ACADEMIQUE
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DIPLOMA OF HUMAN RESOURCES MANAGEMENT-BSB50615

Study Support materials for

Manage Human Resources Services

BSBHRM501

STUDENT HANDOUT

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	*Performance criteria describe the performance needed to demonstrate achievement of the element.*
1 Determine strategies for delivery of human resource services	1.1 Analyse business strategy and operational plans to determine human resource requirements
	1.2 Review external business environment and likely impact on organisation's human resource requirements
	1.3 Consult line and senior managers to identify human resource needs in their areas
	1.4 Review organisation's requirements for diversity in the workforce
	1.5 Develop options for delivery of human resource services that comply with legislative requirements, organisational policies and business goals
	1.6 Develop and agree on strategies and action plans for delivery of human resource services
	1.7 Agree and document roles and responsibilities of human resource team, line managers, and external contractors
2 Manage the delivery of human resource services	2.1 Develop and communicate information about human resource strategies and services to internal and external stakeholders
	2.2 Develop and negotiate service agreements between the human resource team, service providers and client groups
	2.3 Document and communicate service specifications, performance standards and timeframes
	2.4 Identify and arrange training support if required
	2.5 Agree on, and arrange monitoring of quality assurance processes
	2.6 Ensure that services are delivered by appropriate providers, according to service agreements and operational plans
	2.7 Identify and rectify underperformance of human resource team or service providers
	2.8 Identify appropriate return on investment of providing human resource services
3 Evaluate human resource service delivery	3.1 Establish systems for gathering and storing information needed to provide human resource services

ELEMENT	PERFORMANCE CRITERIA
	3.2 Survey clients to determine level of satisfaction
	3.3 Capture ongoing client feedback for the review processes
	3.4 Analyse feedback and surveys and recommend changes to service delivery
	3.5 Obtain approvals to variations in service delivery from appropriate managers
	3.6 Support agreed change processes across the organisation
4 Manage integration of business ethics in human resource practices	4.1 Ensure personal behaviour is consistently ethical and reflects values of the organisation
	4.2 Ensure code of conduct is observed across the organisation, and its expectations are incorporated in human resource policies and practices
	4.3 Observe confidentiality requirements in dealing with all human resource information
	4.4 Deal promptly with unethical behaviour
	4.5 Ensure all persons responsible for human resource functions understand requirements regarding their ethical behaviour

MANAGE HUMAN RESOURCE SERVICES

This unit describes the skills and knowledge required to plan, manage and evaluate delivery of human resource services, integrating business ethics.

It applies to individuals with responsibility for coordinating a range of human resource services across an organisation. They may have staff reporting to them.

WHAT IS HR?

HR is a commonly used acronym for Human Resources, also referred to as Human Resource Management or HRM. HR is fundamentally an expression of an organizations belief in the employee element of that organisations success. HR pure and simple is the implementation of a strategy to drive innovation, productivity and share price through mobilizing the workforce towards excellence. As David Ulrich (recognized thought leader in HR) states "HR must give value or give notice". The ability of HR to add value lies in its ability to leverage the tools that it has at its disposal, these include:

Recruitment & Selection

Recruitment & Selection has the ability to deliver enormous value to organisations through the HR team. It is through the process of recruitment and selection that organisations can identify strong performers, weed out weaker performers, and engage preferred applicants in an employment conversation.

Workforce Planning

Workforce Planning is the start point for HR. It's where discussions about what kind of workforce and what skill-sets are required for the organisation. Like most of us will write down a shopping list prior to getting the groceries, workforce planning is an employee shopping list.

Remuneration

Remuneration can make or break an organisation, essentially its how much to reward employees financially (salary, wages, incentives). Yet its much more than simply a paycheck, paying too much or too little with dramatically increase costs, or place the organisation in the position where it is unable to attract the talent it requires.

Job Analysis

Job Analysis is often referring to as the building blocks of HR, so many HR activities call on the information gained through a Job Analysis. For activities such as writing the job description, selecting the right applicant and career planning the information gained from Job Analysis is critical.

Training and Development

There's a common saying about getting from point 'A' to point 'B', HR has a variation on that saying, in HR Training and Development is all about getting employees from being 'B Players' to becoming 'A Players'. Training and Development can turn poor performers into solid performers, and good employees into great ones.

Industrial Relations / Employee Relations / Employment Relations

Regardless of the currently in vogue title IR/ER is the legislative center of HR, providing advice on employee legislation, drafting or consulting on policies, and managing risk for the organisation.

Organisational Development / Change Management

We all appreciate that change is the only constant, unfortunately change and progress are worlds apart – one happens regardless of our actions, while the other happens because of our actions. Organisational Development and Change Management are about planned progress, be it staying the course through rough seas or changing course completely to overcome new challenges and adopt to new opportunities.

HR Metrics

We hear alot about data don't we, we hear how Facebook or Google is mining our online time to create more targeted advertising, refining our search results to provide more individual and relevant results. The practice is no less common in HR, while not at the individual level HR is constantly working with data to identify organizational wide indicators such as tenure, sick leave taken, annual leave taken, turn over rates and a variety of other factors that are typically recorded into an organisations human resource management system (HRMIS). However its actually much more exciting and interesting that I make it out to be.

So that's essentially what HR is, its a planned effort to increase organizational productivity / innovation / profitability through focusing on employees. Often however we forget this, I know I've worked in teams where the mass of the effort is spent on poor performers, and certainly by removing poor performers statistically the organisations performance increases – however what interests me more is what if that effort was spent on high performers? What if we could increase our top 20% of sales peoples output by 10%, or our best 20% of IT people by the same?

So there's the challenge, next time you're talking with an HR person ask them how they're increasing individual performance of employees? And if you're in HR, well make sure you not only have an answer to that question but back it up with some action starting today.

HOW TO FORECAST FUTURE HR NEEDS

Human resources professionals are responsible for staffing positions, training employees, providing benefits and handling any problems or disciplinary actions that occur. The day-to-day responsibilities of managing the workforce can leave little time for long-range planning. Human resources needs to engage in strategic planning in order to fulfill the company's mission as it relates to the workforce. Without annual strategic planning, the company may find they are not prepared to meet future staffing or training needs.

Step 1
Participate in strategic planning. Human resources is part of the strategic planning team and a partner in determining the company's future growth. Recruiting and retaining talented employees are key to high performance, innovative thinking and productivity. Human resources professionals not only execute senior management's strategic plans; they are now part of the planning process. Since human resources has the skills, education and experience needed to fill positions, it can help in the budgeting process and develop timelines for recruiting.

Step 2
Determine the current level of staffing and expertise. Human resources' employee information and payroll data can create a picture of the company's current status. The number of employees, their current training levels and needs, education and performance levels give a picture of the strength of the workforce. The data shows where expertise is lacking and any difficulties in recruiting and retaining employees to fill current positions.This picture of the current state of the company's human capital provides a baseline to determine future needs.

Step 3
Conduct a gap analysis. The difference between a company's current state and its future strategic staffing plan will determine future HR needs. A company with a manual accounting system may set a goal to change to an automated computer system within the next three years. Human resources would review and analyze the new systems, complete a job analysis for positions needed to implement and maintain the new systems, create job descriptions for the new positions and determine staffing needs for these positions. The number of positions and requirements for those positions are the gap between the current expertise and future staffing needs.

Step 4
Strategic planning includes budget analysis, forecasting and determining the new mix of employees. With any change, there may be positions that are no longer needed. Human resources would then create a plan and set a timetable for a reduction in current positions, severance packages and career-transition resources for terminated employees.

HOW DOES HR FULFILL ORGANIZATIONAL GOALS AND OBJECTIVES?
by Stacey Roberts, Demand Media

Most profitable corporations point out their successes to proper management of their human resources (HR). Managing employees involves balancing between their goals and aspirations with those of the company. A company's goals and objectives are survival, making profits, gaining market share or gaining global recognition. By getting employees to make things happen in a productive way, HR ensures that the business prospers.

Staffing Objectives
Human resources managers are first concerned with ensuring that the business is properly staffed, and thus able to pull in the human resources it needs. This involves designing organizational structures and identifying under what type of contract different employee groups will work. The right people are then recruited and developed. HR managers compete in the job market to ensure only the best and talented employees are recruited to assist in meeting the company goals and objectives such as profitability.

Performance Objectives
Once the required workforce is in place, HR managers must ensure that employees are well motivated and dedicated so as to maximize their performance. By use of various motivational techniques such as promotion, increased pay and benefits such as company cars, HR managers can shore up an individual employee's performance. They also train employees and negotiate improved performance with trade union officials. HR managers can also assist in disciplining errant workers if their performance or conduct is unsatisfactory.

Change-Management Objectives
In an organization, change is inevitable. It can be structural, requiring reorganization of activities or hiring new people to fill in particular roles. At other times, change occurs to alter attitudes, philosophies and established organizational norms. HR managers recruit or develop people with the necessary leadership skills to steer the change process. They also inform employees of incoming changes and help them adjust accordingly. Thus, if the organization intends to introduce computers to cut down its costs and improve profitability, HR managers train employees with no computer skills.

Administration Objectives
HR managers have a responsibility to facilitate the smooth operation of the organization. They must maintain accurate and inclusive data on individual employees. This data includes employee performance reports, their terms and conditions of employment, training and attendance records and their personal details. Precise record-keeping is necessary to ensure that the organization complies with legal regulations such as National Minimum Wage regulations.

Defining Performance Standards
Performance standards provide the employee with specific performance expectations for each major duty. They are the observable behaviors and actions which explain how the job is to be done, plus the results that are expected for satisfactory job performance. The purpose of performance standards is to communicate expectations. Keep in mind that good performance typically involves more than technical expertise.

Performance standards are:
- Based on the position, not the individual
- Observable, specific indicators of success
- Meaningful, reasonable and attainable
- Used to describe a "fully satisfactory" performance once an employee is trained
- Expressed in terms of quantity, quality, timeliness, cost, or outcomes

In determining performance standards, consider the following:
- What does a good job look like?
- How many or how much is needed?
- How long should it take?
- When are the results needed?
- How accurate or how good is acceptable?
- Are there budget considerations?
- Are there safety considerations?
- Are there legislative or regulatory requirements that require strict adherence?
- Are there behaviors that are expected in your department to promote teamwork, leadership, creativity, customer service?
- What results would be considered satisfactory?
- What condition will exist when the duty is well performed?
- What is the difference between good and poor performance?

IDENTIFYING TRAINING NEEDS

Today's work environment requires employees to be skilled in performing complex tasks in an efficient, cost-effective, and safe manner. Training (a performance improvement tool) is needed when employees are not performing up to a certain standard or at an expected level of performance. The difference between actual the actual level of job performance and the expected level of job performance indicates a need for training. The identification of training needs is the first step in a uniform method of instructional design.

A successful training needs analysis will identify those who need training and what kind of training is needed. It is counter-productive to offer training to individuals who do not need it or to offer the wrong kind of training. A Training Needs Analysis helps to put the training resources to good use.

Types of Needs Analyses

Many needs assessments are available for use in different employment contexts. Sources that can help you determine which needs analysis is appropriate for your situation are described below.

- **Organizational Analysis**. An analysis of the business needs or other reasons the training is desired. An analysis of the organization%27s strategies, goals, and objectives. What is the organization overall trying to accomplish? The important questions being answered by this analysis are who decided that training should be conducted, why a training program is seen as the recommended solution to a business problem, what the history of the organization has been with regard to employee training and other management interventions.
- **Person Analysis**. Analysis dealing with potential participants and instructors involved in the process. The important questions being answered by this analysis are who will receive the training and their level of existing knowledge on the subject, what is their learning style, and who will conduct the training. Do the employees have required skills? Are there changes to policies, procedures, software, or equipment that require or necessitate training?
- **Work analysis / Task Analysis**. Analysis of the tasks being performed. This is an analysis of the job and the requirements for performing the work. Also known as a task analysis or job analysis, this analysis seeks to specify the main duties and skill level required. This helps ensure that the training which is developed will include relevant links to the content of the job.
- **Performance Analysis**. Are the employees performing up to the established standard? If performance is below expectations, can training help to improve this performance? Is there a Performance Gap?
- **Content Analysis**. Analysis of documents, laws, procedures used on the job. This analysis answers questions about what knowledge or information is used on this job. This information comes from manuals, documents, or regulations. It is important that the content of the training does not conflict or contradict job requirements. An experienced worker can assist (as a subject matter expert) in determining the appropriate content.
- **Training Suitability Analysis.** Analysis of whether training is the desired solution. Training is one of several solutions to employment problems. However, it may not always be the best solution. It is important to determine if training will be effective in its usage.
- **Cost-Benefit Analysis**. Analysis of the return on investment (ROI) of training. Effective training results in a return of value to the organization that is greater than the initial investment to produce or administer the training.

Your training needs analysis should include the following:

- Know what the organization is trying to accomplish.
- Know the history of training within the organization.
- What "needs" will be addressed by the training?
- Any recent process or procedure changes?
- What resources are available for training?
- Who needs to be trained?
- Who can serve as subject matter experts?
- Are any staff going to do the training?
- Which companies provide training materials?
- What are the Knowledge, Skills, and Abilities?
- Review Job Descriptions and Org Charts.

HR TRAINING STYLES

Many methods of training are available- each has certain advantages and disadvantages. Here we list the different methods of training...you can comment on the pros and cons and make the examples concrete by imagining how they could be applied in training truck drivers.

1. Technology-Based Learning
Common methods of learning via technology include:

Basic PC-based programs
Interactive multimedia - using a PC-based CD-ROM
Interactive video - using a computer in conjunction with a VCR
Web-based training programs
The forms of training with technology are almost unlimited. A trainer also gets more of the learner"s involvement than in any other environment and trainees have the benefit of learning at their own pace.

2. Simulators
Simulators are used to imitate real work experiences.

Most simulators are very expensive but for certain jobs, like learning to fly a 747, they are indispensable. Astronauts also train extensively using simulators to imitate the challenges and micro-gravity experienced on a space mission. The military also uses video games (similar to the "shoot-em-up" ones your 14-year old plays) to train soldiers.

3. On-The-Job Training
Jumping right into work from day one can sometimes be the most effective type of training.

Here are a few examples of on-the-job training:
Read the manual - a rather boring, but thorough way of gaining knowledge of about a task.
A combination of observation, explanation and practice.
Trainers go through the job description to explain duties and answer questions.
Use the intranet so trainees can post questions concerning their jobs and experts within the company can answer them.
On-the-job training gives employees motivation to start the job. Some reports indicate that people learn more efficiently if they learn hands-on, rather than listening to an instructor. However, this method might not be for everyone, as it could be very stressful.

Example: New trucking employees could ride with experienced drivers. They could ask questions about truck weigh stations, proper highway speeds, picking up hitchhikers, or any other issues that may arise.

4. Coaching/Mentoring
Coaching/mentoring gives employees a chance to receive training one-on-one from an experienced professional. This usually takes place after another more formal process has taken place to expand on what trainees have already learned.

Here are three examples of coaching/mentoring:

Hire professional coaches for managers (see our HR.com article on Understanding Executive Coaching)
Set up a formal mentoring program between senior and junior managers
Implement less formal coaching/mentoring to encourage the more experienced employees to coach the less experienced.
Coaching/mentoring gives trainees the chance to ask questions and receive thorough and honest answers - something they might not receive in a classroom with a group of people.

Example: Again, truck drivers could gain valuable knowledge from more experienced drivers using this method.

5. Lectures
Lectures usually take place in a classroom-format.

It seems the only advantage to a lecture is the ability to get a huge amount of information to a lot of people in a short amount of time. It has been said to be the least effective of all training methods. In many cases, lectures contain no form of interaction from the trainer to the trainee and can be quite boring. Studies show that people only retain 20 percent of what they are taught in a lecture.

Example: Truck drivers could receive lectures on issues such as company policies and safety.

6. Group Discussions & Tutorials
These most likely take place in a classroom where a group of people discuss issues.

For example, if an unfamiliar program is to be implemented, a group discussion on the new program would allow employees to ask questions and provide ideas on how the program would work best.

A better form of training than lectures, it allows all trainees to discuss issues concerning the new program. It also enables every attendee to voice different ideas and bounce them off one another.

Example: Truck drivers could have group discussions and tutorials on safety issues they face on the road. This is a good way to gain feedback and suggestions from other drivers.

7. Role Playing
Role playing allows employees to act out issues that could occur in the workplace. Key skills often touched upon are negotiating and teamwork.

A role play could take place between two people simulating an issue that could arise in the workplace. This could occur with a group of people split into pairs, or whereby two people role play in front of the classroom.

Role playing can be effective in connecting theory and practice, but may not be popular with people who don´t feel comfortable performing in front of a group of people.

Example: Truck drivers could role play an issue such as a large line-up of trucks is found at the weighing station and one driver tells another that he might as well go ahead and skip the whole thing. Or role play a driver who gets pulled over by a police officer and doesn´t agree with the speeding charge.

8. Management Games
Management games simulate real-life issues faced in the workplace. They attract all types of trainees including active, practical and reflective employees.

Some examples of management games could include:

Computer simulations of business situations that managers ´play´.
Board games that simulate a business situation.
Games surrounding thought and creativity - to help managers find creative ways to solve problems in the workplace, or to implement innovative ideas.
Example: In a trucking business, managers could create games that teach truckers the impact of late deliveries, poor customer service or unsafe driving.

9. Outdoor Training
A nice break from regular classroom or computer-based training, the usual purpose of outdoor training is to develop teamwork skills.

Some examples include:

Wilderness or adventure training - participants live outdoors and engage in activities like whitewater rafting, sailing, and mountain climbing.
Low-impact programming - equipment can include simple props or a permanently installed "low ropes" course.
High-impact programming - Could include navigating a 40-foot "high ropes" course, rock climbing, or rappelling.
Outgoing and active participants may get the most out of this form of training. One risk trainers might encounter is distraction, or people who don´t like outdoor activities.

Example: As truck drivers are often on the road alone, they could participate in a nature-training course along with depot personnel to build esprit de corps.

10. Films & Videos
Films and videos can be used on their own or in conjunction with other training methods.

To be truly effective, training films and videos should be geared towards a specific objective. Only if they are produced effectively, will they keep the trainees attention. They are also effective in stimulating discussion on specific issues after the film or video is finished.

Films and videos are good training tools, but have some of the same disadvantages as a lecture - i.e., no interaction from the trainees.

A few risks to think about - showing a film or video from an outside source may not touch on issues directly affecting a specific company. Trainees may find the information very interesting but irrelevant to their position in the company.

Some trainers like to show videos as a break from another training method, i.e. as a break from a lecture instead of a coffee break.

This is not a good idea for two reasons. One: after a long lecture, trainees will usually want a break from any training material, so a training film wouldn´t be too popular. Two: using films and videos solely for the purpose of a break could get expensive.

Example: Videos for truckers could show the proper way to interact with customers or illustrate preventive maintenance techniques.

11. Case Studies

Case studies provide trainees with a chance to analyze and discuss real workplace issues. They develop analytical and problem-solving skills, and provide practical illustrations of principle or theory. They can also build a strong sense of teamwork as teams struggle together to make sense of a case.

All types of issues could be covered - i.e. how to handle a new product launch.

Example: Truck drivers could use case studies to learn what issues have been faced in the trucking industry in the past and what they could do if a similar situation were to occur.

12. Planned Reading

Basically planned reading is pre-stage preparation to more formal methods of training. Some trainees need to grasp specific issues before heading into the classroom or the team-building session.

Planned reading will provide employees with a better idea of what the issues are, giving them a chance to think of any questions beforehand.

Example: Here we may be stretching if we think that truckers are going to read through a lot of material the training department sends them.

Conclusion

Many avenues exist to train employees. The key is to match the training method to the situation. Assess each training method implemented in the organization and get feedback from trainees to see if they learned anything. Then take the results from the most popular and most effective methods to design a specific training program.

HOW TO MANAGE UNDER PERFORMANCE?

When you first no-tice that there may be a per-for-mance issue, there are steps you should take.

- Think about the possible causes of the under performance and particularly anything you have direct control over i.e. have you provided enough training, have you made your expectations clear, is their workload too high etc?

- Make sure you talk with your member of staff as soon as possible to explain your concerns and explore their view. Although it is important to prepare by thinking through possibilities and solutions, you need to avoid making assumptions or leading the discussion in a particular way. You may realise through discussion that there are things you have over looked or not considered, for example, many performance issues stem from health/personal problems that you may not be aware of.

- Agree what the issues are and what needs to change, what needs to be put in place to help them do this and what ac-tion each of you will take.

- Agree regular meetings to discuss and review the issues if you do not already have these in place. In the first instance, regular catch up meetings are the best place to discuss performance issues.

- Confirm your agreed way for-ward in writing to them (probably email at this stage) and monitor progress. Timescales for reviewing progress will differ depending on the role and grade of the member of staff, the specific issues and the interventions required.

CUSTOMER FEEDBACK

The more information you have from your customers, the better. Here are six ways to get feedback so you know what customers think of your business.

When you have accurate, balanced and worthwhile information from your customers, you put yourself ahead of your competition in the marketing stakes. Here are 6 ways to get this information.

1. Ask Them. The simplest way to find out what people want from your service or product is to ask them. That's what the hairdresser does when he says, "How would you like your hair, sir?". The trouble is, most service-providers assume they know what people want. When hotel customers are asked what they want for their breakfast and then the waiting and catering staff are asked what they think the customer wants, the answers are invariably different. Always ask and act on the answers.

2. Be Your Own Customer. One of the most obvious but underused ways to find out what your customers experience when they use your service is to be a customer yourself. You can do this by walking the customer journey one step at a time and seeing things through your customer's eyes. You can even act as one of a special group of customers - such as a person in a wheelchair, or someone whose first language is not English - and see how you're treated.

3. Focus Groups. Focus groups are representatives of customers whose job is to provide you with information on their needs and preferences. When Selfridges Food Hall in London's West End used a focus group to review their customer needs, they discovered that they had three different types of customer: locals who wanted personal attention; after-work shoppers who wanted convenience; and tourists who wanted something special.

4. Questionnaires and Surveys. Getting customers to put their thoughts in writing on a questionnaire or survey is one of the most well-established feedback techniques. That's because, when well-conducted, it works. When Volkswagen designed the new Bug, they sent their existing customers a detailed survey saying, "We want you! Your ideas, preferences, and constructive contributions will be evaluated and fed into the development process. So tell us about your impressions and ideas for the new Beetle. We'll do our best!" The result? Air-conditioning as standard and optional lighters and ashtrays. Who would have guessed?

5. Usage Statistics. The most important current information on whether your customers are satisfied with your service or not is whether they continue to buy from you or use you. However, while information on sales may be an accurate indicator of how well you are doing at present, it is no guarantee that you are delivering the product or service that the customer really wants. It may be that you are at present the only supplier in the market, or that you are the cheapest or the most convenient.

6. Your Front-Line Staff. Your front-line staff are the most resourceful and reliable, as well as the least costly, of your customer feedback sources. Front-line staff should be encouraged to build strong relationships with customers so that they feel free to share how they feel about the service. It is then for front-line staff to feed back important information for improving customer care and for managers to make use of what they tell them. There is also a value in looking after front-line staff. The supermarket chain, Sainsbury's, discovered a direct connection between customer satisfaction levels and front-line staff satisfaction levels. Each year it carries out customer surveys and staff surveys. Those stores where customer satisfaction is high are invariably the same stores where staff satisfaction is high.

You may deliver the best service in the world. But if it is not what people want, you're wasting your time. Implement one, two, three or all of the above techniques, and your service and product will improve overnight.

5 SIMPLE STEPS TO ANALYZING CUSTOMER FEEDBACK

The two most common methods of gathering feedback from customers are comment cards and questionnaires.

Most often, comment cards are viewed as customer complaint cards, and while they can be helpful in highlighting customer service failures, they do very little to capture what is working well or what the company is successful at.

Questionnaires have some distinct advantages since they ask explicit questions which can be analyzed and trended over time. This allows the business owner to measure the extent to which business or policy changes have impacted customer satisfaction. The best of all worlds is a customer satisfaction questionnaire that also includes an open-ended question which allows customers to comment freely.

1. Once you've read through the comments once or twice, you will start to notice that the comments fall into categories. Sample categories could include factors such as speed, accuracy, courtesy, price, product choice, availability, hours, location, etc.

2. After you have developed the categories, review the comments again, but this time record a "tick mark" in the appropriate category for each comment.

3. If customers comment about more than one thing, you can break each comment into parts and enter a tick mark for each portion of a comment.

4. You will also notice some comments are positive and some are negative. It's possible to have both positive and negative comments in some categories, If you're starting with a blank page, you can divide the page in half and put positive tick marks on the right and negative tick marks on the left. You can do the same thing in Excel by simply breaking out positive and negative sections, or even just ticking a "Negative" box when the comment is negative.

5. If you see a lot of references to particular employees, you may want to include a category for each employee. If you do this, be sure to also place a tick mark in the appropriate issue category as well.

BUSINESS STRATEGY

A business strategy is the means by which it sets out to achieve its desired ends (objectives). It can simply be described as a long-term business planning.

OPERATIONAL PLAN

An Operational Plan is a detailed plan used to provide a clear picture of how a team, section or department will contribute to the achievement of the organisation's strategic goals.

Differences

Operational HR management and strategic HR management are two sides of the same entity. Operational HR sees to the day-to-day operations essential to meeting the needs of your employees, while strategic HR management concerns itself with predicting outcomes and ensuring that your company has enough of the most qualified human capital to reach its goals. Both facets of human resources are fundamental components that can lead your business to success.

Operational

Performing operationally, human resources staff members are top-level administrators. The tasks they accomplish are generally highly visible to your employees because they are focused on the daily work issues attributed to the ongoing needs of your team. These include vital tasks such as recruitment, interviewing and hiring, and risk management. Operational HR management may use and maintain computerized HR information systems, and may also oversee your payroll department.

Strategic

Strategic HR management requires that HR professionals consider the overall picture of your business's growth, implementing ways to make a direct contribution to your long-term goals. Strategic HR is integral to the future planning of your business as it relates to employees. In a strategic capacity, HR staff members attempt to project future business needs and work to develop current employees and programs to meet those needs. Looking into the future, HR teams may consider many options to keep your business competitive and growing, including outsourcing certain jobs.

EXTERNAL ENVIRONMENT

When it comes to human resource management there are several factors that affect day-to-day operations. Adapting in this field is important because at a moments notice new legislation can be passed with an immediate effective date or corporate polices are changed where human resources feels the brunt. A well-developed strategy for your human resources department takes into consider external factors that might affect your department.

4 EXTERNAL FACTORS THAT AFFECT HUMAN RESOURCE MANAGEMENT

Government Regulations – With the introduction of new workplace compliance standards your human resources department is constantly under pressure to stay within the law. These types of regulations influence every process of the HR department, including hiring, training, compensation, termination, and much more. Without adhering to such regulations a company can be fined extensively which if it was bad enough could cause the company to shut down.

Economic Conditions – One of the biggest external influences is the shape of the current economy. Not only does it affect the talent pool, but it might affect your ability to hire anyone at all. One of the biggest ways to prepare against economic conditions is to not only know what's happening in the world around you, but also create a plan for when there is an economic downturn. All companies can make due in a bad economy if they have a rainy day fund or plan to combat the harsh environment.

Technological Advancements – This is considered an external influence because when new technologies are introduced the HR department can start looking at how to downsize and look for ways to save money. A job that used to take 2-4 people could be cut to one done by a single person. Technology is revolutionizing the way we do business and not just from a consumer standpoint, but from an internal cost-savings way.

Workforce Demographics – As an older generation retires and a new generation enters the workforce the human resources department must look for ways to attract this new set of candidates. They must hire in a different way and offer different types of compensation packages that work for this younger generation. At the same time, they must offer a work environment contusive to how this generation works.

Those involved in human resource management does more than hiring and firing, they make sure that every type of external influence is listened to and proper procedures are followed to avoid lawsuits and sanctions. If you're in HR make sure that you're paying close attention to external influences because there is a good chance they're affecting your job and the company you work for. So next time you talk to someone involved in the human resource management process think twice about the amount of factors that affect their job and how important it is for them to be on top of their game.

SERVICE AGREEMENTS

Components of a Service Level
Agreement (SLA)
Whilst there are no hard and fast rules about SLAs, it is generally accepted
that they should contain some essential components to ensure they are
effective:
• Scope of service to be delivered
• Tasks to be completed associated with the scope of service
• Measures or standards - both qualitative and quantitative
• Monitoring processes
• Evaluation processes
Scope of service to be delivered

Generally, SLAs should detail exactly what services are to be delivered, and to whom. This can cover one or more functions that the client requires HR to deliver (internally or externally). This would depend on whether the SLA is written for a whole of organisation, or just one discreet business unit or area. Eg. An HR team may have a general SLA with regard to Recruitment, Selection and Induction of staff that applies to the whole organisation. In
this case, there would be a series of generic SLAs on each of the HR functions performed.

Another scenario might be where one area of a company is requiring a specific level of service in a range of HR functions that differs significantly from the rest of the organisation. In this case, the scope of service to be delivered would be more detailed and list a variety of HR functions that had been negotiated with this area.

WHAT IS DIVERSITY?

Diversity in the workplace means having employees from a wide range of backgrounds.
This can include having employees of different ages, gender, ethnicity, physical ability, sexual orientation, religious belief, work experience, educational background, and so on.
Advantages of diversity

If you have a diverse workplace in your business, you can benefit from the different talents, experiences and perspectives of your employees. Find out more about the advantages of employing:

- mature aged workers
- young people
- people with disability
- women in the workplace
- apprentices and trainees
- people from overseas
- Indigenous Australians
- people from culturally and linguistically diverse backgrounds.
- Don't discriminate!

It's unlawful to disadvantage employees and job seekers in any way because of their:
Race, colour, gender, sexual preference, age, physical or mental disability, marital status, family or carer's responsibilities, pregnancy, religion, political opinion, national extraction social origin.
To make sure you have a discrimination-free workplace, and you understand your rights and responsibilities as an employer, check out equal employment opportunity & anti-discrimination.

Employing staff fairly
The Australian Human Rights Commission offers best practice guidelines for recruitment and selection External Site to help you recruit in a fair and discrimination-free way.

VALUES AND ETHICS

Financial excellence results when a corporation's values and its ethics support its strategy. Many companies, unbeknownst to their leadership, operate with at least three separate and usually non-aligned value systems: the Values that management communicates both orally and in writing, the Values that employees believe drive management's conduct, and the Values that actually underpin the interpersonal dynamics of the organization. To gain strategic advantage, these three systems must first be identified, then integrated into one system of values.

The Role of Ethics in Strategy Financial excellence results when a corporation's values and its ethics support its strategy. Ethics is a component of strategy because every business secures its future by making a contribution. The act of making a contribution is fundamentally an ethical activity. Identifying that contribution and maximizing its value is the field of strategy. Profit is the value the market attaches to an organization"s contribution and the efficiency with which it makes that contribution.

Employees who see their company making a valued contribution (with profits as the outcome) rather than merely generating shareholder wealth, commit to their work with greater passion. This leads to a partnership between employees and corporate leadership that boosts innovation and uplifts performance. Ethics plays a vital role in the preservation of this priceless partnership, which can thrive only in an atmosphere of trust and integrity. Trust and integrity result from integrating an organization"s disparate value systems and aligning them with the organization"s strategic objectives.

What is Ethics and How Does it Differ From Values?

Values are beliefs about what is good and what is bad, what is right and what is wrong. Even people of different cultures differ very little about these beliefs (1). Nearly all people would like their children to be honest, fair, courteous, charitable and so on. People do however differ substantially when it comes to the "price" they are willing to pay for what is right (2). Ethics is the "cost" that a person will pay to uphold his values. It is the way a person translates his or her beliefs into actions (or abstentions) that entail a cost. Most people differ in their ethics rather than in their values.

Thus, adopting a change in values alone will not impact on any aspect of organizational performance. Rather, the way an organization translates its values into an ethic will impact on its strategic objectives.

HUMAN RESOURCE POLICIES

The establishment of policies can help an organization demonstrate, both internally and externally, that it meets requirements for diversity, ethics and training as well as its commitments in relation to regulation and corporate governance of its employees. For example, in order to dismiss an employee in accordance with employment law requirements, amongst other considerations, it will normally be necessary to meet provisions within employment contracts and collective bargaining agreements. The establishment of an HR Policy which sets out obligations, standards of behavior and document disciplinary procedures, is now the standard approach to meeting these obligations.

HR policies can also be very effective at supporting and building the desired organizational culture. For example recruitment and retention policies might outline the way the organization values a flexible workforce, compensation policies might support this by offering a 48/52 pay option where employees can take an extra four weeks holidays per year and receive less pay across the year.

KEY TERMS

Communication
The imparting or exchanging of information by speaking, writing, or using some other medium.

Diversity
The state or fact of being diverse; difference; unlikeness:
diversity of opinion.
2.
variety; multiformity.
3.
the inclusion of individuals representing more than one national origin, color, religion, socioeconomic stratum, sexual orientation, etc.:
diversity in the workplace.

Ethics
(also moral philosophy) is the branch of philosophy that involves systematizing, defending, and recommending concepts of right and wrong conduct. The term ethics derives from the Ancient Greek word ἠθικός ethikos, which is derived from the word ἦθος ethos (habit, "custom").

External contractor
An independent/External contractor is a natural person, business, or corporation that provides goods or services to another entity/company under terms specified in a contract or within a verbal agreement. Unlike an employee, an independent contractor does not work regularly for an employer

but works as and when required, during which time he or she may be subject to law of the company. External contractors usually bill the company and are paid on a freelance basis.

human resources
The personnel of a business or organization, regarded as a significant asset in terms of skills and abilities.

Human resource team
A team of staff in HR providing the following:
- Strategic leadership & business partnership
- Senior Staff – recruitment, remuneration, contracts, salary reviews, performance pay
- Senior academic promotions

Line manager

a person with direct managerial responsibility for a particular employee.
a manager involved in running the main business activities of a company.

Quality assurance
Is a way of preventing mistakes or defects in manufactured products and avoiding problems when delivering solutions or services to customers; which ISO 9000 defines as "part of quality management focused on providing confidence that quality requirements will be fulfilled".

Service agreement
A service agreement is an agreement between two or more people, where one is the customer and the others are service providers, providing some kind of service. This can be a legally binding formal or an informal "contract". The agreement may involve separate organisations, or different teams within one organisation.

Service specifications
A service specification is a document that contains your description of what you want from a service. It is a working tool for the Provider to use to structure how they will deliver the service, and it is a document for you to refer to measure the quality of the service and hold the provider to account.

STAKEHOLDERS
Stakeholders include any person, group or organization that has an interest in the activities and affairs of a company.

External Stakeholders of a Company?
External stakeholders include customers, communities, suppliers and partners, creditors and the government.
Internal stakeholders are those within an organization who benefit financially from their contributions to an organization's success. Shareholders and employees are internal stakeholders, because they own or work for the business.

Timeframe
A specified period of time in which something occurs or is planned to take place."the work had to be done in a time frame of fourteen working days"

Values
Your values are the things that you believe are important in the way you live and work. They (should) determine your priorities, and, deep down, they're probably the measures you use to tell if your life is turning out the way you want it to.

Human Resource Legislation
http://workplaceinfo.com.au/legislation

HUMAN RESOURCES
SERVICE LEVEL AGREEMENT

OBJECTIVE OF THE AGREEMENT

The purpose of this Service Level Agreement is to clearly identify the services offered by Human Resources (HR) to the Client School, the quality and cost of those services.

This Agreement sets out

- the services HR is to provide to the Client School
- the overall standard which HR is to achieve in the provision of its services
- the way in which services will be charged and billed
- a mechanism for resolving any disputes or problems in the delivery of the service

CHANGES TO THE SERVICE LEVEL AGREEMENT

This agreement shall be reviewed annually by the HR Manager Education, Children's Services & Libraries Department and the Client School.

PARTIES TO THE AGREEMENT

This Service Level Agreement is between HR Services of the Education, Children's Services & Libraries Department and the Governing Body ('the Client School').

OBJECTIVES OF THE SERVICE

The Human Resources Service aims to

- provide reliable, accurate and responsive HR services to the Client School and existing, future and past employees
- enable headteachers and governors to manage their staff effectively and in accordance with their delegated powers and statutory responsibilities.

SERVICE SPECIFICATIONS

Recruitment
- provision of the full range of administrative activity when dealing with Headteacher appointments
- undertaking Criminal Record Bureau and Occupational Health checks
- making assessments of salary entitlement .

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Sample Service Agreement