

AN INSIGHT INTO  
RECRUITMENT

AMNICK  
**HUMAN**  
**RESOURCES**

Magazine

**HR**

PREVIEW OF THE  
LATEST TRENDS

**BREXIT**

IMPLICATIONS ON ZERO  
HOURS CONTRACTS

**Glance into a  
career in HR**

**VOL .1**



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# Editor's note

*"Far and away the best prize that life offers is the chance to work hard at work worth doing."*

*Theodore Roosevelt*

Welcome to our first edition of Amnick HR e-magazine. Created solely by those conducting work experience programme at Amnick, and giving them the chance to develop their talent within the HR sector. The purpose of this magazine is to celebrate the HR sector, to bring to the forefront the need for good HR practices, and the value and edge these can offer organisations. We are also keen to celebrate ordinary people within this industry, the changing nature of HR, impact of technology, effects of BREXIT as well trying to offer you glimpses of tomorrow's HR - TODAY

In this edition we have focused on zero hour contracts to employee incentives and well-being to talent and performance management. We have interviewed renowned HR professionals like Greg Walker; who has provided some interesting insights from the contemporary HR world. We have developed brief case studies also on renowned organizations with successful HR departments such as BT, BCG, Deloitte and GE to learn and make our readers also, aware of their route to prosperity.

The production of an astounding piece of work is absolutely impossible, if one does not have the right talent and expertise in the form of a team. And I was fortunate enough to have a handful of capable and hardworking team members, who have tirelessly worked with me in creating an intellectually pragmatic piece with numerous aspects from the HR world.

I hope and anticipate that more than anything the readers enjoy reading these literary pieces and are able to see the hard work behind every written article. And if that happens, I would consider it a job well done.

Eagerly looking forward to our readers' feedback too.

Kind Regards

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# An Insight into Recruitment

BY NARGIS SULTANA

*"The UK recruitment industry is a particularly fast growing sector worth more than 28.7 billion annually, with 90% of that in the temporary and contract workers sector. More than 10,000 recruitment businesses are operating in the UK and this number is growing. There are currently more than 90,000 people employed in UK recruitment industry which is a massive part of the services sector."*

UK recruitment industry is vital to the UK economy. As a recruiter, you act as the gatekeeper to people's dream job; what you send your clients can determine if someone gets their foot on the next step on the ladder, or not.

This business is all about being 100% candidate focused, because recruitment today is about the candidate. Nearly all specialist markets are candidate short and job strong, and candidates now have more choice as they don't always need to use agencies because in-house recruitment is becoming more popular.

Recruiters have to wake up to the fact that our candidates are consumers and our service is a product. It is all about building a brand identity that attracts quality candidates and is aspirational.

In-house Recruiters are filling more jobs per month than agencies because they have become better at nurturing talent and managing talent pipelines. They simply have better careers sites to engage with, they court and headhunt candidates for specific and 'real vacancies' and as a result candidates are "attracted" to the brand. In-house Recruiters also don't have to waste their time on lots of 'maybe' jobs.

2015 was the year of the UK's post-recession recovery with negative inflation, growth and record-high employment. The Office of National Statistics reported in November 2015 that there have not been this many people in employment since records began in 1971. The Secretary of State for Work and Pensions, Stephen Crabb, said: "These are another record-breaking set of figures, with more people in work than ever before and the unemployment rate is the lowest in a decade at 5.1%."

The Office for National Statistics (ONS) say: There were 31.58 million people in work, up 44,000 from the previous quarter. That took the employment rate to a record high of 74.2%. The number of people claiming jobless benefits fell by 2,400 in April to 737,800. Unemployment fell to 1.69 million between January and March, down 2,000 from the previous quarter.

The UK economy seems to be steady despite the vote to leave the EU on 23rd June 2016, and businesses wanting to do what they do best. Therefore here's to 2016 being another record year for the recruitment industry!

*"These are another record-breaking set of figures, with more people in work than ever before and the unemployment rate is the lowest in a decade at 5.1%."*

## Top 5 sectors:

**The top 5 sectors for 2016 which have seen the biggest growth in recruitment are:**

### No.1 IT & Digital-

IT and other digital technologies continue to be the number one sector for growth and skill shortages globally as well as in the UK. There are three main drivers, which are fuelling this:

- The relentless advancement of technology itself.
- The constant application of technology and innovation by businesses seeking competitive advantage.
- The lack of adequate levels of investment in training and skills in the sector compared to demand. There are constant skill gaps emerging in this sector so as recruiters this is a hot pot!

The demand for skills in this sector is increasing and the supply and availability looks in decline. According to the Industry report produced by the Institution of Engineering and Technology (IET), UK firms report a strong demand for new engineering and technology staff – 53% of employers are currently seeking new recruits compared to 51% in 2015.

### No.2 Engineering-

George Osborne's commitment to build 400,000 new houses, the largest house building drive since the 1970's, with a £2.3 billion commitment means this sector is certain to growth. There are already significant capital projects underway in the UK in Rail, Nuclear, Road as well as the major house building commitment the government has made.

### No.3 Construction

The UK Services Sector (of which this sector is a significant part), represents 75-80% of the UK GDP, and has seen major growth in Q3 of 2015 and is projected to grow further. This is good for UK Plc. companies as the UK is the world's second largest exporter of services after the US and the trade surplus in services helps support the UK balance of payments.

### No.4 Accounting & Finance

### No.5 Healthcare

the demand for healthcare staff in this sector and the risk for hospitals not having the staff to cover shifts means there are still gaps in the market and vacancies to be filled.



## Social recruitment will hit a high note

93% of companies use social media to assist with their recruitment. 2016 will be the year when recruiting on social media will become really important. It's cited that over 900 million people worldwide use Facebook every day. Social networks have become an integral part of people's everyday lives. It's no wonder investment in alternative recruitment methods are on the rise.

58% of recruiters say the biggest challenge their company faces in hiring quality talent is the lack of skilled or qualified workers and 40% of UK recruiters expect that competition in hiring will become fiercer in the next 12 months. Social media seems to be the antidote to this concern.

## Has Brexit affected recruitment?

The leave vote has not resulted in an overnight change. Instead, a negotiation of the UK's relationship outside the EU would commence, possibly lasting years, who knows. Freedom of movement of persons would be a huge agenda in the Brexit deal given the sheer numbers of EU workers in Britain and the number of UK expats living in EU countries.

CIPD -Peter Cheese, the CIPD's CEO, believes it's important that the government and UK businesses take time to properly assess the long-term impacts of any decisions that they take going forward. He says "for most businesses, the immediate impact of this historic decision will be limited as major changes won't be able to occur for a while".

Recruitment & Employment Confederation say that "In sectors such as healthcare, education, hospitality, construction and manufacturing, workers from the EU are vital and any change to our immigration system needs to recognise that". So let us see what will happen as nothing has been set in concrete as of yet.

However recruiters need to ask themselves crucial questions now more than ever, and some of the questions may include- What does your brand stand for? What candidates should you target? What channels do you communicate with them on? What does your website actually DO for the candidate? How real are your job adverts? What content do you produce that is genuinely valuable to them? What candidate events do you run? Etc.

Therefore in a nutshell- recruitment continues to be an exciting and dynamic World of business which should seek every opportunity to provide the best of services possible.

*"In sectors such as healthcare, education, hospitality, construction and manufacturing, workers from the EU are vital and any change to our immigration system needs to recognise that"*

# Interview

BY SUBHANA HYE, JUNE 2016

## George Bruce

Internal Recruitment Consultant  
Global Data Ltd - London

*“HR is the foundation of an organisation, business’s rely on people”*

George Bruce is a new upcoming Recruitment Consultant, recent graduate whose career ambition is to become an expert in his field. George is a good role model for those who are thinking of getting into HR and are wondering the best way forward. It is nice to see a young, ambition and hard working person. This is an interview with a goal focused person, who is in the process of making a success of himself and establishing a mark for his talent in the industry.



Tell us about your career and how you got into HR.

I studied BA Business Management at University to be honest I wasn't really sure about my career path after I graduated. I studied few HR modules and particularly enjoyed HR strategic. After graduating, I decided to go into Recruitment. I enjoy sales, socialising and helping people with their career was appealing to me.

What do you find most challenging in your job?

Meeting sales target, the volumes and targets are much higher in bigger companies. Managing time effectively and productively was a challenge. Recruitment industry involves a lot of client services, understanding candidates, team culture and the structure of the business is crucial. Pleasing hiring managers can be difficult at times, finding the right candidates, screening the right candidates to ensure they fit the organisation. Finding the right people at the right time and right place. It's not as easy as it may seem. In my current position, I recruit internationally New York, California, Burlington and Canada. Recruiting for overseas has it's own separate challenges and obstacles. I have to work around the clock with different time zones, culture, and work ethics. You have to be commercially aware if you wish to survive in this industry. Having the ability to work with a wide range of people is vital, having excellent communication skills, being passionate and confident.

How does technology impact your job?

Technology is fundamental in Recruitment. Finding the right people in Social Media, Talent databases. You need technology to reach out to candidates. Building a brand is essential in the recruitment industry. Technology does exactly that, helps you build and maintain a brand to attract new fresh talent into your organisation. Without the right people a business will not succeed.

You have touched on the positive aspects of Technology are there negative aspects?

Yes unfortunately there are negative aspects to technology. For example, Glassdoor an online website where people give their reviews on various companies. This can sometimes potentially damage a company's reputation. So as a recruitment consultant I have to be very mindful and aware of my own company brand awareness.

Why is HR critical in an organisation?

I think some organisations take HR for granted and fail to realise the importance of HR. "HR is the foundation of an organisation", business's rely on people and where do people come from HR? Without HR a company will not succeed! HR values, trains, develop and harness talent.

How important is professionalism in this field?

HR is the face of the company, representing the company values you must always be professional, it plays a key part. If you show people a good professional impression, they will come back and recommend your company to others and in this day and age that's really important.

How can HR assist in the strategic business planning?

HR doesn't assist a business; it is the foundation of the business strategy. HR drives business forward and makes it successful. If any changes are needed it should be in the HR planning & process, an organisation is only as good as it's people.

How can HR have a competitive advantage?

Retaining people, investing in their people. At the end of the day, it is more cost effective to retain staff than hire new staff.

What advise would you give to someone who wants to get into HR?

Listen, learn and action. Not to be afraid to get your sleeves up. All jobs have their pros and cons you have to be able to handle different situations in a professional manner. Network with people in the industry, if your driven than it is easy to grow and work yourself up the career ladder.

# A Glance into a Career in



Initially, the Human Resource was regarded as a department, which only has the ability to catalyze the administrative function. However, going through a long period of change, Human Resource is now developed with more functions and considerable impact on various departments. This process provides the career in HR with a various opportunities. Through my article, I am looking into generating some explanations about generic HR career, including why to choose HR as a career, HR spectrum and route to adopting HR as a career, effectively. I would also like to take this opportunity, for introducing my organization, and its vision for an HR department.

Human Resources has long been considered a department which exclusively deals with the administrative side of business. After a long period of evolution, however, the branch of business is now rightly regarded as a multi-functional, dynamic tool; responsible for an ever-increasing number of roles and responsibilities. This

process of change has transformed HR into an exciting career prospect and one which offers a wide-ranging set of opportunities. The purpose of this article will be not only to shed some light on what a career in HR entails, but it will also explain why HR is such an appealing career, the spectrum of roles available and how to go about embarking on a career in the profession. Moreover, I would also like to take this opportunity to introduce my organization and the life-changing work experience opportunities it offers for local people of all age who share an ambition to improve their prospects of a successful career in HR.

an advanced role, will get involved in different parts of HR daily work, including payroll, training and so on. HR manager, as a strategic role, manages HR team and deliver their responsibilities, doing the overall business needs for the organization. HR director, as a professional role, analyses, manages and controls departmental expenditure in a limited budget or develop organization in a strategic way.

Like many careers, working in HR has a clear linear structure of progression for employees. From the beginner to professional HR career, people can experience a number of different positions as their career progresses. The entry-

level role, HR assistant or administrator, deals with a number of simple administrative office tasks. This is usually followed by the more advanced position of HR officer. The HR officer has a heightened level of responsibility; with work tending to be concerned with payroll and training, amongst other things. Being a successful HR officer can often pave the way for progression into the position of HR manager, this more

strategic role requiring effective management of a HR team. Finally, the most highly sought after position in HR is the director. As a HR director it is your role to overlook the successful operation of the department as a whole. Taking particular close consideration into departmental expenditure and demanding a great deal of time spent analyzing, organizing and managing other members of staff

## Why choose HR as a Career?

Different people have different reasons to choose HR as a career. You will get involved in great opportunities in different parts of HR when you are a beginner. The opportunity to train, develop, recruit, select and most of all getting a chance to meet new people, and develop new connections. As you move up your ladder, your professional skills are sharpened, which also means an increase in remuneration and salary, a glorifies career goal to realize. In addition, HR career gives you a special role in an organization. If you develop yourself to a professional level, you will get the chance to develop business in organization. Ultimately, it is people who make the organization and as a HR professional you will be at heart to all that.

There are a multitude of reasons which motivate people into seeing HR as a suitable career path. As a beginner, you get great opportunities to apply yourself in a diverse range of duties and areas which the department are involved in. Throughout your time in HR you get the chance to train, develop, recruit, select, and most importantly, meet new people on a daily basis. As you move up the ladder and your professional skills are sharpened you get compensated through higher salaries. Ultimately, people are the life-blood of all businesses, therefore as a HR professional your role is of paramount importance to the prosperity of your firm. Once you engage in HR, there is no doubt that a clear HR path will help you follow easily. The career path would be different, depending on the sizes, business areas and industries of organisations. For example, large organisations offer more structured and the function of HR may be divided into different specific parts like recruitment and selection, learning and development and so on. However, in small organisations, you may have opportunity to get involved in general HR career path, but it does not mean that it is not a clear one.

It must be noted that the career path and duties of a HR employee are not fixed certainties. In fact, HR roles vary widely depending on the organization you work for. Larger companies, for example, offer more specialized HR roles where the various responsibilities of the department are assigned to different members of staff. These larger businesses also usually have a clearer linear road of career progression. Smaller firms, on the other hand, require HR employees to undertake a far greater number of duties on a daily basis and often don't provide the same degree of in-house promotion.

## HR Career at Amnick

As we mentioned above, HR career in generic aspect has something in common. In this part, we will look at HR career in Amnick. Amnick, as a startup social enterprise, support the local authorities in creating and delivering new alternative services. Amnick offers work experience programmes for all. Human Resource is one of the most important teams in Amnick. Therefore, Amnick provides all kinds of people with great opportunities to gain HR work experience or get the foot in HR door.

No matter what industry or line of work a firm is involved in, HR work tends to be fairly homogenous across the board. This is no different at Amnick. Amnick is a startup social enterprise which provides expert support to local authorities and delivers pioneering new schemes and practices to the benefit of the surrounding communities.



## Work Experience

A key facet of Amnick's work is the well-established work experience programs it runs; which targets those professionals, both young and old, who could most benefit from such educational programs. In addition to social media, legal, finance and graphic design teams, Amnick also operates a dedicated team of HR interns. The work experience programs at Amnick have a proven track record in developing talent and giving those who have found employment hard to come by the opportunity to hone their skills and fulfill their professional ambitions. The HR team specifically has provided an indispensable educational service to those lucky enough to be involved.

When you want to engage in HR career in Amnick, you will be receiving training and support in different aspects such as of HR. Be it in the elements of Job Description ie Advert posting and dealing in application process, becoming a part of an HR e-magazine interns of article writing and doing interviews of high up professionals in HR, attending HR events or on Presentations to brush up on your interpersonal and communication skills. All done in an effort to improve enhance and establish the basic understanding or knowledge about HR.

Whilst working in HR at Amnick you are given training and support tailored to your own personal needs, with everything you do being intended to enhance your understanding or knowledge about HR. Be it in the elements of Job Description, i.e Advert posting and dealing in application process;

publishing articles for the companies e-magazine; interviewing high-level HR professionals; attending HR events; or making presentations to improve your interpersonal and communication skills.

Amnick offers one month and three months program for new entrants to assist day to day operation of Amnick HR functions, coordinate Amnick HR projects and so on as HR assistants. Besides that, Amnick also gives senior professionals the chance to advance further existing skills. Therefore, it is a fantastic platform for people who regard HR as a career to learn, develop and advance themselves.

Amnick offers a great opportunity to young people with ambitions to embark down a career involved in HR and administration, but need some support to launch their careers. The one month and three month internship programs, for new entrants to get involved with daily HR work at the firm, provides a fantastic educational opportunity for such individuals. However, Amnick also provides a platform of development and self-improvement for more senior professionals wishing to advance their existing skills. Positions as team leaders or permanent positions at Amnick are also on offer to those who demonstrate the hard-working attitude which personifies the company as a whole. Overall, Amnick provides a fantastic platform for people regarding HR as a career they wish to develop their knowledge in and improve their personal business strengths.

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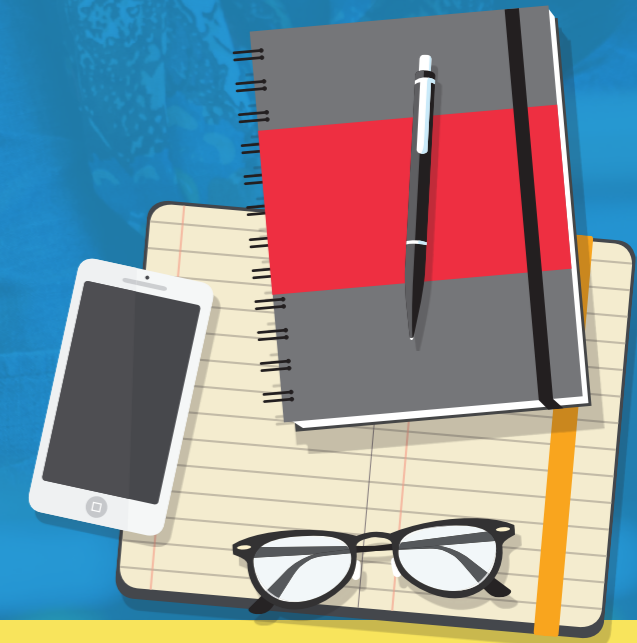
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# LEADERSHIP

## ESSENTIALS

## AND THE

## ROLE OF

## HR

EFFICIENT

MANAGEMENT

CORPORATE

LEADERSHIP

EMPOWERMENT

INITIATIVE

COMPETENCE



**H**R plays an important role in business leadership and marks a key change in the new competencies of the HR profession. The Main motivation of these competencies is to advance the HR profession, to play a greater role in business

Since 2014, it has been widely believed that organisations should focus on talent management and development. Precisely because it enables HR professionals to dictate what the next business strategy should be, and this is what makes HR a great asset to companies. It is important for organisations to do all

they can to recruit the right talent, in order for them to implement this business strategy. A clear example of this comes from Google, who have successfully recruited and managed great candidates. The hope is that other companies follow suit and consequently become more successful.

There are 5 'what's' that HR professionals need to do in order to become strategic business leaders that can be an asset to their organisations. Firstly, they need to garner executive support. One of the most difficult tasks of HR is to make the leadership team understand the need for HR to shift its focus from transactional processing to providing business insight. I believe, it is far too common for the importance of HR to be pushed to the side-lines of organisations, and CEO's are far more interested in HR processing paperwork and generally engaging in futile activities.

Secondly, it is important to build line manager support. Managers must be able to manage their talent, despite resistance from those who will claim that such activities are the responsibility of the HR department. Managers should feel empowered enough to make routine employee related decisions. I do believe that many managers may feel uncomfortable with this, due to doubts over their self – efficacy and fears that this might escalate tensions and create a hostile working environment. This in turn affects what I believe managers really care about – their business. However, there does need to be a balance, and the job description for HR professionals and managers likewise should be clearly

separated and outlined so as not to cause any confusion.

Thirdly, transactional tasks must be efficient and effective for the organisation to keep running smoothly. Such tasks will always have to be conducted by HR professionals, as businesses need someone to manage vendors and key performance indicators. In turn, this will make the transition to business leadership easier as HR's credibility will remain high.

Fourthly, organisations must assess their cultures readiness for change, and how the transition to strategic leadership will change things. Additionally, it is important to note that employees and managers alike will be required to change their behaviours and mind-set to accommodate a new environment. As humans, we are generally apprehensive about change, therefore resistance is more than likely and organisations must be prepared to address this. A key way of doing this is by reminding people why the changes are happening and the benefits of them.

Finally, for successful transition, it is imperative that organisations anticipate and manage obstacles effectively. Some examples of obstacles include, leadership do not see the need for change, HR skillsets need to be developed or resources are not readily available. Effective planning can help to mitigate such obstacles.

Through these five main 'what's', organisations can be successful in the transition from transactional management to HR business leadership.



**Greg Walker**  
Group HR Director  
Progressive Digital Media Group  
London

Greg Walker is a HR industry expert. He has been working in this field over a decade and has quickly worked his way up the career ladder. His strong International HR knowledge and experience enabled him to establish a strong presence in the industry. He worked in top blue chip corporate global companies around the world. He has immense knowledge in International HR Employment Law and administration. After experiencing redundancy from the 7/11, he took this milestone as a positive turning point in his career and decided to revolutionise his profession. This is an interview with a latte in a small café in urban London where his journey began.

### Tell us about your early career and how you got into HR?

I was born and raised in Sydney, started my career in the Hotel industry; the company had some cost cuttings and asked me to join the HR department to give them a hand. During my young adult I wanted to get into Business and was studying BA Business Studies at University. I pretty much fell into HR and really enjoyed working with the various departments in the organisation. I did few grievances and disciplinary and in house Recruitment for the company. I made a decision that HR is an area that I would like to pursue my career. Sometime later, I decided to go travelling and went to live in South Africa where I was involved with a Charity Krick. This was a small charity where youths were trained with basic work skills. The charity would organise full time 'work placements' with basic transportation costs provided. I really enjoy working with charity which gave me valuable life experiences. I decided to go back to Australia and started to work as a Recruitment Consultant for Deloitte Consulting. I worked there for six months my role entailed 95% sales and this just wasn't for me. There was an internal role for a HR Administrator, I had a discussion with my manager and agreed perhaps this will be better suited with my interest. After working in HR my interest grew and decided to gain further qualification in HR. I wanted to work abroad that was definite, so I decided to study MA HR International (part time). This course covered a wide spectrum of International Law and Employee Rights, HR is the 'double-edged sword' of an organisation. After completing my

qualifications I decided to move to London and start my new life journey. I started to work in HR for the Heathrow Sheraton Hotel. But after the 7/11 the company went through redundancies and I was made redundant. I started to work for various other companies from local government and eventually landed a job as a HR Manager doing maternity cover and the opportunity to become permanent and I have been here since 8 years with the company and worked myself up the career ladder to HR Director. Progressive Digital Media Group started to expand and eventually I got promoted to Group HR Director.

### What are the challenges working in HR?

I would say in every job there are challenges and obstacles but it's very important to be able to handle things professionally and not to take things personally. Consistency is very important especially in administration. It is vital to ensure that all contracts and paperwork are accurately processed to be in line with good housekeeping.

### What do you like and dislike about HR?

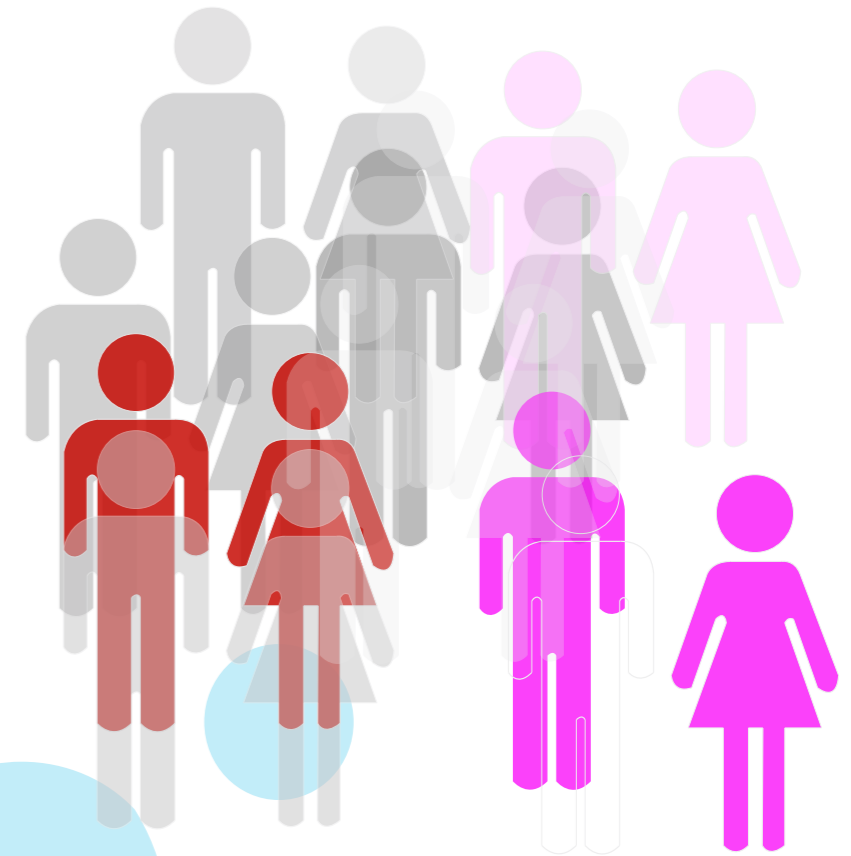
I enjoy doing ER, strategic planning and making packages to keep employees happy. I am not



particularly keen on disciplinary, tribunals and dealing with difficult people. HR is perceived to be a female orientated industry, what are your thoughts on this? This never really impacted me; in fact all my managers were male. I don't think it should make a difference of whether your male or female. As long as you have a passion for what you do that's the most important thing.

### What advice will you give to anyone who wants to get into HR?

HR is a very interesting area to be part of an organisation. There are various things you can learn from Employment Law to how a company runs their budget. There is Training & Development where you can change a company's structure. My advice would be to anyone who is thinking of taking a career in HR is to start from a HR Generalist role and work your way up. The more experience you have the better you become good at your job.



Amnick HR  
Interview by  
Subhana Hye  
June 2016

# History of Human Resources Management

The term “human resource management” has been commonly used for about the last ten to fifteen years. Prior to that, the field was generally known as “personnel administration.”

Personnel administration, which emerged as a clearly defined field by the 1920s (at least in the US), was largely concerned the technical aspects of hiring, evaluating, training, and compensating employees and was very much of “staff” function in most organizations. The field did not normally focus on the relationship of disparate employment practices on overall organizational performance or on the systematic relationships among such practices. The field also lacked a unifying paradigm.

HRM developed in response to the substantial increase in competitive pressures American business organizations began experiencing by the late 1970s as a result of such factors as globalization, deregulation, and rapid technological change. These pressures gave rise to an enhanced concern on the part of firms to engage in strategic planning--a process of anticipating future

changes in the environment conditions (the nature as well as level of the market) and aligning the various components of the organization in such a way as to promote organizational effectiveness. Human resource management (HRM), also called personnel management, consists of all the activities undertaken by an enterprise to ensure the effective utilization of employees toward the attainment of individual, group, and organizational goals. An organization’s HRM function focuses on the people side of management. It consists of practices that help the organization to deal effectively with its people during the various phases of the employment cycle, including pre-hire, staffing, and post-hire. The pre-hire phase involves planning practices. The organization must decide what types of job openings will exist in the upcoming period and determine the necessary qualifications for performing these jobs. During the hire phase, the organization selects its employees. Selection practices include recruiting applicants, assessing their qualifications, and ultimately selecting those who are deemed to be the most qualified.

In the early 1900s, Fredrick Taylor, ‘Shop Management’ pioneered incentive systems that rewarded workers for meeting and/or exceeding performance standards. Although Taylor’s focus primarily was on optimizing efficiency in manufacturing environments, his principles laid the ground-work for future HRM development. The Hawthorne Studies, which were conducted in the 1920s and 1930s at Western Electric, sparked an increased emphasis on the social and informal aspects of the workplace. Interpretations of the studies emphasized “human relations” and the link between worker satisfaction and productivity. The passage of the Wagner Act in 1935 contributed to a major increase in the number of unionized workers. In the 1940s and 1950s, collective bargaining led to a tremendous increase in benefits offered to workers. The personnel function evolved to cope with labor relations, collective bargaining, and a more complex compensation and benefits environment. The human relations philosophy

and labor relations were the dominant concerns of HRM in the 1940s and 1950s. HRM was revolutionized in the 1960s by passage of Title VII of the Civil Rights Act and other anti-discrimination legislation—as well as presidential executive orders that required many organizations to undertake affirmative action in order to remedy past discriminatory practices. Equal employment opportunity and affirmative action mandates greatly complicated the HRM function, but also enhanced its importance in modern organizations. As discussed more fully in a later section, these responsibilities continue to comprise a major part of the HRM job. Finally, changes in labor force demographics, technology, and globalization since the 1980s have had a major impact on the HRM functions.

# The Role Of Technology in HR

The progression of technology has transformed the business world several times over. In the Information Age, the advent of computers and the Internet has increased that impact significantly. In today's business world, companies operating in any number of industries rely indispensably upon the use of computer technology on a day to day basis. HR is typical of the wider trend in business, where technology continues to impose an increasing impact on its practices.

A key facet of human resources which has been transformed by developments in technology is the area of recruiting. Before the Internet, HR recruiters largely relied upon print publications, such as newspapers, to post jobs and get prospects for open positions. Other methods such as networking were also used, but overall the tools available to recruiters were fairly limited compared to those in use today. Modern technology has made recruiting more efficient and, in the hands of the right recruiter, more effective as well.

In addition to assisting with locating prospective employees, advances in information technology has also been of great help in enabling human resources professional to train new staff in a more efficient and cost-effective way. The ability to access company information and training programs from remote locations eliminates the need for trainers to work directly with new staff on all aspects of training. Some face to face interaction will always be necessary, of course, but training in virtual classrooms makes it easier to train large numbers of employees at once and to assess their progress through computerized testing programs.

Human resources work usually requires considerable amounts of paperwork being handled, much of which needs to remain on



file for a considerable period of time. The use of electronic imaging, however, has made it possible for companies to store and retrieve files in an electronic format. When needed, documents can be simply retrieved from digital archives and printed on demand. This innovation not only saving a great deal of time, but it has also provided invaluable security for the maintenance and archiving of documents.

Enhanced performance management is another by-product of technological improvement. Human resources professionals can use the transparency of computer technology as a far more comprehensive means of assessing employee performance. There are even several software programmes designed specifically to aid human resources professionals in this area, taking into account various metrics to determine whether employees are meeting performance targets. With employees who appear to not to be fulfilling required standards being subject to additional training or even having the future of their job put into question. Additionally, firms also use it as a means of receiving employee feedback to be used for the betterment of the organization.

Data Management: The days of large file rooms, rows of filing cabinets and the mailing of documents are all but gone. Today, most companies store digital versions of documents on servers and storage devices. These documents can become instantly available to everyone in the company, regardless of their geographical location. Companies are now able to store and maintain a tremendous amount of data at a fractional cost compared to only a few years ago. Meanwhile, the companies also benefit from the far greater ease of access of the documents, which can now be sent out almost instantaneously.

# DELOITTE.

## Value of HR within a business

CASE STUDY by Nargis Sultana.

Client led and Innovative businesses are appreciating more and more the need of good Human Resources functions in order for them to face the challenges of today's dynamic business markets. HR is being recognised for the value it can drive within a business. Gone are the days of it providing a purely administrative role – HR functions are being expected to operate as strategic and business focused teams who can deliver an engaged, motivated and successful workforce.

*“But how does Deloitte achieve this success despite the economic turmoil?”*

Deloitte is one such organisation of how good HR practices can succeed. As many of us will know Deloitte is one is the 'Big Four' and second largest professional services network in the World, with more than 225,400 employees worldwide. The firm provides audit, tax, consulting, enterprise risk and financial advisory services and has the largest number of clients amongst the FTSE 250 companies in the World. In 2016, Fortune magazine ranked Deloitte as

30 Rockefeller Center is the location of Deloitte's Global Head Office. GE Building by David Shankbone



one of the 100 Best Companies to Work for and Bloomberg Business has consistently named Deloitte as the best place to launch a career.

But how does Deloitte achieve this success despite the economic turmoil? This is mainly because Deloitte recognises that the success of its firm depends utterly on the talent of the people who work for them. It knows its clients pay for its expertise, so it invests considerable time, effort and resources to making sure that its employees' skills and talents are as sharp as they can be even in an economic turmoil situation.

It's HR or 'Internal Client Services' team is made up of the best calibre of people who are able to talent spot and deliver training to the highest standards. And not only does it have a successful HR department within itself, but its HR Transformation team also supports other businesses undertaking large scale global HR transformation programmes and provides a strategic HR advisory service to many of the world's largest

organisations. Deloitte HR Advisory practice supports businesses in five main areas of its transformation which include: Strategy and Planning; Assessment and Business Case; Operating Model; Build and implement and HR Capability. Deloitte HR teams work across all of these areas, helping some of the biggest companies improve, streamline and enhance the way HR work with their business.

In Deloitte's 2015 Global Human Capital Trends report it illustrated the vital need to provide learning and development opportunities for employees, and Deloitte's Consulting surveyed more than 3,300 business and Human Resource leaders from 106 countries to assess the importance of talent challenges facing their organisation and to judge how prepared they are to meet these challenges. The percentage of companies rating learning and development as very important tripled and it showed the World the need to set aside significant resources for employee training in 2016 and beyond if any organisation is to survive and become successful.

Business leaders today are faced with an extremely dynamic business environment, characterized by technological innovation, blurring boundaries among industries, shifts in customer behavior, scarcity of talent, and huge variations in growth across regions. HR functions need to help companies meet these challenges as true strategic partners. To fulfill this mandate, however, HR leaders need a clear view of their current capabilities, their priorities over the next three to five years, and the best way to tailor efforts to improve.

BCG Consulting is one such organization. The Boston Consulting Group (BCG) is an American worldwide management consulting firm with 85 offices in 48 countries. The firm advises clients in the private, public, and not-for-profit sectors around the world, including more than two-thirds of the Fortune 500. It is considered as one of the most prestigious management consulting firms and was ranked second in Fortune's "100 Best Companies to Work For" in 2015. BCG received the top spot in Consulting magazine's 2014 "The Best Firms to Work For" ranking list every year since 2001, received a perfect score on the Corporate Equality Index formulated by the Human Rights Campaign for the past six years, and been rated by Working Mother magazine as one of the "best companies" for working mothers for the past six years. Fortune Magazine ranked BCG second in its 2011- 2012 lists of the "top 100 best companies to work for". The 2015 rankings by Fortune listed BCG as the second "best company to work for" and in 2014 BCG ranked third. But how does BCG Consulting has been achieving this for the past decade or so? Everyone knows that, BCG Consulting has a network of partnerships with business leaders and investment communities, paired with its global digital assets, substantial intellectual property, and resources; ensuring that they can deliver end-to-end results. They



Photographer: Eric Bailey  
Photographed at: Jul 31, 2014

collaborate with their client partners to rapidly develop, launch, and grow transformational digital products, platforms, and businesses.

However, a very important aspect is how they maintain a healthy internal environment. They value and treat their staff in the best possible way. The average hours of training per year at Boston Consulting Group (BCG) for full-time salaried employees are 100. Hourly employees receive approximately 40 hours of training per year. Both training programs are considered rare for companies of this kind. As mentioned

*“Fortune Magazine ranked BCG second in its 2011- 2012 lists of the ‘top 100 best companies to work for’.”*

above as well, BCG is ranked number 3 by Fortune as the Best Company of 2014 to work for, particularly because of their extensive training programs. It is the training that allows employees of BCG to succeed. Many newcomers graduate to leadership positions within a short duration of time because

of the training received early on at the company. Mentorships and open-door communication policies with leadership allows for creative freedom and the confidence to share ideas.

Training and development have a huge impact on an organization. In addition to traditional benefits, continuous education is now just as important to candidates as it is to current employees. This is also a huge valuable investment that an organization can make, not only for your employees' professional development, but also for the company's growth. By offering these opportunities, the company is directly proving to its employees that they are valued. And BCG does that. This indicates that those organizations that are looking for long term success and have the ability to perform best are the ones that invest heavily in their employees. Because the only route to success in the long term is by empowering and developing people.

A New Era of Human Resources:

# BRITISH TELECOM

## The Importance of Planning & Strategy

CASE STUDY By Anqa Tirmazee-Kaleem

The role of the HR within an organization is often a times underestimated. Sometimes what the organizations fail to understand is that, the only mantra for long term success is by empowering people. Often, this empowerment is sorted as a threat to the company's existence but lately, backed by research and has been proved as well that the organizations that invest in people deliver better in the market than the ones that fail to acknowledge this power.

The biggest example that we have amongst us is BT (British Telecom), a household name, one of the world's leading communications services companies, serving the needs of customers in the UK and across 180 countries worldwide. The main activities are the provision of fixed-line services, broadband, mobile and TV products and services as well

*"BT was retaining, retraining, and redeploying existing staff."*

as networked IT services to the consumers, small and medium sized enterprises and the public sector. Globally, they supply managed networked IT services to multinational corporations, domestic businesses and national and local government organizations.

BT has very efficiently and effectively invested in its employees. The department that it calls Group HR has provided its employees the best environment for training and development that helps them grow globally as well. It has a hugely competitive market environment, where advances in technology, improvements in lifestyle and increasing globalisation all mean changes to the way people communicate and do business. Such transformation brings significant HR challenges. In response, they have developed a People Strategy that enabled them adapt



Amnick photo bank



Amnick photo bank

to the changing business environment, and create the high performance organisation that is fundamental to their future success.

The mission is to help transform BT into an organisation of inspirational leaders and motivated, high performing, adaptable people, delivering world-class customer service within an inclusive and flexible working environment.

One such challenge was the economic crisis of 2008 that badly hit the UK, US and the European economic market. During the credit crunch, when most companies were laying off employees, BT was retaining, retraining, and redeploying existing staff. Thus managing their 3Rs effectively to provide the most efficient service to its consumers. Resiliency is what adds BT to the list of the most innovative human resource departments.

As a communications provider, it is hard to believe that this company remains a leader in human resource. BT is recognized as a pioneer in the way of managing an international network with a rich heritage of success. It allows its staff to be retrained in different areas, gaining valuable experience, without being disloyal to the company. Apprenticeship

programs offering flexible work schedules are available to employees who are looking for areas of movement and advancement within the company. The result? Excited employees with special interest in their career.

*“BT is recognized as a pioneer in the way of managing an international network with a rich heritage of success.”*

According to WilsonHCG, one of the four crucial goals to success in this day and age is to build and maintain relationships. HR professionals can have a difficult time determining what is right for the company or what is right for the employee. Promoting

growth, progress and momentum for goals is one of many stepping stones to build and maintain relationships among employees. It is important for an organization to have a very hands-on relationship with the employees.

To collaborate every day on priorities, forecasting and constant feedback are the few aspects that strengthen this relationship. BT’s planning and understanding of the crisis at hand helped them to overcome all the hurdles. At the end of the day, it is profitability that companies seek but what differentiates one organization to another is how they plan this route. If the priority is given to employees with an aim to strengthen to the relationship; revenues are bound to follow. BT just did that and the results are evident with BT becoming a global, household name

# GENDER PAY GAP

## Narrowing Down the Gap from HR Perspective

On paper as simple as it sounds but the implementation has proven out to be next to impossible. HR Departments normally in organizations are not given enough freedom to implement such ideas overcoming Gender Pay Gap. And mostly the excuses of operational setbacks, and “glass ceiling effect” come in to the picture.

It is known that Equal Pay Act has already published many years, however, the Gender Pay Gap in the UK is still ‘stubborn’. As we can see, women still earn less than men. According to the research, for the graduate level, female earns as much as 8,000 pounds less than male. And for the working life, women are even likely to earn 300,000 pounds less than men, which means that Gender Pay Gap should be warned. In this article, the author will briefly analyse the reasons causing the Gender Pay Gap and present some solutions about how to narrow down the Gender Pay Gap from HR perspective

Discrimination is one of the reasons. Although more and more organisations claim that they focus on the gender equality. The true is that it can still happen when a man and

a woman do the same thing in the same position but they may receive different pay and treatment. For women who have a baby, this situation gets worse. Similarly, unequal caring responsibilities is another reason. There is a stereotype that women play the role of caring children, cleaning the house and doing some housework, which has a direct effect of women on working part-time job. In most of occasions, the payment of these part-time jobs are relative low and the promotion opportunities are limited, comparing to the full-time job

The divided labour market actually intensifies the Gender Pay Gap situation. Women are still more likely to involve in low paid and low skilled jobs, which has a great influence on labour market segregation. The causes of the gender pay gap are complex and different. I will not be able to enumerate all of them.

However, the discrimination about women is an important part in causing women’s lower wages. And for the structural factors including unequal caring responsibilities, divided labour market and so on are essential reasons widening the gender pay gap. Narrowing Down the Gap from HR Perspective

*“The gender pay gap is a hot issue that has been under discussion for many years.”*



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Unsplash Photographed at: Dec 16, 2016

Although gender pay gap seems a history left over by history, for HR, there are many things they can do to fix or even narrow the gender pay gap. The first is about performing an equal payment analysis to discuss whether the pay between male and female is based on valuable variables such as employee performance, market trend and so on. The second is about make a decision that whether the level of knowledge, value, responsibility and experience to the organisation for each position to eliminate pay disparities. For HR managers should evaluate the positions to make sure that they can bring the value for the company. Although it seems like a very tedious and nerve wrecking job but the third one is HR should try and advocate for an equal pay system. On paper as simple as it sounds but the implementation has proven out to be next to impossible. HR

Departments normally in organizations are not given enough freedom to implement such ideas overcoming Gender Pay Gap. And mostly the excuses of operational setbacks, and "glass ceiling effect" come in to the picture.

The gender pay gap is a hot issue that has been under discussion for many years. To understand the causes of gender pay gap actually help us to have a better thinking about how to fix this problem, especially from the HR role. In my opinion, there is a long journey ahead. It will still take long-term efforts to eliminate the gender pay gap. However, HR can play a crucial role and can utilise some solutions to narrow down the gender pay gap. And you never know the way modern world is changing on a daily basis, gender pay gap also eliminates just like that.



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# BREXIT IMPLICATIONS ON ZERO HOURS CONTRACTS

# AFTER BREXIT



Most of us would know that there had been seemingly endless debates about the pros and cons of the zero hours contracts, but has Brexit on 23rd June 2016 affected this?



Parties have for long pledged varying degrees of reform to the flexible working arrangements. Official figures show that the number of workers on zero-hours contracts has increased drastically and the pace of this change has now become more rapid than ever. The follow up to the EU referendum The Guardian said UK workers on zero hour contracts rise above 800,000. The Figures from the Office for National Statistics (ONS) showed that more than 2.5% of the employed UK workforces were currently on zero hour contracts.



Zero hours contracts normally means there is no obligation for employers to offer work, or for workers to accept it and some argue this is providing an arena of insecure work. Not having regular hours and guaranteed pay or no pay at all leaves workers open to an uncertain stressful future wherein they face financial and emotional problems.

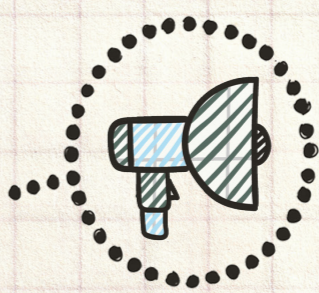


However others say it is great as it provides a flexible workforce and is a great way of reducing costs for the employers, and for the employees it provides the benefit of being able to work around their lifestyle commitments and still be able to work on a flexible basis. The Financial Times have said a recent survey has found that employees on zero-hours contract "are as happy as permanent full-time employees."



And a recent CIPD research has found that zero-hours workers, when compared to the average UK employee, are just as satisfied with their job (60 per cent compared with 59 per cent), **happier with their work-life balance** (65 per cent compared with 58 per cent), and less likely to think they are treated unfairly by their organisation (27 per cent compared with 29 per cent).

Any proposals which the EU may have had for better rights for zero hour workers now seems far gone since 23rd June 2016 when the EU was voted to "leave" in the UK, and there is now a debate around whether the zero hour contract should be abolished overall.



At this stage UK's employment law remains uncertain because for most businesses the immediate impact of the UK's decision to leave the EU will be limited, as major changes won't be able to occur for a while. A vast amount of the UK's employment law derives from Brussels so we are yet to see the effects on our labour market which would be an interesting arena to keep an eye on.



In relation to Human Resources (HR) for every type of organisations out there we know that HR policies and ability to bargain contracts are instrumental in enhancing efficiency and supporting compliance with laws and regulations. HR is there to address legitimate concerns where poor practice may exist.



The CIPD research report 2013 had provided best practice guidance for employers who would use zero hours contracts and suggested that zero-hour contracts when managed properly can provide flexibility that works for both organisations and individuals.

HR recognises people are the most important part of your business but managing them well can be difficult and challenging in many ways. Therefore, we are yet to see the full implications of Brexit labour market- would zero hours finally be abolished?



# Why it pays to **PLAY:**



## Workplace fun breeds employee wellbeing and productivity

Workplace fun eventually will benefit the organizations. If the ultimate goal for the organizations is to be profitable and increase revenues then the route to that needs to be humanely and empathetically developed. People make organizations and that factor cannot and should never be ignored.

According to the recent research, it is found that staff who have fun at work are more likely to report higher levels of wellbeing and productivity. The employees will be more motivated, performance better and more committed to their job. Many experts believe that workplace fun is able to improve the employee wellbeing and productivity. In this article, I aim to explain why

workplace fun is so important and how workplace fun promotes the wellbeing and productivity.

### Why workplace fun is so important?

Let's start off with comparing statistics. There are 58% of workers who say that enjoying their working time and having colleagues who they get on with is very important to them, compared to only 38% of business owners have the same feeling. Research suggests that 62% of those people who find their workplace really interesting, had no sick days in the last three months, compared to 38% of those who did not have fun in the workplace. Nevertheless, 55% of the people who have taken part in a fun activity in the last six months are also more likely

to feel creative in their roles. As for the retention of staff, 58% of those who have fun in their jobs show that they are more likely to stay loyal to a company compared to 46% of those who don't.

As we can see from those the statistics above, having fun in workplace actually brings a lot of benefits including motivating people, improving retention, staying healthy and so on. These benefits promote the development of organisation, and reinforce outcomes such as profitability and higher revenues. How to Improve the Workplace Fun employee wellbeing and productivity  
If organisations want to use workplace fun to improve the employee wellbeing and productivity, the latest research suggests two ways which can help embed fun and creativity at the workplace.

### Prioritize Fun

When we talk about workplace fun, the most important thing is to prioritize fun. This sounds like a simple and obvious solution, but you will see that it is not a easy thing to keep fun a priority. Small breaks or activities can work wonders and create a proud team dedicated to improving the culture of organization.

### Share With Your Team

As a leader, if you want to create the workplace fun, one of things you should do is to share ideas with your team and updates with their employees. This goes both ways. On one hand, when you share ideas with your teams, everyone from your team feel that they are looked upon. On the other hand, your team member will give you the feedback and your team is more likely to support you than stand against you because it helps in creating a better rapport and enhance confidence amongst the members of the organisations.

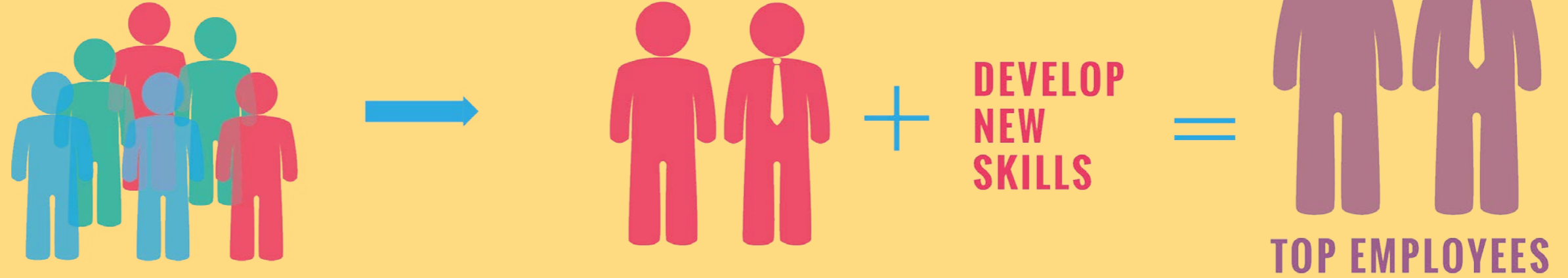
### Allow People to Fail

Empower your people to be entrepreneurial and to test their ideas and ideals. Encourage your employees to be their best by discovering how they best fit within the team and throughout the organization. Don't always feel like you need to be in charge. Effective leadership is about delegating and being able to trust yourself enough to let go and allow others to establish their own footing without being so dependent upon you. Give your employees the room to explore and unleash their passion.

Workplace fun eventually will benefit the organizations. If the ultimate goal for the organizations is to be profitable and increase revenues then the route to that needs to be humanely and empathetically developed. People make organizations and that factor cannot and should never be ignored.

# TALENT MANAGEMENT IN HR

WRITTEN BY  
INDERDEEP GILL



Talent management is now essential in many areas of HR and once it was only attached to recruitment, whereas now it is also attached to other areas. Talent management is a set of processes that are designed to attract and develop new skills only in employees that are fully motivated and passionate to achieve a company's goals. Therefore, the goal of any talent management is to create a high performance organisation that meets their objectives.

It is a business strategy that many top companies believe will help them retain the most talented employees in competition with other top companies.

Talent management was a process that only began in the 1990's, but soon became more mainstream as many big businesses realised that the employee's talents are key to their success. These big businesses and organisations make plans to manage their employee's talent including attracting and recruiting only the most qualified candidates that come from the most unique and competitive backgrounds, have the most promotions and have gained more development opportunities.

Talent management has been given a variety of different names in the past such as human capital management, workforce management and also employee relationship management. However, talent management is not a new concept but is one that most companies and large businesses saw as pointless in the past. Recently, companies have come to the realisation that talent management can actually reduce the stress of writing regular employee performance reviews by making the task easier and more automatic by using the exact workflow. Companies can now communicate their goals between each other as well as measure employee performance improvement.

Talent management is different from organisations that tend to use other forms of terminology such as performance management and human capital management. The main difference is that talent management tends to focus more on the role of managers, whereas performance management relies on human resources. However, most practitioners from human capital and performance management would argue that they use the same practices as talent management but are just called by different names. However, most research does tend to suggest that

talent management gives managers a significant role in the development of talented and superior employees.

Talent management as a strategy to recruit and train the most talented employees can include a number of processes such as phone or online screening interviews, recruitment planning meeting, making a job offer to the selected person, new employee introductions and on the job training. These are the key processes, although other processes do exist.

Most of these processes involve day to day interactions with the employee's manager and they play a key role to the employee's success in their jobs. Human resources can provide some support but most of the involvement comes from managers. In larger corporations and businesses, talent management requires human resources information systems(HRIS), these track the current career path of employees and then help discover new opportunities for the talented employees.

Research tends to support the use of talent management strategies, for example, the American society for training and development identified the

following as having a very positive impact on talent management.

- All talent management activities must be consistent
- Standardising talent reviews and feedback given on performance.
- The development of an organisational culture that supports talent management.
- Top management must support talent management.

These processes were found mostly in organisations that already have a successful talent management strategy in place.

Talent management focuses on an organisations goals and values and enables an employee to understand where they fit within the organisation. Therefore, employees begin to feel even more satisfied with their jobs as they see themselves as part of something bigger than their actual jobs.

# UNDERSTANDING HUMAN PSYCHOLOGY IN HR :

## DOES IT REALLY MATTER ?

WRITTEN by KEMI BODIJA

*The discipline of psychology highlights the challenges we as humans face, and also provides some solutions. Understanding these can enable the HR professional to maximise the psychological health of employees, and thus performance of their workforce. Placing an employee in the correct position based on their qualities, and providing a sense of engagement in work, both contributes to the wellbeing of the employee and also to the productivity of the workforce.*

Human Resources largely focuses on the interactions between people. It is therefore necessary to observe and analyse people's behaviours and attributes and then conduct oneself according to these principles. In this way, it is unsurprising that the study of the human mind is an area of human resources professionals' expertise. I, through my article have tried to analyse the ways in which psychology plays an important role within human resources, specifically, HR management.

Famous Psychologist, Gilberth, in his famous study defined the psychology of management as the effect the mind has on directing work and the effect that this directed work has on the mind of the worker. Some psychologists described the correlation between management and psychology, explaining how the psychological features illustrated through a person's activity are always within them. The psychology of management studies the mental features of the person and its role in the process of planning, organisation, management and the control of joint activity. The ability to study such things proves to be very useful for a HR professional.

There are four main areas around the psychology of management which include Motivation, Leadership, Interpersonal relations and most importantly, The

selection of personnel. Motivation concerns the activity that the person undertakes, and the level of satisfaction gained from the activity. Leadership refers to an authoritative member of a social group; whereby other participants of the group are ready to follow them. Interpersonal relations are an integral part of both human nature and any organisation, they are shown in the act of communicating and establishing these interpersonal relations.

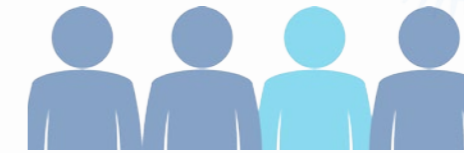
The disciplines of management and psychology most commonly intertwine when considering the selection of personnel which is a clear example of the importance of psychology within HR. The psychological aspect of personnel selection is facilitated by revealing necessary characteristics and abilities of the candidate required for a competent performance

of the role. Research by Storey, investigated the development of HR management in U.K companies and showed that selection was one of the twenty-seven aspects that could separate Human resources management from traditional personnel or industrial relations practice.

Under the banner of HRM, selection was perceived as an 'integrated, key task', while under the Personnel and industrial relations sector it was identified as a 'separate, marginal task'. This therefore illustrates the positive influence of psychology in HRM. Furthermore, case studies by Kydd and Oppenheim of organisations with positive track records of HRM practice showed that these companies used selection strategically in response to labour market conditions. This ultimately enabled them to maintain a competitive position in the market. Such studies demonstrate the importance of selection along with psychology, in successful human resources management.

However, later research by Wright and Storey showed that traditional approaches to selection of personnel that does not employ a psychological approach continues to dominate businesses of today. Such research therefore questions the extent to which strategic selection is actually utilised by companies, and undermines the role of psychology within organisations. Furthermore, conclusions from Lundy and Cowling's research indicate that selection is currently being carried out in a much less strategic or sophisticated way. Perhaps in

a contemporary society, where technology is ever present and widely used, psychology is not a necessary component in the recruitment processes.



Psychological testing is applied to human resources selection with the use of instruments that assess personality traits. Psychometric tests include tests of cognitive abilities, for example numerical or logical abilities. Employers also frequently employ self-reporting tests as well as group exercises. They strongly argue they are more likely to hire stronger candidates as a result of their use as they believe interviews do not give a clear enough insight into the candidate's mind-set. Research by Bus (1994) showed that 46% of 208 companies use some form of personality testing. However, critics have disagreed with the use of personality testing on the grounds that they were unreliable and invalid. Some employers believe personality tests do not reveal anything more than a standard interview with the candidate would, and therefore they are not efficient. Early research justifies critics concerns, as most studies found low validity and reliability. Despite this, many HR professionals still use personality testing, with the hope that it will enable them to differentiate between good and bad candidates, as bad hiring decisions would prove costly for an organisation.

Psychology also plays other important roles in HR management. At the time of recruitment, it is helpful if disciplinary action is necessary and for resolving disputes between employees. This is particularly important as these could affect the productivity of the workforce. The discipline of psychology highlights the challenges we as humans face, and also provides some solutions. Understanding these can enable the HR professional to maximise the psychological health of employees, and thus performance of their workforce. Placing an employee in the correct position based on their qualities, and providing a sense of engagement in work, both contributes to the wellbeing of the employee and also to the productivity of the workforce.

HR professionals are extremely knowledgeable about how to maximise the potential of a company, and understanding the psychology of an organisations most important component – its employees. By dealing with people in a fragile and compassionate way, this will surely benefit the organisation in the long term.

For more information, please watch this video on Industrial/ Organizational Psychology.



# It's "All about People"

## An Expedition to explore the Human side of Human Resource with Andy Swann

"The modern world does not need robots working in organizations but people with feelings and emotions. The idea is to enhance personalities and not to create "faceless workers".

Right People, Right Place, Right Actions; that was

our takeaway from the event that the Amnick HR Team attended on June, 30th this summer.

The event hosted by the renowned HR association CIPD (The Chartered Institute of Personnel and Development), was not only their annual meeting

for the year 2015-2016 but also, an opportunity for HR professionals from all over the country to enhance their human skills through an interactive session with the Senior HR Associate and Consultant, Andy Swann.

The Annual Meeting was an informal networking opportunity to meet fellow members and hear about the branch's achievements over the last year and discuss the plans for the coming year. The event was a good learning experience for a novel organization as ours, who is about to enter the commercial world.

The primary objective of delivering quality events for developing future professionals was readily fulfilled. We left the event with elevating knowledge on HR functions and an enthusiasm to become a regular at such events. The eloquence of the leaving Joint Chair,

Mark Pavlika gave us a proficient insight in managing the Presentation portfolio of our HR department. His effortless articulation, grasp on the subject, knowledge of his field were all the plugs that we took back for enhancing an outstanding delivery in our pavilion.

The energizing and interactive fun session featured conversation, participation and a few surprise activities with the speaker, Andy Swann and the fellow attendees in the session. It gave us a valuable opportunity to learn about the importance of effective connectivity with the members of our team and our organization and how HR can play a central role in creating a positive, successful future. Although the questions that he asked all the attendees to discuss in groups were simple, like what are organizations, elements important for connectivity, ideas for a future work place, individual productivity best at home or office. But the answers when you think about it, are not easy to elucidate and implement. And according to him is what HR needs to focus on and the element of "Human" in HR enters here. The ease with which he tried to make us all understand the importance of human skills at least made me fall in love with my work all over again.



According to the speaker, Swann, the key element is communication. And that too which is frequent and informal. Because it is this kind of communication that can harness trust and

but the work place as well. Passionately, quoting the example of AB&B he tried to explain how their novel idea of creating workspaces around office kitchens can yield better communication, happier employees and in turn higher returns. Letting people work flexibly in their comfort zones, should not be seen with an eye of suspicion but with trust and faith with ensuring a sense of optimism attached to it.

The modern world does not need robots working in organizations but people with feelings and emotions. The idea is to enhance personalities and not to create "faceless workers". Because machines we already have, created. For higher creativity levels a certain level of freedom and value given to the employees will always take an organization achieve an upward trend. And that is money well spent. The aim should be to invest in people because the returns coming from this investment is much higher than investing anywhere else. They are the biggest asset an organization owns. Getting this kind of an attitude from employers' infact aids to employee ownership of their organizations.

respect and long term retention of employees ultimately increasing the overall productivity levels. We all parted with the notion that HR is indeed about developing employees. And if an organizations is not committed to develop people, does not invest in people then it is doing nothing but ultimately adding to its liabilities. One thing we should never forget is that people make opportunities, opportunities don't make people.

The work of the organizations should go beyond daily routine tasks. Not only should the work be interesting

# Research and Development in HR. A Preview of the Latest Trends

By Inderdeep Gill

“In the years to come HR will become revolutionised and they will begin to seek talent in ways that have never been used before due to the increase in technology and social media.”

**IN** recent years, there has been a range of difficulties faced by today's businesses, in terms of finding the right candidates suited to roles within the organisation. Some of these difficulties include increased globalisation and tougher competition between jobs; there has also been a number of other changes such as new hierarchies within organisations and new ways of assigning work to the employees. Due to all these difficulties, it has become essential for human resources to help organisations navigate through these changes and help organisations run in a smoother manner. Recently, there has also been a range of new research and development in HR, for example, individualisation has become a forerunner in organisations because many companies are now beginning to see employees as unique individuals, rather than as part of a wider group. Similarly, new technology and social media have played a crucial role in the development of HR.

**2016** has found a new development in HR, which demonstrates the importance of the individualisation of employees. It has been found that the way an organisation treats their employees is still far behind the way they treat their clients; however human resource teams have seen improvements in this area. Many statistics would show that the decade of collective employees is over as young people no longer want to join trade unions, similarly existing members of trade unions are retiring or leaving the unions. Collective grievances are no longer an occurrence. Therefore, most human resource teams have decided that it is time to stop treating everyone the same and emphasise the individuality of all the employees. The problem with treating everyone the same is that this may lead to the assumption that all of the individuals are simply average and no one stands out from the crowd.

**Social media** has dominated the world over the past decade, with people in third world countries having access to sites such as Facebook and Twitter. Many top employers are now making use of these social media sites when they recruit their employees. Much research has been conducted in this field with 76% of US companies using LinkedIn's 100 million registered users for their recruitment process. Similarly, other research has shown that 84% of job seekers have a Facebook account and more than half of these job seekers have used their Facebook profile for their job hunt. Employers must also use social media sites to attract potential employees and create a good respectable reputation for an organisation, for example, in a survey by Spherion staffing, 49% of millennials say that a prospective employer's online reputation is just as important as the job it offers.

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New technology is also having an increased impact on the world of work as many employees are bringing their own devices to work and the way they interact with other team members and the management team is being influenced by these devices. Employees are now willing to do all their work through their own devices such as communicating with colleagues and also providing feedback to the workers. According to a Microsoft survey on 9000 workers across numerous countries, 91% of the workers said that they were willing to spend their own hard earned money on a device, if it was beneficial for their work.

Mobile apps are also being used as a way for potential employees to research companies that they may wish to work for. This can be a benefit as it can easily help candidates prepare for interviews and understand a company, for example, Glassdoor.com conducted a survey and found that 43% of job candidates read through the employer's job description moments before entering an interview. The

use of mobile apps can be seen in action when Sodexo (the 20th largest employer in the United States) developed a website and a mobile app which provided potential employees with all the information they need about how the company recruits their staff. This was an easy technique to use as all potential employees can access the same information from the same place. The app could be used to apply for jobs, see job adverts and get a deeper insight into what it is like to work for the company.

Another key development in HR is the fact that in today's society many organisations claim that it is extremely difficult to find employees with the correct skills to excel in their role. For example, according to PwC's global CEO study, 66% of CEO's say that their biggest challenge when recruiting staff is that they do not have the right skills to perform. Therefore, they must find alternative strategies to recruit their employees. This is why top recruitment firms and HR managers have now began finding the employees before they

even know that the company exists. Many top companies, not only look at a LinkedIn profile or Facebook post but they also look at the candidate's activities on sites directly related to their profession. Examples of these sites include Dribbble for designers and Proforma for accountants. This new technique of recruitment helps get the most talented employees by evaluating their contributions and skills, rather than judging how well they perform in an interview or assessment centre.

In the years to come HR will become revolutionised and they will begin to seek talent in ways that have never been used before due to the increase in technology and social media. 2017 will see organisations integrate social technologies into their recruitment process like never before and soon this will become the norm.



## Magazine Coordinator

**Jemmuel Gad**

Working as the magazine coordinator has improved my skills in teamwork and management. It feels great working with others and bringing ideas together until finally achieving that end result. Being part of the graphics design team has given me the opportunity to work with other creatives to improve myself as a designer and also give me valuable experience.

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## Joseph Gibbs

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Having produced articles for all the magazines it has developed my layout skills and made me think more and experiment with form, colour, change of pace and typography, image selection and placement. Editing the legal magazine gave me the opportunity to design a concept and see it through to completion whilst liaising with the designers and other people involved. Having been challenged by these projects it has given me valuable skills and more work to add to my portfolio.

## David Schwarcz

Because of the very specific nature of this program, we all learned how important is to agree on and follow certain systems while working on these magazines, and simultaneously give your colleagues enough freedom in creative part of the whole process to keep everyone motivated and engaged.

This experience was great to be a part of, as I feel that we kept learning as we progressed onto each magazine. I learned more about layout, and making things look clean and readable, while keeping it aesthetically pleasing. Also it was a great lesson in working closely with the team, and keeping the look and of the magazine consistent. Though my favourite part was learning from the team and seeing how they would tackle the design, which was always inspiring!

**Meera Chauhanz**

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## Sarah Mantelin

Working on Amnick's magazines allowed me to develop my skills and interest in Editorial Design. It was the perfect opportunity for me to kick-start my career in Graphic Design by working on exciting and diverse projects. I now have the self-confidence and the ability to grow as a Junior Designer.

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**Special thanks to all those who contributed to this magazine, and are not mentioned on this page.**



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