

Effective Human Resource Management

Ormond Coaching and Training

The short article will take a look at the main responsibilities within Human Resource Management.

People are the Heart of your Business

For a business to survive it needs Capital + Time + People. Sometimes the effective management of people is forgotten. Competitiveness and increased profitability can be achieved through good management and development of your staff. The happier your staff are in their work and working environment the more productive they will be. Human Resource policies, procedures and guidelines are essential to develop and support a positive and productive working environment. The management of human resources is one of the most pivotal factors that distinguishes a high performing organisation from an average performing one. Human Resource Management and Development is the responsibility of all managers.

In the next sections I have outlined some of the main responsibilities that fall under HRM.

1. Recruitment and Selection

Taking on new staff is a big investment decision but one that can go terribly wrong if not carried out with due planning and preparation. All organisations, no matter how small they are,

need to develop their recruitment and selection procedures and ensure that those responsible for recruitment and selection are fully trained in the procedures, interview techniques and relevant employment legislation.

2. Policies and Procedures

Once you have staff working for you, you need to ensure that you are treating them fairly and within the guidelines of employment legislation. Develop effective statements and procedures that state how employees will be treated and what is expected from them. These can be compiled into an employee handbook that also covers employee terms and conditions.

All employees should receive induction training when they are taken through all the policies and procedures. Your employees should receive their own copy of the employee handbook and sign to say that they have received, read and understood it.

All managers should fully understand and appreciate their role and follow all procedures and policies outlined. There have been many cases of unfair dismissal lost by organisations because no disciplinary procedure was in place or not followed correctly.

3. Training and Development

As people are the heart of your business it is important to develop a learning and development culture in the workplace. Critical differentiating factors between one organisation and another is the organisation itself, its employees and how they work (IBEC 2007). Managers should identify the competencies and level needed for success, the gaps between required and current levels and identify different interventions to narrow those gaps.

4. Employment Legislation

Employment legislation governs the rights of employees and employers in the workplace. As an employer or manager you need to ensure that you understand the implications of employment law and fairly and consistently apply the law in your organisation.

5. Performance Management

Performance management is a cyclical process aimed at improving or developing performance. Just as solid foundations are critical to building and supporting a home a solid performance management plan is essential to developing an organisation and the people within it.

Performance management supports and organisation's business goals by linking the work of each individual employee to the overall goals of the work unit and business. How the performance management system is developed and implemented directly affects the performance of each employee, the work unit and the entire organisation.

6. Compensation and Benefits

Employees need to feel that they are paid what they are worth, are rewarded with sufficient benefits and receive some intrinsic satisfaction.

7. Health and Safety

It is your responsibility to provide a safe and healthy working environment.

Summary

There are many functions (as above and others) that fall under Human Resource Management. However they are not the sole remit of the Human Resource Manager. Every owner and manager has a responsibility to ensure that they achieve the best results possible through their

people. After all it is your staff and the potential they possess that drives an organisation. Developing, implementing and reviewing your Human Resource policies and guidelines will help you create a successful and profitable organisation.

The Author

Dymphna has over 6 years experience as a Learning and Development Consultant working with organisations in the area of recruitment and selection, learning and development, conflict management, performance management, and management skills. Dymphna works with groups, individuals and teams within organisations to help them address their HR needs.

Dymphna has a Ph.D in Chemistry, Diploma in Marketing and Sales, Diploma in Business and Life Coaching and is accredited by Belbin Associates to deliver Belbin Team Role Assessments.

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Thank you.

We are looking forward to working with you.

Dymphna