

Course: Professional Issues in IT

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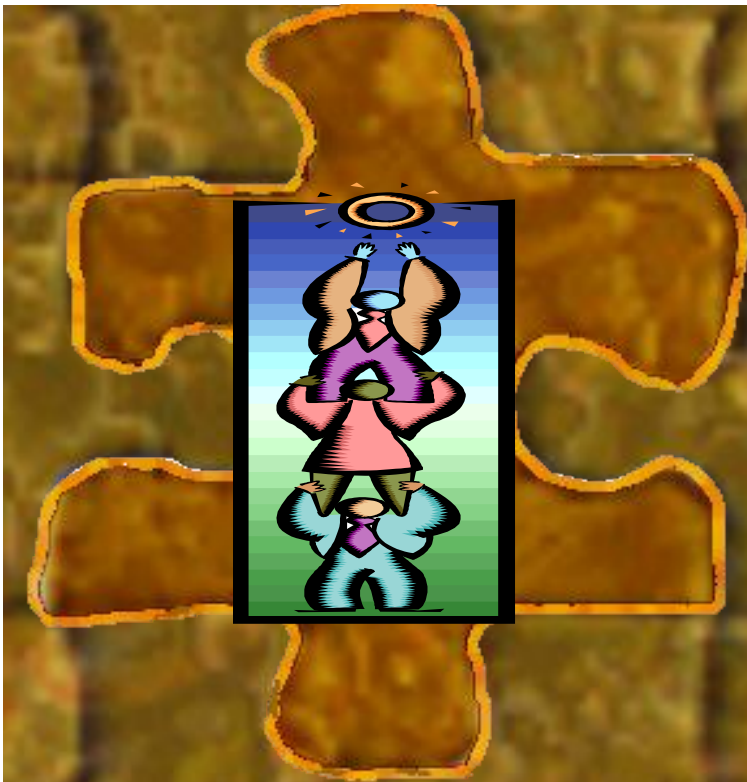
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Human Resources Issues

- ▶ *What are the complexity of the law in this area;*
- ▶ *What are the constraints under which management and human resources staff act;*
- ▶ *why and to what extent managers need to be aware of general human resources issues.*

Human resources

- ▶ What is a resource?
- ▶ What is human resource?
- ▶ Why do we need Human Resources in organization?



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THE LEGAL CONTEXT

- ▶ In 20th century, industrial relations in the UK were based on collective bargaining and were conceived very much in terms of relations between trade unions and employers. In particular, the rights of trade unions received much more prominence than the rights of individual employees.
- ▶ Strikes were a common weapon for bargaining.

Individual employee/ unions

The greater attention paid to the rights of individual employees and the need to comply with anti-discrimination legislation have very considerably increased the workload of human resources departments in the UK..

HR Activities

The following list is a summary of the tasks that are expected to undertake within the overall aim of ensuring that the organization has the workforce that it needs:

- ▶ ensuring that recruitment, selection and promotion procedures comply
- ▶ with anti-discrimination legislation;
- ▶ staff training and development;
- ▶ setting up and monitoring remuneration policy;
- ▶ setting up and monitoring appraisal procedures;

Continued....

- ▶ administering dismissal and redundancy procedures;
- ▶ dealing with contracts of employment;
- ▶ workforce planning;
- ▶ administering grievance procedures;
- ▶ being aware of new legislation affecting employment rights and advising management of what the organization must do to comply with it;
- ▶ dealing with health and safety;
- ▶ administering consultative committees

RECRUITMENT AND SELECTION

Human resources managers often make a distinction between the two terms recruitment and selection, **using recruitment is to mean soliciting applications and selection is to mean selecting the applicants to whom offers will be made.**

Selection is kept in the hands of the employer, although a member of the recruitment agency staff may sometimes be invited to advise.

Selection tools

A wide range of selection techniques is available and is used in making professional appointments:

- ▶ A series of one-to-one interviews with senior management and senior technical staff.
- ▶ Interview by a panel: A number of interviewers are involved. This technique is widely used, particularly in the public sector. It tends to favour applicants who are smooth talkers. It is unreliable.
- ▶ Assessment of references: Great importance is usually attached to references for academic posts and some other posts in public bodies.
- ▶ Psychometric tests: These are of three types. *Ability tests* measure an individual's ability in a general area, such as verbal or numerical skills. *Aptitude tests* measure a person's potential to learn the skills needed for a job. *Personality tests* attempt to assess the characteristics of a person that significantly affect how they behave in their relationships with other people.
- ▶ Situational assessment: Real time situations are given to shortlisted candidates. Its most expensive and used in military officers selection.
- ▶ Task assessment: Candidates are asked to carry out some of the tasks that they will be required to do in the job. People usually are able to do small tasks but unable to do large task so this is unfavourable.

STAFF TRAINING AND DEVELOPMENT

Training and development encompasses three main activities: training, education, and development. It is a function concerned with organizational activity aimed at bettering the performance of individuals and groups in organization. It has been known by several names, including "Human Resource Development", "Human Capital Development" and "Learning and Development".

Staff training and development are of particular importance in high technology companies, where failure in this respect can threaten the company's performance

It is unfortunate that, when money is tight, it is often the first thing to be cut.

REMUNERATION POLICIES AND JOB EVALUATION

- ▶ **Remuneration** is the compensation that one receives in exchange for the work or services performed. Typically, this consists of monetary rewards, also referred to as wage or salary. A number of complementary benefits, however, are increasingly popular remuneration mechanisms.
- ▶ For grading and scaling policies are developed and job evaluation are held.

APPRAISAL SCHEMES

- ▶ Appraisal (Performance appraisal) is a method by which the job performance of an employee is documented and evaluated
- ▶ Need of Appraisal?
- ▶ Appraisal schemes usually involve an appraiser and an appraisee meeting regularly (every six months, every year, even every two years) to discuss the employee's performance and career development under a number of headings. The result is a report signed by both parties; if they cannot agree on certain points this will be recorded in the report.

REDUNDANCY and DISMISSAL

- ▶ Unfair dismissal
- ▶ Reasons justifying dismissal:
 - ▶ lack of capability;
 - ▶ misconduct;
 - ▶ breach of the law
 - ▶ Redundancy
 - ▶ Constructive dismissal

Unfair dismissal vs wrongful dismissal

- ▶ Dismissal of an employ without valid reasons is unfair
- ▶ A fair dismissal of an employee but violating a contract is wrongful dismissal

Take overs and out sourcing

- ▶ Employees employed by the previous employer when the undertaking changes hands *automatically* become employees of the new employer on the same terms and conditions. It is as if their contracts of employment had originally been made with the new employer. Thus employees' continuity of employment is preserved, as are their terms and conditions of employment under their contracts of employment (except for certain occupational pension rights).
- ▶ Representatives of employees affected have a right to be informed about the transfer. They must also be consulted about any measures which the old or new employer envisages taking concerning affected employees.

Public interest disclosures

- ▶ Whistle blowers
- ▶ The Public Interest Disclosure Act 1998 (PIDA) applies to people at work who raise concerns about criminal behaviour, certain types of civil offences, miscarriages of justice, activities that endanger health and safety or the environment, and attempts to cover up such malpractice.

CONTRACTS OF EMPLOYMENT

- ▶ What is a contract?

the written agreement between an employee and their employer can be enforced in a court of law.

- ▶ A good contract of employment should be written in terms that are easily understood and should avoid legal conflicts.

HUMAN RESOURCE PLANNING

- ▶ If the human resources department is to ensure that the organization always has available the staff it needs, it must be able to forecast the needs some time ahead.
- ▶ In a software house, there are three inputs to the human resource planning process:
 - ▶ Human resource plans from existing projects,
 - ▶ Sales forecasts
 - ▶ Forecasts of the likely staff losses in the coming months

JOB DESIGN

- ▶ Job rotation: Job rotation, that is, rotating staff through a series of jobs, is the most obvious way of preventing employees from becoming bored with a very narrow and specialized task.
- ▶ Job enlargement: **Job enlargement** means increasing the scope of a job through extending the range of its job duties and responsibilities generally within the same level and periphery. Job enlargement involves combining various activities at the same level in the organization and adding them to the existing job
- ▶ Job enrichment: **Job enrichment** can be described as a medium through which management can motivate self-driven employees by assigning them additional responsibility normally reserved for higher level employees. By doing this, employees *feel* like their work has meaning and is important to the company

Question :

A

1. What is a resource?
2. What is human resource?
3. Why do we need Human Resources in organizations?
Give one example each to support your answer.

B

1. How many ways are JOB DESIGNS performed ? Give an example for each.

Question :

A

1. What is a resource?
 2. What is human resource?
 3. Why do we need Human Resources in organizations?
- Give one example each to support your answer.

B

1. How many ways are Psychometric tests performed ?
Give an example for each.