1.1 difference between personnel management and human resource management. HRM at Tarmac

Personnel

Historically, personnel managers found people to hire, ran new employee orientation programs and explained employers' policies and rules. They also administered payroll and pensions and kept employees' personal and performance records. Personnel issued employee handbooks and often met one-on-one with employees to discuss insurance benefits. Personnel departments rewarded and disciplined staff, and worked with supervisors on controlling absenteeism and tardiness. Personnel managers weren't directly involved in management's concerns or organizations' strategic goals. Instead, they managed employees' day-to-day activities, often mediating conflicts between workers and negotiating contractual labor agreements. In short, personnel management focused on the workforce and staff-related administrative tasks.

Human Resources

HR operates with the organization's goals in mind, while ensuring that employees have the skills and training needed to perform their jobs. This strategic approach distinguishes HR from personnel's traditional administrative role. HR has kept pace with technology by automating employee benefits programs, employee newsletters and other internal communication and much of its recordkeeping tasks. Organizations often hold HR responsible for upholding the culture, values and ethical standards of the workplace. HR and personnel continue sharing such functions as recruiting, employee and labor relations, compensation and benefits, performance management, training and discipline. Although contemporary HR professionals generally think of themselves as "strategic partners" with employers, their organizations don't always perceive them that way. J. Craig Mundy, an Ingersoll Rand HR executive, addressed the problem in "Why HR Still Isn't a Strategic Partner," an article published in the July 5, 2012, issue of "Harvard Business Review." According to Mr. Mundy, heads of organizations don't always know why they have HR departments. And HR, he added, doesn't always know how to fill the strategic role.


Human Resources Management is an important asset to any business. It provides expertise in:

- managing change and facilitating training and development
- recruitment, selection and employee relations
- pensions and benefits
- communicating with employees.

Tarmac believes in 'bringing out the best in all our people, allowing them to realise their full potential'. It promotes and encourages a culture of learning and development throughout the business.
Tarmac aims to build the capacity and capability of its people to achieve their full potential. This strategy strengthens the business in the long term. The Talent and Development team, which is part of the HR function, leads and coordinates training, learning and development opportunities. These enable people at all levels to acquire and practice high levels of skill and expertise. This means individuals can achieve their personal goals, as well as contributing to the wider mission and vision of the organisation.

http://businesscasestudies.co.uk/tarmac/how-roles-and-functions-contribute-to-organisational-performance/the-human-resources-function.html#ixzz2vhuKVg8T

1.2 Function of HRM that contribute organizational performance

1. Employee Career Goals: To understand that the employees are also individual and have their own set of needs. They also have certain goals and they also want to reach the pinnacle of the career ladder. The HR has to identify those needs and work upon them to make the employees feel important and motivated by providing them time to time training related to their field of interest. It is to be kept into consideration that if the employee will not find any career advancement in the kind role he is assigned in the organization, his inclination towards performing will be really low due to lack of motivation.

2. Organizational Goals: To understand and define the overall objectives and goals of the organization, its mission as well as vision. It also calls for aligning the skills of the workforce with the company’s mission/vision statement and encouraging them to work towards achieving those organizational objectives. It does not only include the present organization requirements but also forecasting the future needs and making strategies for fulfilling them.

3. Training and Development: To ensure proper availability of latest tools and methods for training the employees as required for their respective competencies. Identifying the imperfect areas which requires training and also working towards filling the need gap with the best available training tools. HR should realize that training is not an unnecessary expenditure which can be discarded; instead they should understand that if the employees are properly trained and developed, it can prove to be the best investment made by the company which will definitely furnish quality returns in future. HR’s job does not just ends with the training. They should also scrutinize the post training transformation in the performance the employees and should provide adequate feedback if further improvement is required.
4. Recruitment: Selecting the best workforce from the labor market by using the recruitment options like internal job portals, job websites, advertisements, employment agencies etc. Personal interviews, GD’s, Aptitude test should be unbiased and very seriously performed, for getting the cream employee. The candidates should be informed well in advance about the profile of the job, required skills, attitude and the workload a candidate can experience so that they may come with a defined mindset and give their best to the job offered to them. Before moving ahead with recruiting, the HR manager should ensure the adequacy of the funds to be invested on the recruitment procedure.

5. Staffing: To assign the right job to the right employee if the proper utilization of the talent is needed. The HR should understand that the employee will not be able to give his 100% if his talent is not utilized in the right direction. They also require making them understand the overall objective, mission and vision statements and also providing them proper resources which will help him attain those objectives.

6. Ensuring employee health and safety by abiding to the employee safety and health regulations.

7. Managing grievances

8. Ensuring provisions for adequate and promised compensation with fixed and variable benefits to keep them motivated.


10. To ensure a positive work environment in the organization.

11. To continuously stimulate a sense of belonging, responsibility and accountability in employees.

12. Ensuring effective communication between employees and minimizing conflicts.
13. To ensure latest appraisal methods, fair and unbiased salary hikes for keeping the employees motivated.

14. To keep a record of the employee profiles and database so that it can be readily available at the time of recruitment and staffing and also ensuring its confidentiality.


1.3 Role and responsibilities of line manager

Line managers are those managers to whom individual employees or teams directly report and who have responsibility to a higher level of management for those employees or teams.

The term ‘front-line managers’ is rather more specific and normally refers to line managers in the lower layers of the management hierarchy – that is, where the employees who report to them do not themselves have any managerial or supervisory responsibility. Front-line managers are often promoted from within and are unlikely to have formal management education.

Typically the management responsibilities carried out by line managers (particularly front-line managers) might include:

- day-to-day people management
- managing operational costs
- providing technical expertise
- organisation of work allocation and rotas
- monitoring work processes
- checking quality
- dealing with customers/clients
- measuring operational performance.

As examined in detail below, line managers in many organisations also carry out activities that have traditionally fallen within the remit of HR such as providing coaching and guidance, undertaking performance appraisals and dealing with discipline and grievances. They also often carry out tasks such as recruitment and selection or pastoral care in conjunction with HR.

http://www.cipd.co.uk/hr-resources/factsheets/role-line-managers-hr.aspx
1.4 impact of legal and regularity framework on HRM function

According to Nice. P (2012) lecture – ‘Legal and regulatory framework is laws and regulations that summarise the legal requirements to be met’. They may also be completed by strategy, principles and procedures. Employment legislation is one of the important thing HRM. This will help to understand what legal implements exist, and how they will affect business.

The impact of legal and regulatory framework on HRM is to make sure the organisation is completely aware of any relevant legislation and to make sure that all employers and employees are safe on workplace. The main areas of legal and regulatory framework, which have impact on HRM, are:

Data protection Act: the aim of this act is to control the way information is handled in organisation, about each person who work in an organisation, with important rights which means employees have a right to know what information organisations hold about them on a computer.

Health and safety: Health and safety is the most key question in HRM, which is very important for safety of organisations and employees. According to Nice. P (2012) lecture - HR staffs are dealing with cases of work related stress, that is why, it is an important issue in all workplaces and it is essential for organisations to fulfil with health and safety regulations and acts. The aim of health and safety Act is to stop workplace accidents and injuries. See Health and Safety Acts on (Appendix 7).

Equal employment opportunities and Pay Act: has good impact on HRM and provides an effectual work environment for all employees and employers. The aim of this act is to make fair results in all area of employment which belong to recruitment, selection, supervision and management. See Equal Opportunities Acts on (Appendix 8). For example: Barclays Bank have an equal opportunity employer and does not distinguish based on race, colour, religion, national origin, nationality, age, sex, disability and state. However, Barclays provide equal pay for both man and woman who work for them.

Employment protection: it has a positive impact on HRM because HRM have role to protect the organisation and employees. HR explains their principles to employers and within protection act and employers have responsibilities to ensure that all employees are saved on workplace and their personal information are well protected. See Employment Protection Acts on (Appendix 9). For example Barclays Bank have income insurance policy where employees and employers can rest confident the statement will be covered if they lose their job or are unable to work due to injury or illness.
Impact of regulatory requirement on human resource policies in Tesco:

Human resource management is regulating the HR policy of requirements such as pay, equality, discrimination, contractual terms and condition, data protection, employment rights and responsibilities etc under the government law.

The regulatory work of human resource management in different sections of Tesco business strategy is given below:

Legal framework about pay: human resource management work for right payroll systems and monitors carefully about wedges under rules and it is in

Wages Act of the payment – 1936
Wages Act (minimum) – 1936
Equal Remuneration Act – 1976
Bonus Act of the payment – 1965

Legal employment rights and responsibility: human resource management strongly work for the all legal issues and laws and carries a significant role for the human rights under the law of

The Factories Act – 1948
The Employees Provident Fund Act – 1952
Rates of Contribution – PF, Pension, Insurance
Employee’s State Insurance Act – 1948
Payment of Gratuity Act – 1972
The Workmen’s Compensation Act – 1923
The Maternity Benefit Act – 1961

Discrimination: human resource management work to make sure a fair and the same level of rights for all gender of sex and cultural discrimination for an organisational structure under rules of

Sex discrimination Act 1995/ 1997
Employment rights Act 1996

Impact of the regulatory on human resource management: HRM work with wide range of issue in an organisation
Impact Human resource management activities on payroll system are explaining below

Under the minimum wages Act 1936:

Human resource management make sure the regulation of payment of wages by employer.

Protect workers from irregular payment from the management.

Work for the loss or damage of employee.

Help to make an advances, loans, tax payable, and deduction under court order.

Under the payment of wages Act 1936

Maintain the proper regulation by fixing a date of payment

Under payment of bonus Act 1965

Make sure bonus and basic payment


2.1 Reason for HR planning in organization

The importance of human resource planning are as follows:

1. Future Manpower Needs

Human resource planning ensures that people are available to provide the continued smooth operation of an organization. It means, human resource planning is regarded as a tool to assure the future availability of manpower to carry on the organizational activities. It determines the future needs of manpower in terms of number and kind.

2. Coping With Change

Human resource planning is important to cope with the change associated with the external environmental factors. It helps assess the current human resources through HR inventory and adapts it to changing technological, political, socio-cultural, and economic forces.

3. Recruitment Of Talented Personnel
Another purpose of HR planning is to recruit and select the most capable personnel to fill job vacancies. It determines human resource needs, assesses the available HR inventory level and finally recruits the personnel needed to perform the job.

4. Development Of Human Resources

Human resource planning identifies the skill requirements for various levels of jobs. Then it organizes various training and development campaigns to impart the required skill and ability in employees to perform the task efficiently and effectively.

5. Proper Utilization Of Human Resources

Human resource planning measures that the organization acquires and utilizes the manpower effectively to achieve objectives. Human resource planning helps in assessing and recruiting skilled human resource. It focuses on the optimum utilization of human resource to minimize the overall cost of production.

6. Uncertainty Reduction

This is associated with reducing the impact of uncertainty which are brought by unsudden changes in processes and procedures of human resource management in the organization.

http://accountlearning.blogspot.co.uk/2013/01/significance-or-importance-of-human.html

2.2 stages involved in planning HRM requirements

Following are the major steps involved in human resource planning:

1. Assessing Human Resources

The assessment of HR begins with environmental analysis, under which the external (PEST) and internal (objectives, resources and structure) are analyzed to assess the currently available HR inventory level. After the analysis of external and internal forces of the organization, it will be easier for HR manager to find out the internal strengths as well as weaknesses of the organization in one hand and opportunities and threats on the other. Moreover, it includes an inventory of the workers and skills already available within the organization and a comprehensive job analysis.

2. Demand Forecasting
HR forecasting is the process of estimating demand for and supply of HR in an organization. Demand forecasting is a process of determining future needs for HR in terms of quantity and quality. It is done to meet the future personnel requirements of the organization to achieve the desired level of output. Future human resource need can be estimated with the help of the organization's current human resource situation and analysis of organizational plans and procedures. It will be necessary to perform a year-by-year analysis for every significant level and type.

3. Supply Forecasting

Supply is another side of human resource assessment. It is concerned with the estimation of supply of manpower given the analysis of current resource and future availability of human resource in the organization. It estimates the future sources of HR that are likely to be available from within or outside the organization. Internal source includes promotion, transfer, job enlargement and enrichment, whereas external source includes recruitment of fresh candidates who are capable of performing well in the organization.

4. Matching Demand And Supply

It is another step of human resource planning. It is concerned with bringing the forecast of future demand and supply of HR. The matching process refers to bring demand and supply in an equilibrium position so that shortages and over staffing position will be solved. In case of shortages an organization has to hire more required number of employees. Conversely, in the case of over staffing it has to reduce the level of existing employment. Hence, it is concluded that this matching process gives knowledge about requirements and sources of HR.

5. Action Plan

It is the last phase of human resource planning which is concerned with surplus and shortages of human resource. Under it, the HR plan is executed through the designation of different HR activities. The major activities which are required to execute the HR plan are recruitment, selection, placement, training and development, socialization etc. Finally, this step is followed by control and evaluation of performance of HR to check whether the HR planning matches the HR objectives and policies. This action plan should be updated according to change in time and conditions.

http://accountlearning.blogspot.co.uk/2013/01/human-resource-planning-process-or.html

2.3 Recruitment and selection process in BT and Barclays Bank plc

We want the best, so our recruitment and selection process is rigorous, thorough and designed to identify those people who will be most suited to the MBA Leadership Programme and a
career with BT. The process is managed entirely by BT’s experienced recruitment team and all hiring decisions are endorsed by a panel of senior leaders.

Your application will first be reviewed to evaluate whether you meet the minimum criteria and have the right experience, skills and technical aptitude (see “About the Programme” section to view the programme job description). The entire content of your application will be taken into account, including the cover letter you supply to provide further details.

Telephone screen

If your experience and achievements match our requirements, one of our team will contact you to discuss your motivations for applying to the programme. Based on the outcome of your initial conversation, the next steps would involve an HR interview and business case study.

Round 1 interview

This may be conducted in person, or via video conference depending on your location. It involves two types of interview:

General interview – a CV based, behavioural interview to review your career history and background and evaluate your fit against the BT leadership capabilities

Business case study – a hypothetical business problem or opportunity is presented to you and we assess your approach to analysing and addressing the problem.

Assessment Centre

Should you be successful in the Round 1 Interview stage, you will be invited to a full day Assessment Centre, held at a BT office. This is an opportunity to meet the BT team, including senior managers, MLP management and current team members. It is both a networking opportunity and a chance to further prove your suitability for the programme through a series of exercises:
General interview - to assess your understanding of and passion for BT and the sector, including your fit for the programme and BT.

Business case study - an additional case interview, demonstrating how you structure your approach to a problem and demonstrate your strategic and logical thinking.

Presentation – you will be given background information and time to prepare your response before presenting your findings/action plan to a senior manager.

Group exercise – working in a team, you will be given a business problem or opportunity to address and demonstrate your ability to do so effectively in a team environment.

Soon after assessment, we make the hiring decisions, which must be endorsed by a panel of senior managers. We offer a feedback session to all candidates who attend an Assessment Centre.

Summer Internship

The selection process for the Summer Internships involves the same steps as the MLP up to the Round 1 interview stage:

CV screening
Telephone screen
General interview
Business case study

There is no Assessment Centre for Summer Internship recruitment. The real assessment for the Interns happens once you join us for the summer. Your performance on your project and your interactions within BT will help us to determine whether a full-time offer will be extended at the end of the internship. We see the summer intern programme as a strong feeder for full-time hiring and have every intention of making offers to summer interns who perform well.

https://www.btplc.com/Careercentre/Ourlocations/UK/MBAs/HowdoIapply/Theapplicationprocess/index.htm

Barclays recruitment
Recruitment
One of the biggest challenges for a manager is to recruit new employees. We want to attract a pool of high quality applicants so that we can select those who have the best fit to our jobs and our organization (Kulik, 2004)

The objective of recruitment at Barclays is to have highly talented, committed, eligible workers. At Barclays there are two methods of recruitment. They are internal recruitment and the external recruitment method. In internal recruitment method, vacancies are advertised in the Barclays Electronic Network (BEN) for the existing employees. The idea here is to give the priority to current employees to apply for a higher position or if an employee wants to transfer for another branch.

In the external recruitment method, job vacancies are advertised in the bank's website www.barclays.co.uk, at local Barclay branches and application referral from current employees. In the referral system if the applicant is successful the employee who recommended that applicant will receive a monetary reward.

The steps in the recruitment process in Barclays

a) Applicants have to complete an online application

b) If the applicant is successful, he/she will be called for a telephone interview

c) If the applicant is successful at this stage he/she will be invited for an open day interview. The applicants have to sit for a written test related to the job requirements and a role play interview with a panel of managers.

d) If the applicants are successful in above three levels a screening test is carried out by a third party on behalf of Barclays to verify the information such as the qualification and work experience provided in the application. Credit checking and a CRB (criminal record bureau) check are also carried out at this stage

e) Applicants are invited to accept the appointment letters.


2.4 effectiveness of the recruitment technique in BT and Barclays bank plc

Effectiveness of BT

• Provide BT with an effective means of recruiting, developing and unleashing fresh graduate talent to deliver a 6 month business improvement project defined by BT

• Engage participants in highly effective, collaborative, strategic projects within and between departments that that will add significant value to BT’s business

• Bring tangible results to BT during the 40 weeks of the programme.
• Create a pool of high potential graduates who may progress into BT’s graduate management development programme


Accuracy is the ability of the selection process to consistently and precisely predicts candidates’ job performance; it requires complete knowledge of the candidates’ competencies and the work environment where he/she is to work in. Attraction and Equity also ensures that the recruitment attracts sufficient applications from potential candidates with corresponding credential to the job post, and creates an atmosphere of fairness for qualified candidate to be selected. It screens out applicants for job-related reasons only and not because of their diversity. Commitment of Interested stakeholders: It is the extent to which the people involved in the selection process perceive its worth. In this system, everyone benefits by going through the selection process, regardless of the hiring decisions made. It helps in preserving the image of the organization and the dignity of all applicants.

The human capital of the bank is responsible for directing and running the day-to-day activities of the bank it is by far the most important investment of the bank. The recruitment and selection process of the bank allows for structured interviews, which have been identified by researchers as having the highest reliability and validity for competence staff selection. Through various types of tests the personality, honesty and integrity of a candidate can be assessed. All these are valuable assets to the bank (Tabassum, 2011). More so, employees that are most committed perform 20% better and are 87% less likely to resign (Lockwood, 2006)