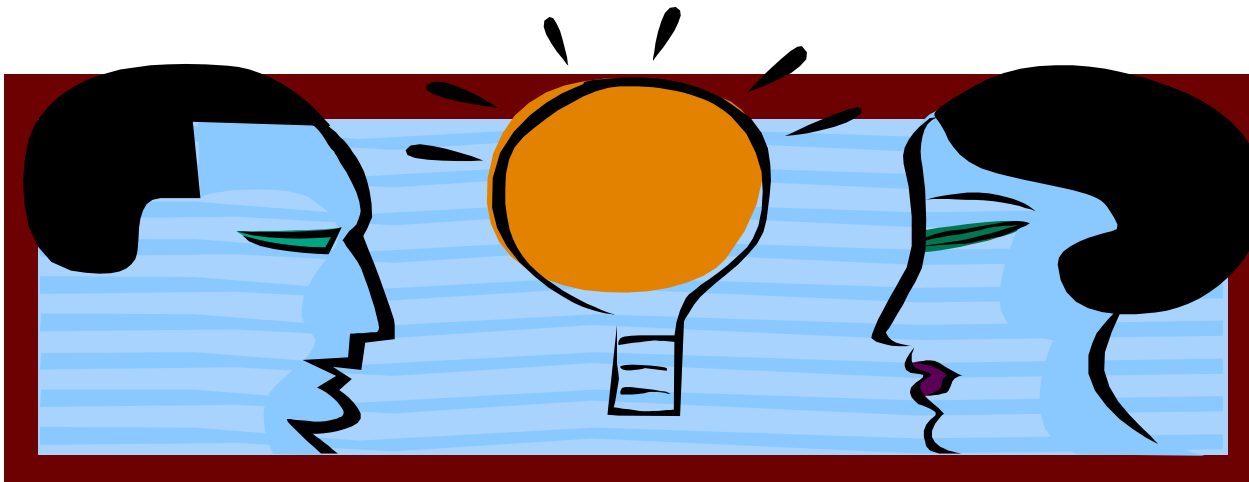
Resource Investigator

……the other Roles

Monitor Evaluator

Implementer

Completer Finisher

Team Worker

Specialist

Belbin Roles

Descriptions of Belbin roles

Name	Symbol	Behavioral description	Typical features	Positive qualities	Allowable weaknesses
Chairman	CH	Guiding and controlling leader, knows the members' abilities well	Calm, self-confident, controlled	A capacity for treating and welcoming all potential contributors on their merits and without prejudice. Strong sense of objectiveness	No more than ordinary in terms of intellect or creative ability
Shaper	SH	Demanding, coercing, confrontational leader, pushes for members to excel	Highly strung	Drive and a readiness to challenge inertia, ineffectiveness, complacency or self-deception	Proneness to provocation, irritation and impatience
Plant	PL	Innovator and problem solver, the "idea" member	Individualistic, serious-minded, unorthodox	Genius, imagination, intellect, knowledge	Up in the clouds, inclined to disregard practical details or protocol

Belbin Roles

Resource Investigator	RI	Contact person for resources external to the team, brings resources into the team	Extroverted, en-thusiastic, curious, communicative	A capacity for contacting people and exploring anything new. An ability to respond to challenge	Liable to lose interest once the initial fascination has passed
Monitor-Evaluator	ME	Analyzes, evaluates proposed solutions and choices	Sober, unemotional, prudent	Judgement, discretion, hard-headedness	Lacks inspiration or the ability to motivate others
Company Worker	CW	Implements agreed upon plans	Conservative, dutiful, predictable	Organizing ability, practical common sense, hard-working, self-discipline	Lack of flexibility, un-responsiveness to unproven ideas

Belbin Roles

Team Worker	TW	Facilitates team functions, mediates issues within the team	Socially oriented, mild, sensitive	Ability to respond to people and to situations, and to promote team spirit	Indecisiveness at moments of crisis
Completer-Finisher	CF	Focuses on details and meeting deadlines	Painstaking, orderly, conscientious, anxious	A capacity for follow-through, perfectionism	A tendency to worry about small things, a reluctance to "let go"

Belbin research findings

Roles can equally be applied to non-managers
Fisher, Hunter & Macrosson
Journal of Managerial Psychology, Vol.17 No.1, (2002)

Balanced teams perform better than biased teams
Shapers vs. Balanced
Pritchard & Stanton
Journal of Management Development, Vol 18, No.8, (1999)

No correlation between salary/status and team role
Dulewicz
Journal of Occupational & Organisational Psychology
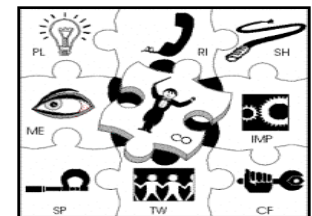Vol 68, Issue 2 (1995)
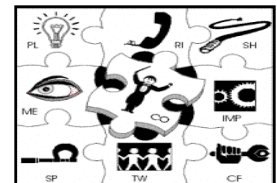
Belbin in UK Managers

1441 male / 355 female

Predicting team roles from established personality profiles

High validity suggested

Findings:

1. Suggested surplus of co-coordinators and resource investigators

2. Suggested dearth of *Completers, Monitor Evaluators , Plants and Shapers*……relatively few who have this as a primary or secondary role.

3. Lack of the balanced teams in UK industry

Fisher, Hunter & Macrosson
Personnel Review, Vol.29 No.2, (2000)
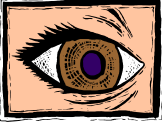
Belbin Team Types

Resource Investigator → **Ideas** ← **Plant**

Co-ordinator → **Optimal Solution**

Monitor Evaluator

Shaper → **Clear goals, objectives** **Specialist**

Implementer → **Work** ← **Completer finisher**

Success

Team Worker

Belbin and Career Management

Team Role	Career Planning	Job Search	Written Application	Selection Process	Pro-active Follow-up
Plant	Strong on ideas May lack focus	Research strong Networking weak	Potentially unorthodox Insensitive to company needs	May lack focus May compete with others Insensitive to company needs	Feedback seen as irrelevant Learning minimised
Resource Investigator	Strong on ideas	Networking strong May become disillusioned	Uncomfortable with medium	Thrives on group activities	OK
Co-ordinator	OK	OK	Finds self-marketing difficult	May undersell self Prefers group activities	Strength

Belbin and Career Management

Team Role	Career Planning	Job Search	Written Application	Selection Process	Pro-active Follow-up
Shaper	Action focus- less emphasis on planning May set unrealistic goals	High expectations and self belief	May oversell achievements	May oversell self May compete with others	Feedback seen as irrelevant Learning minimised
Monitor Evaluator	Tends to over- analyse May be indecisive	May be indecisive	Prone to too much detail	Dislikes deadlines May be indecisive	Tends to over- analyse Own harshest critic
Team Worker	May be indecisive	OK	Finds self- marketing difficult	Prefers group activities May undersell self	Accepts feedback

Belbin and Career Management

Team Role	Career Planning	Job Search	Written Application	Selection Process	Pro-active Follow-up
Implementer	May be inflexible and lack motivation	OK	OK	May lack creativity	OK
Completer Finisher	May be inflexible and indecisive	May be indecisive	Prone to too much detail	Avoids leadership High anxiety May be indecisive	Tends to over-analyse
Specialist	Narrow perspective may limit opportunities	May not consider wider options	Prone to too much detail and jargon	May constrain input to specialism	May underestimate relevance

Summary

✓ Insight into our own team role allows us to work on our strengths and weaknesses

✓ A knowledge of team roles helps us build balanced teams

✓ A knowledge of team roles helps us develop more effective teams

> "When he took time to help the man up the mountain, lo, he scaled it himself."
> Tibetan Proverb