

# Hr planning

Business



The strategic importance of current, future and anticipated HR requirements

Human resource planning is one of the most important strategic plans that a company will undertake. Companies are increasingly requiring the best people in the right jobs in order to compete in the increasingly tough economic climate. Companies not only need to recruit the right people, but tap into the potential of those individuals to maximise their input and ensure a continuously improving working environment. Human resource planning includes learning, development, recruitment and selection, employee relations, reward management as well as appraisal and performance management reviews. When companies plan for the future and create business plans in order to help them achieve their goals, the employees are the vehicle that will deliver this – therefore the understanding of what changes or improvements are required to succeed is a major part of any business development.

This may also include the decision to reduce staff numbers in areas that are not critical to the end goal, or redeployment to add value where it is needed most. Change management is also an increasingly important aspect of business and the way in which this is deployed and communicated can have a direct impact on staff, and therefore on the success of the company.

People really do “ make the difference”. According to Mick Marchington and Adrian Wilkinson in their book “ People Management and Development”, there are 4 main reasons why HR planning can be regarded as important: \* It encourages employers to develop clear and explicit links between their business and human resource plans, and so integrate the two more effectively. It allows for much better control over staffing costs and numbers

employed \* It enables employers to make more informed judgements about the skills and attitude mix in the organisation and prepare integrated HR strategies \* It provides a profile of current staff (in terms of age, gender, race and disability, for example) which is necessary for moves towards an equal opportunities organisation Evaluate the current legal requirements influencing a HR plan Employment laws are constantly updated and these can impact the flexibility an employer has when assessing and planning HR issues.

One of the main areas to be considered is the Equality Act 2010 – this brings together various previous legislations to provide a single source of information regarding discrimination, victimisation or harassment due to the following factors: \* Sex – no discrimination allowed regarding gender, including the right to Equal Pay \* Race (colour, race, nationality, citizenship, ethnic or national origin) \* Disability – this makes it unlawful for an employer to treat a disabled person less favourably for a reason relating to their disability, without justifiable reason. Employers are required to make reasonable adjustments to the working conditions or the workplace where that would help accommodate a particular disabled person. \* Age \* Religion or belief (either for having – or not having – religious or philosophical belief) \* Gender reassignment – this protects transsexual people however it is not just limited to those undergoing medical transformation as it covers those who choose to dress / act as such. \* Sexual orientation (heterosexual, gay, lesbian and bisexual) \* Marriage and civil partnership discrimination \* Maternity rights \* Trade Union membership There is also newly clarified rights in the Act that identify others ways of discrimination: \* Associative

discrimination – this protects those who may be subject to discrimination due to their association with another person who is covered on one, or more, of the above factors. \* Perceptive discrimination – this is when people are discriminated because others think they possess one, or more, of the above factors

The process for recruitment and selection of new staff (external candidates) compliant with current legislation and organisation requirements

Employers have the legal responsibility to ensure there is no discrimination within the recruitment and selection process.

When recruiting for a vacancy the following process should ensure the correct procedure has been followed: Organisational culture and how it can affect recruitment and retention of staff

Organisational culture has a direct correlation on morale, job satisfaction and therefore retention. In order to measure retention rates and stability, use the following calculations:

Wastage Rate  $\frac{\text{Leavers in 1 year}}{\text{Average numbers of leavers in year}} \times 100$

Stability Rate  $\frac{\text{Number of staff with at least one year's service at date}}{\text{Number of staff employed exactly one year before}} \times 100$

Work / life balance issues and the changing patterns of work practices

Nowadays with a larger percentage of female employees – many with family commitments -and a greater awareness in general of a perceived work / life balance, there is now pressure for employers to take into consideration the need for flexible working environments. The traditional more rigid structure where the needs of the company came first are now mainly a thing of the past, especially in the public sector or larger companies in the private sector where there is increased visibility to stakeholders and external observers. However, when

employers do provide a better opportunity for an increased perceived balance this can often reap its own rewards (as employers rarely introduce policies that make for a better work/non work balance because they feel altruistic<sup>1</sup>). Benefits can include more motivated and committed staff, less absenteeism, lower attrition, improved return rate following maternity leave, etc.

1. International Human Resource Management 2nd edition 2007, Chris Brewster, Paul Sparrow and Guy Vernon) – Comparative HRM: flexibility and work-life balance  
Grievance Procedure Firstly, a decision has to be made whether the grievance is being initially treated informally or formally. If informally, then this should be discussed verbally with line manager. If the immediate line manager is deemed unsuitable then there is an option to discuss with a senior manager. If this doesn't resolve the issue, then it should be escalated using the formal grievance procedure as below: Raising a Formal Grievance 1.

The grievance should be put in writing and submitted to line manager. If the grievance concerns the line manager then this can be submitted to the line manager's immediate supervisor or another manager at the same level. 2. The written grievance should indicate that the grievance procedure is being invoked and contain a brief description of the reasons for the complaint, including relevant facts, dates and names of individuals involved. In some situations further clarification or further detail may be requested in advance of the meeting.

Meeting and Investigation . A grievance meeting is arranged. The company may carry out such investigations as considered appropriate prior to the meeting. This may involve interviewing the individual and/or any witnesses if appropriate. 2.

The complainant may bring a companion to any of the meetings and must take all reasonable steps to attend any meetings. 3. The purpose of the meeting is to enable discussion of the grievance. 4. Further investigations may subsequently take place 5. Decision is made and communicated Appeal 1.

If the complainant wishes to lodge an appeal against the decision this should be done in writing within one week, giving full details and grounds for appeal. This should be made to the Company Director. If a Director made the original decision, then the appeal should be lodged with an alternative one. 2. An appeal meeting will be arranged and again the complainant may bring a companion.

3. Final decision is subsequently notified and will be confirmed in writing. Discipline issues that result in dismissal (Gross Misconduct) The company reserves the right to summarily dismiss employees in cases of gross misconduct. Examples of behaviour which will normally be regarded as gross misconduct include the following; however the list is not exhaustive: \* any act or omission which brings the company into disrepute or any act or omission which is inconsistent with the relationship of fidelity required between employer and employee \* conviction of a criminal offence which relates to the employee's duties or acceptability in relation to other

employees \* theft, fraud, misappropriation or unauthorised use of company or client's property, facilities or service \* falsification of records gross negligence or dereliction of duty resulting in damage, loss or potential loss of company or client's property, including monies \* serious or persistent breach of health and safety rules and procedures \* violence (actual or threatened), fighting, insulting language or behaviour \* harassment, bullying or breach of company's Equal Opportunities policy \* being in possession of, or under the influence of, drink or controlled drugs on company premises \* smoking in prohibited areas or at unauthorised times insubordination or failure to follow a reasonable instruction from a superior (including refusing to do or walking off a job) \* dangerous horseplay or practical jokes Discipline Procedure (which may ultimately end in dismissal) is followed for anything not classed as Gross Misconduct (this is formal procedure route): 1. formal verbal warning 2.

formal written warning 3. final written warning 4. dismissal

The role of ACAS, Employment Tribunals and other external agencies that could be involved in grievance, discipline and dismissal processes In order to support employers and employees in ensuring legal framework has been applied, ACAS (the Advisory, Conciliation and Arbitration Service) aims to improve organisations and working life through better employment relations. They help with employment relations by supplying up-to-date information, independent advice and high quality training, and working with employers and employees to solve problems and improve performance. Acas is a non-departmental body, governed by an independent Council. In cases of grievance, discipline

or dismissal, the Acas Arbitration Scheme provides an alternative to employment tribunal hearings.

Only cases of alleged unfair dismissal or claims under flexible working legislation may be decided. Acas was given powers to draw up the Scheme in the Employment Rights (Dispute Resolution) Act 1998. Appendices: 1. Contents section of esp staff handbook