HUMAN RESOURCE MANAGEMENT

MODULE 2: Lecture 11

People Management Skills (Part 2)

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Lecturer: John Muscat Drago
Date: 17th December 2022

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Learning Outcomes

The fundamentals of specialist people management skills as related to:

- Leadership skills

- Conflict management skills

- Handling business issues from an HR perspective

- Project management skills
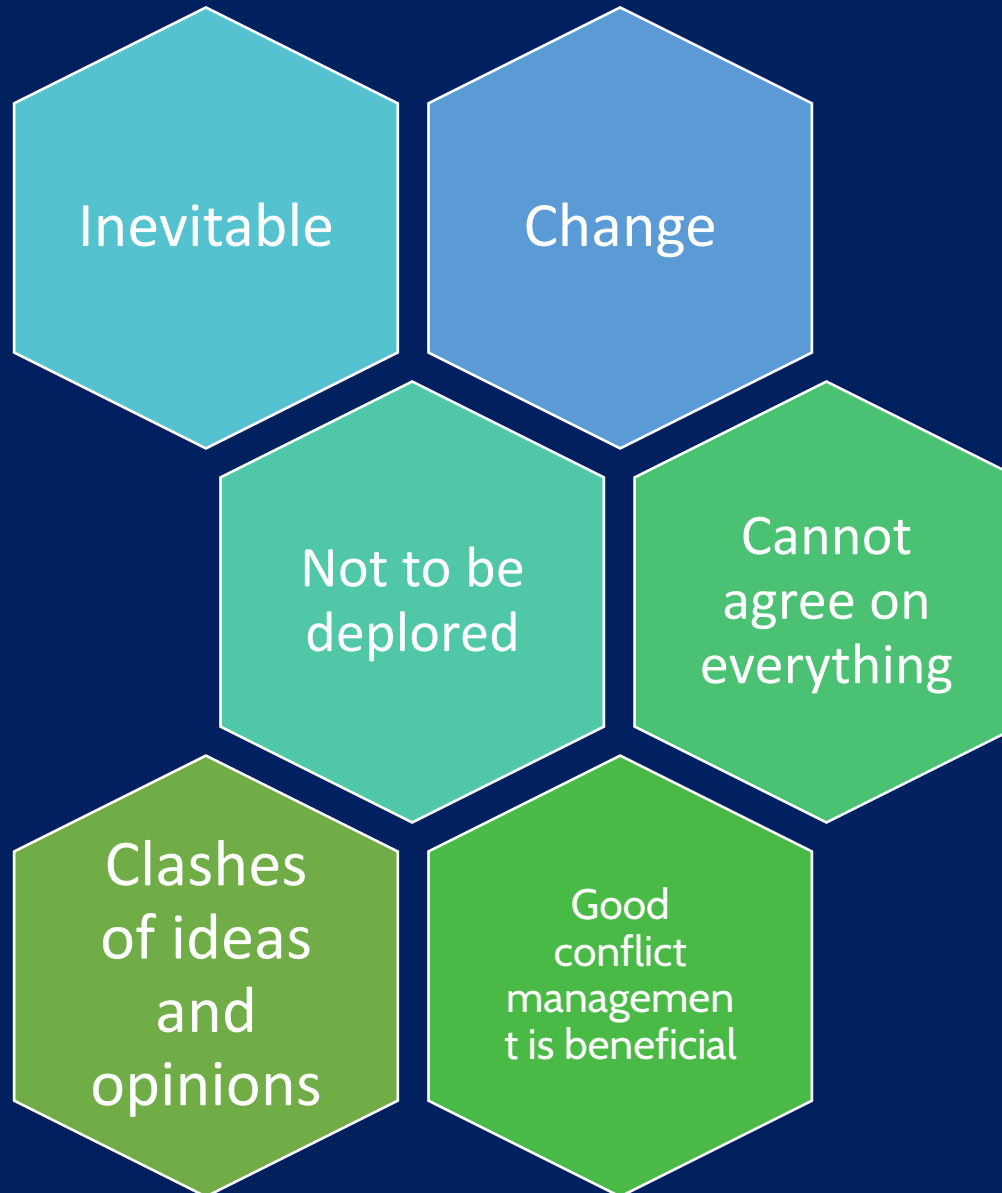
- Communication skills

Leadership skills

(Please refer to session Lecture 6 - Managing People and Teams – Slides 12 to 15)

Conflict management skills

Introduction

Inevitable

Change

Not to be deplored

Cannot agree on everything

Clashes of ideas and opinions

Good conflict management is beneficial

Handling inter-group conflict

Peaceful coexistence

Compromise

Problem solving

Handling interpersonal conflict

Withdrawal (win / lose)

To be avoided

Smoothing over differences

(as if it does not exist)
To be avoided

NO

YES

Reach a compromise

YES

Counselling

YES

Constructive confrontation (through mediation)

NO
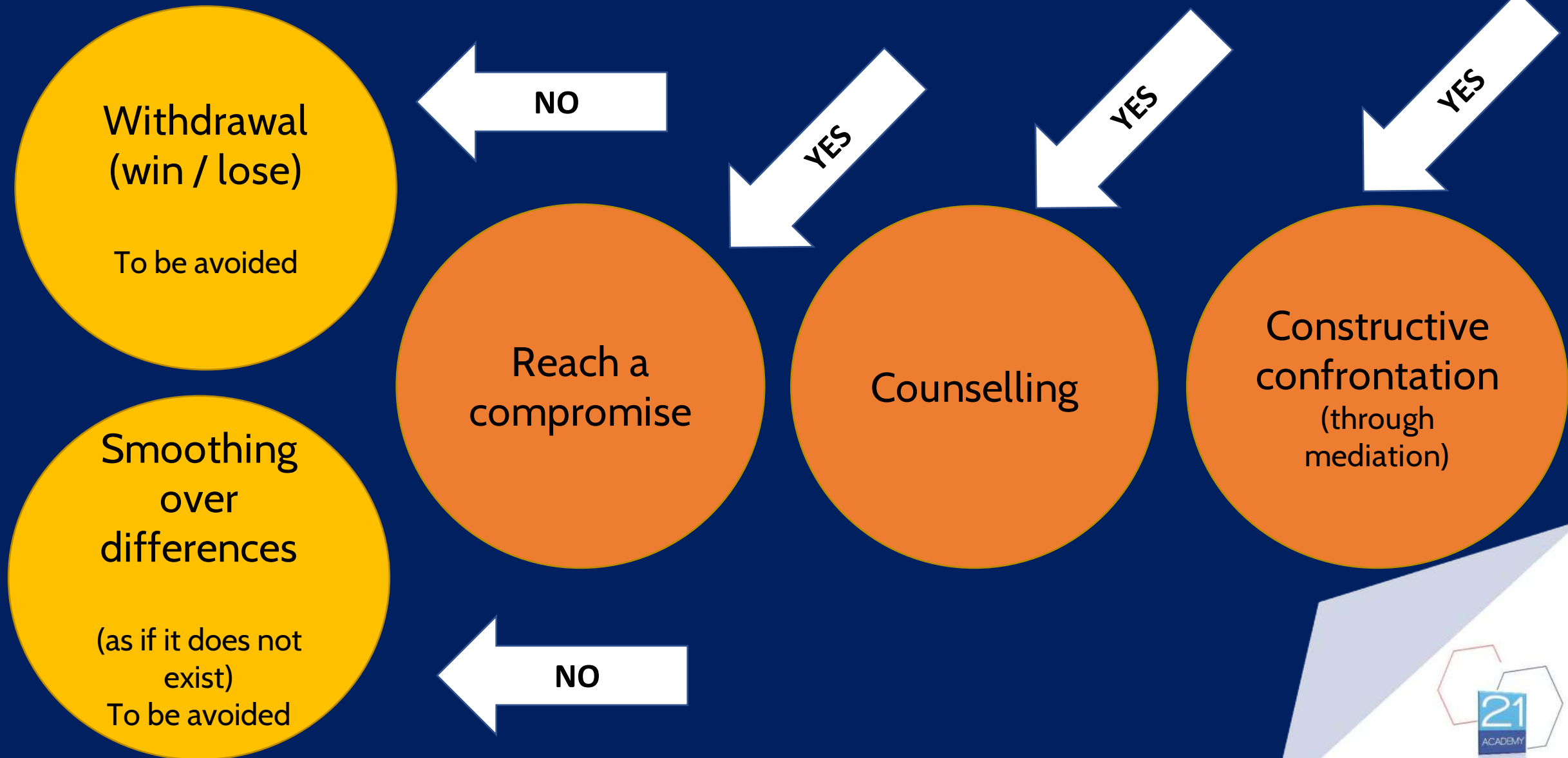
Resolving conflict between team members

Obtain overview	Find out who is involved	Talk to each of the parties to the conflict	Talk to other members of the group
Evaluate what you hear from all	Reach preliminary conclusions	Bring parties together to discuss situation	Try to diffuse situation

If all else fails – take direct action

Handling business issues from an HR perspective

Key points when investigating business issues from an HR perspective

- Identify business issues that are of strategic importance
- Establish extent and nature of any people factors that affect these issues
- Critically analyse and discuss relevant HR policy
- Conduct research (internally and externally) to find out cause and affect
- Analyse quantitative and qualitative information using HR analytics
- Draw realistic and appropriate conclusions from analysis and research
- Make recommendations based on costed options

Project management skills

Definition

Involves the planning, supervision and control of any activity that leads to a defined outcome at a predetermined time based on a budget and standards of performance.

What?

Why?

Who?

How much?

When?

Where?

Project planning steps

PROJECT PLAN

PERFORMANCE
SPECIFICATION

ASSESMENT

INITIATION

Setting up the project

Select and brief team → Obtain and allocate resources → Finalise programme → Define control systems → Establish target dates

Controlling project

Time

Quality

Cost

Communication skills

(Please refer to session Lecture 6 (Managing People and Teams – Slides 23 to 29)

SUMMARY OF COURSE

HUMAN RESOURCE MANAGEMENT
MODULE 2: Lecture 1

Human Resource Management and its Context

Lecturer: John Muscat Drago
Date: 26th November 2022

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What is human resource management (HRM)

HRM

Balance between the *business / organisational needs* and the *wellbeing of employees* who make an organisation successful

Human
"resources"

People
management

Strategic & Operational HRM

Operational HRM

OPERATIVE FUNCTIONS OF HUMAN RESOURCE MANAGEMENT

1. Hiring & Onboarding
2. Training & Development
3. Employee Retention
4. Feedback
5. Performance Appraisal
6. Actionable HR Insights

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International HRM

HUMAN RESOURCE MANAGEMENT

MODULE 2: Lecture 2

The Components of Human Resource Management & the Role of the HR Function

Lecturer: John Muscat Drago
Date: 26th November 2022

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The 12 Key Functions of Human Resources
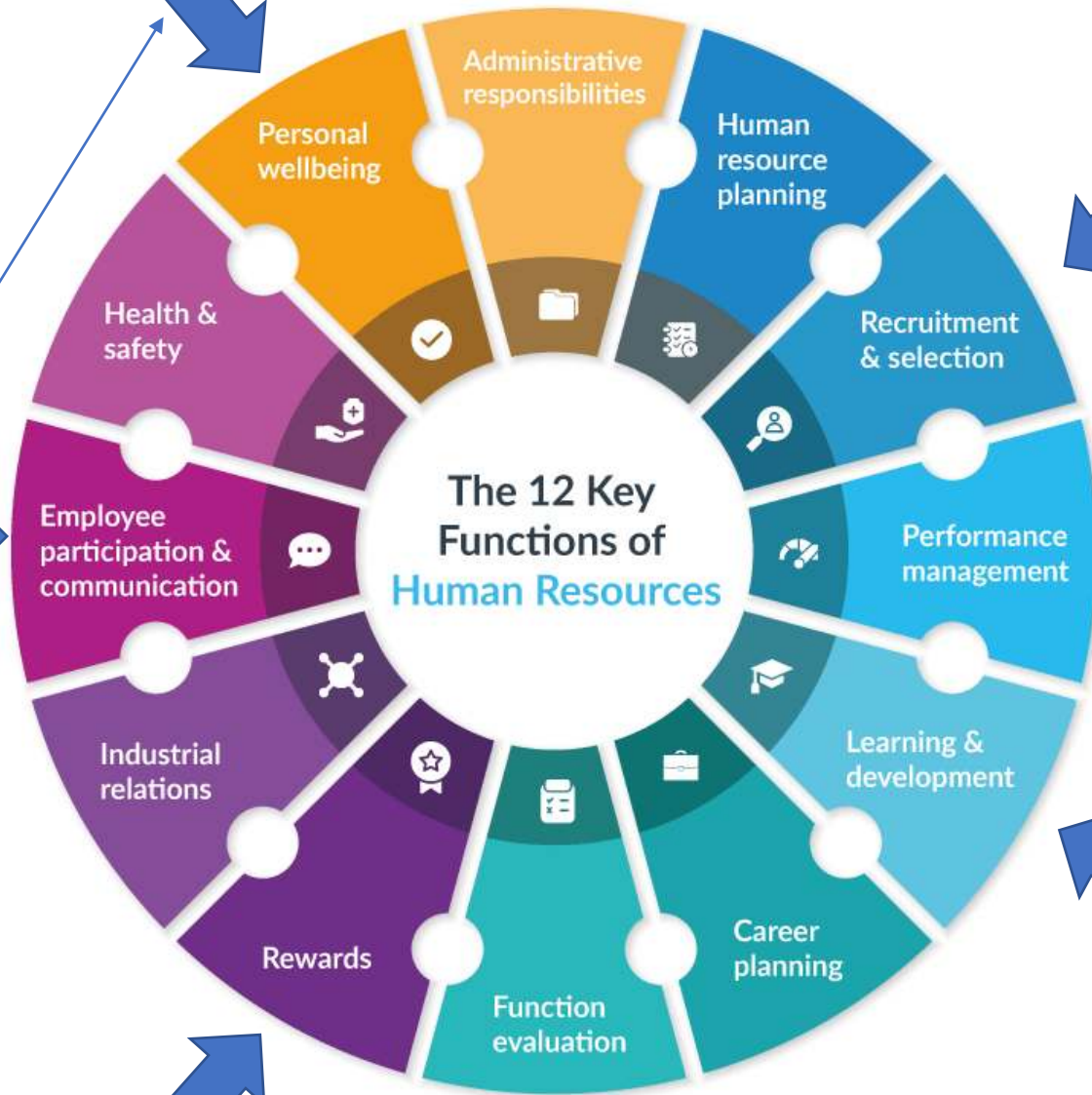
HUMAN RESOURCE MANAGEMENT

MODULE 2: Lecture 3

Organisational design and people resourcing

Lecturer: John Muscat Drago
Date: 30th November 2022

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Job Analysis & Design

Job Analysis – Methodology

1. Interview job holders to seek information about:

- Main purpose of their job
- What they do (key activities), how they do it and why
- Reporting relationships
- Supervision received
- Authority levels
- Problems encountered
- Skills they possess

Job Analysis – Methodology

2 – Questionnaires

- Same process as the interview but captured through a questionnaire
- Useful when there is a large number of roles need to be covered

3 - Observation

- Appropriate for routine, repetitive roles

Job descriptions

- Job title

- Reporting to

- Direct reports

- Overall purpose

- Main activities, tasks or duties

- Job requirements (Knowledge, skills, abilities and experience)

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Workforce planning

Workforce planning – defined

A process of analysing the current workforce, determining future workforce needs, identifying the gap between the present and the future, and implementing solutions so that an organisation can accomplish its mission, goals and strategic plan.

It's about getting the right number of people with the right skills employed in the right place at the right time, at the right cost and on the right contract to deliver an organisation's short and long-term objectives.

CIPD (2018)

Recruitment & selection

Recruitment – attracting candidates

- Own corporate website
- Social media e.g. LinkedIn / Facebook
- Commercial job boards
- Recruitment consultants
- Specialist journals
- Links with schools / colleges
- National newspapers
- Job centres
- Referrals from employees

Managing the selection process

- Carry out assessment (usually through interviews) – more than one may be necessary)

- Use of tests in selection (e.g. intelligence tests, personality tests) Screen CVs / applications received against the job description

- Make decision who to choose based on the above

- Send offer of employment and contract

- Check references

- Confirm appointment

- Prepare for employment (documentation etc)

Talent Management

Talent management process

A - Talent pool – identify people who are:

- ✓ Able to do the job
- ✓ Motivated
- ✓ Curious
- ✓ Have knowledge and understanding
- ✓ Are engaged (give more than their job)
- ✓ Determined

Talent management process

B – Talent planning:

- ✓ Estimate the number of talented people you need in line with your business plan
- ✓ Identify the skills you need
- ✓ Carry out the recruitment of such talent

Talent management process

C – Resourcing :

- ✓ Get the <u>right</u> people for the different jobs
- ✓ Be clear on the job description (and specifications required)
- ✓ Assessment of talent which meet criteria set
- ✓ Establish what needs to be done to retain talent

Talent management process

D – Develop the talent:

- ✓ Ensure that talented employees gain skills and experience
- ✓ Offer career progression plans
- ✓ Invest in their training
- ✓ Allow them to gain experience by working of different jobs (or at a higher level)
- ✓ Offer coaching and mentoring

HUMAN RESOURCE MANAGEMENT

MODULE 2: Lecture 4

Learning and Development

Lecturer: John Muscat Drago
Date: 3rd December 2022

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How people learn

70 / 20 / 10 Model

(Lombardo & Eichinger, 1996)

70% from work experience

20% from social learning

10% from formal training
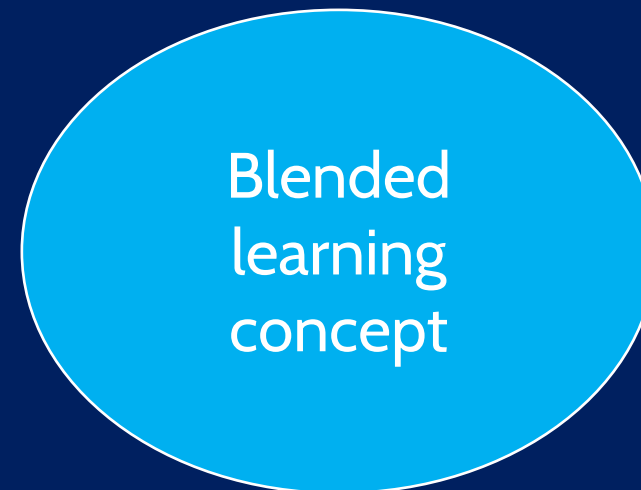
Clardy 2018

Learning does not necessarily fit neatly within these "boxes" – experiential and social learning are important but formal training h should not be underestimated

Blended learning concept

Learning styles – Honey & Mumford

ACTIVISTS – involve in new experiences

REFLECTORS – observe

THEORISTS – apply observations in form of logical theories

PRAGMATISTS – experiment

Concrete

» Acts first
» Brainstorms
» Takes risks
» Likes challenge
» Dislikes implementation
» Easily bored

» Observes
» Gathers data then makes a decision

Activist Accommodating

Reflector Diverging

Active

Reflective

Pragmatist Converging

Theorist Assimilating

» Practical
» Problem solving
» Acts quickly
» Impatient with discussion

» Methodical approach
» Develops theory from facts
» Seeks perfection

Abstract

Implications of learning concepts

Process of learning	Learning is achieved in different ways – context is important	Different learning needs require different learning methods
Learning styles	Every person learns differently	Programmes need to be adjusted to cope with different learning styles
Learning curve	Time to learn varies between people	Progress in learning varies
Motivation to learn	People need to have a motivation to learn	Learners should be helped to develop learning goals and understand its benefits
Cognitive learning theory	People learn by being exposed and solving problems	Provide learning opportunities to people to learn by doing

Training Needs Analysis (TNA)

- What people should know
- Expected performance

Learning Gap

- What they actually know
- Actual level of performance

Development of a training plan

1 – ANALYSIS

- Current level of knowledge / experience

- What participants will learn (knowledge, skills, behaviour)

- Set learning goals & objectives

2 – DESIGN

How training will be delivered taking into consideration the learning styles of participants
i.e. instruction, presentations, discussions, case studies, games, coaching, mentoring etc

3 - DEVELOPMENT

Detailed development of programme including content, outcome from each session, who will deliver training, training material, handouts etc

HUMAN RESOURCE MANAGEMENT

MODULE 2: Lecture 5

Performance Management

Lecturer: John Muscat Drago
Date: 3rd December 2022


Undergraduate Diploma in Business Administration

SMART OBJECTIVES

S	**SPECIFIC**	• Who is involved? • What do I want to achieve? • When do I need to achieve this? • Why is the goal important?
M	**MEASURABLE**	• How will I measure my progress? • How will I know if my goal is achieved?
A	**AGREED / ACHIEVEABLE**	• Will it be clear when the goal is complete? • Is it reasonable to complete the goal in the time allotted?
R	**REALISTIC / RELEVANT**	• Is this goal related to my overall success (or the success of my business/organization)
T	**TIME BOUND**	• How long should it take to accomplish this goal? • When will I check in on whether or not the goal has been completed? • Am I ready to start work on the goal?

Conducting performance appraisals

HUMAN RESOURCE MANAGEMENT

MODULE 2: Lecture 6

Managing People & Teams

Lecturer: John Muscat Drago
Date: 7th December 2022

Undergraduate Diploma in Business Administration

Leadership

Management	Leadership
Achieving results by obtaining, deploying, using and controlling resources – people, money, facilities, IT etc	Focuses on **PEOPLE** – developing and communicating a vision, motivation and engagement

Leadership styles

CHARISMATIC – personality / inspiration / visionary
NON-CHARISMATIC - rely on know-how / "cool" / quiet confidence

AUTOCRATIC – impose decisions / force
DEMOCRATC – involve others / consensus

ENABLER – empower others
CONTROLLER – command others to comply

TRANSACTIONAL – Trade money, jobs for compliance
TRANSFORMATIONAL – motivate people to achieve a result

Managing people individually and as a team

Managing Teams

D E V E L O P M E N T

HIGH

LOW

	Coach	Team Manager
	Team Builder	
	Autocrat	Player Manager

LOW   **MOTIVATION**   **HIGH**
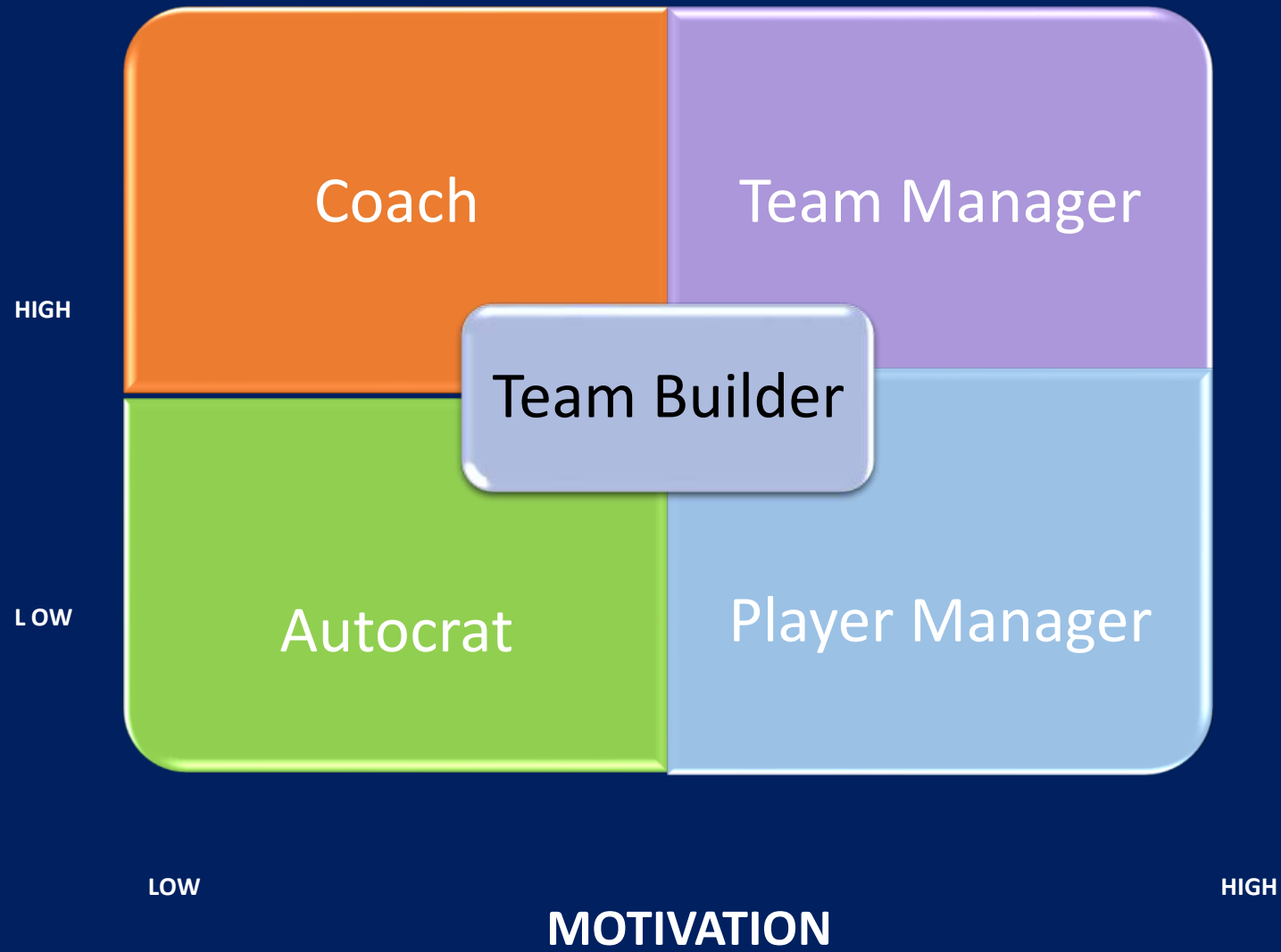
Operators

(See job as just to earn money. Not motivated. Do not seek to advance)

Givers

(Find meaning to being of service to others)

Artisans

(Experts in their field)

Explorers

(Like autonomy and freedom)

Strivers

(Professional success, value status & compensation)

Pioneers

(Entrepreneurial spirit – wanting to take the lead and change)

https://www.inc.com/jessica-stillman/hiring-employee-archetypes-bain-report.html

Communicating with others

Types of Communication

- Verbal Communication
- Nonverbal Communication
- Written Communication
- Visual Communication

How we communicate

38%
Tone of voice
(How we say it)

55%
Visual behaviour /
Body language
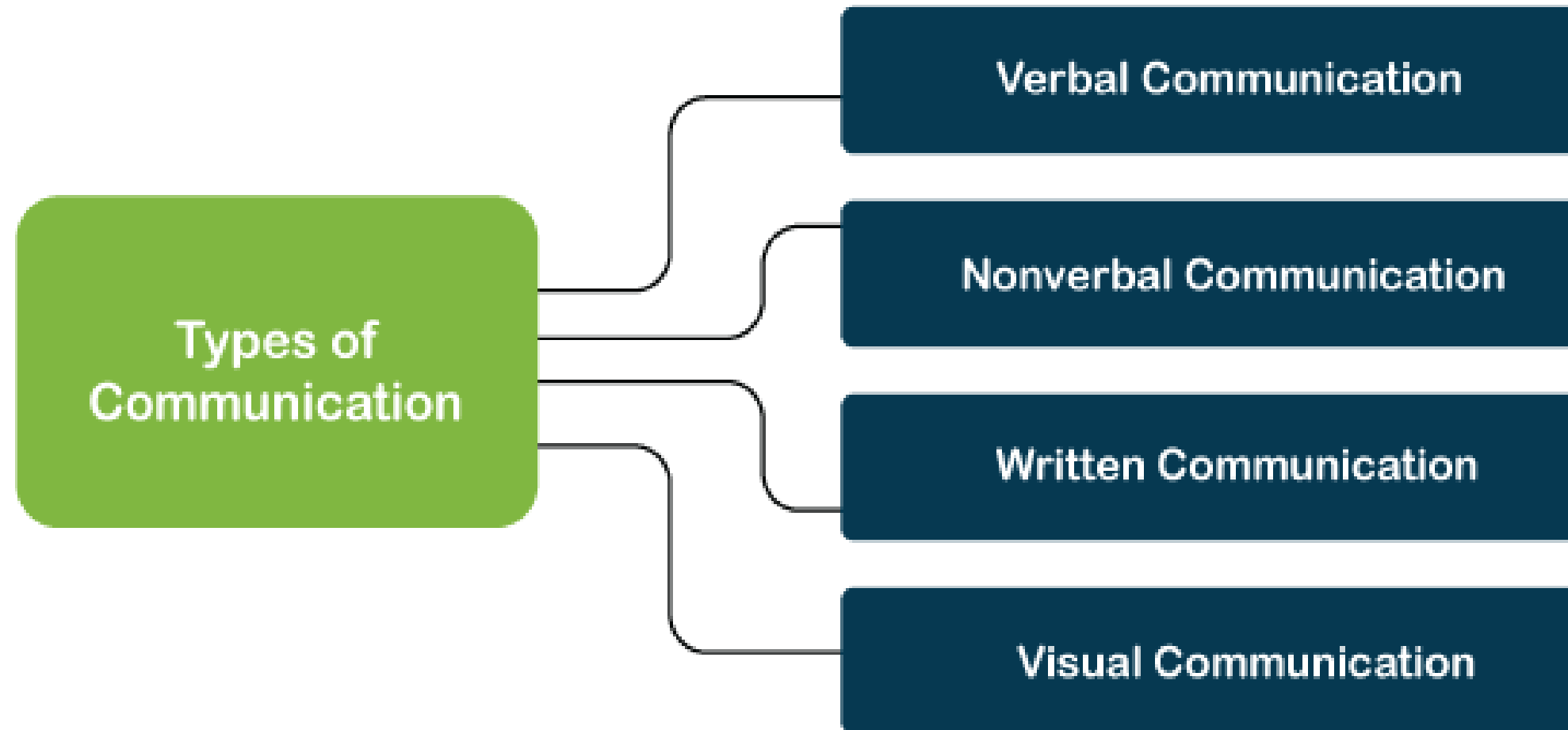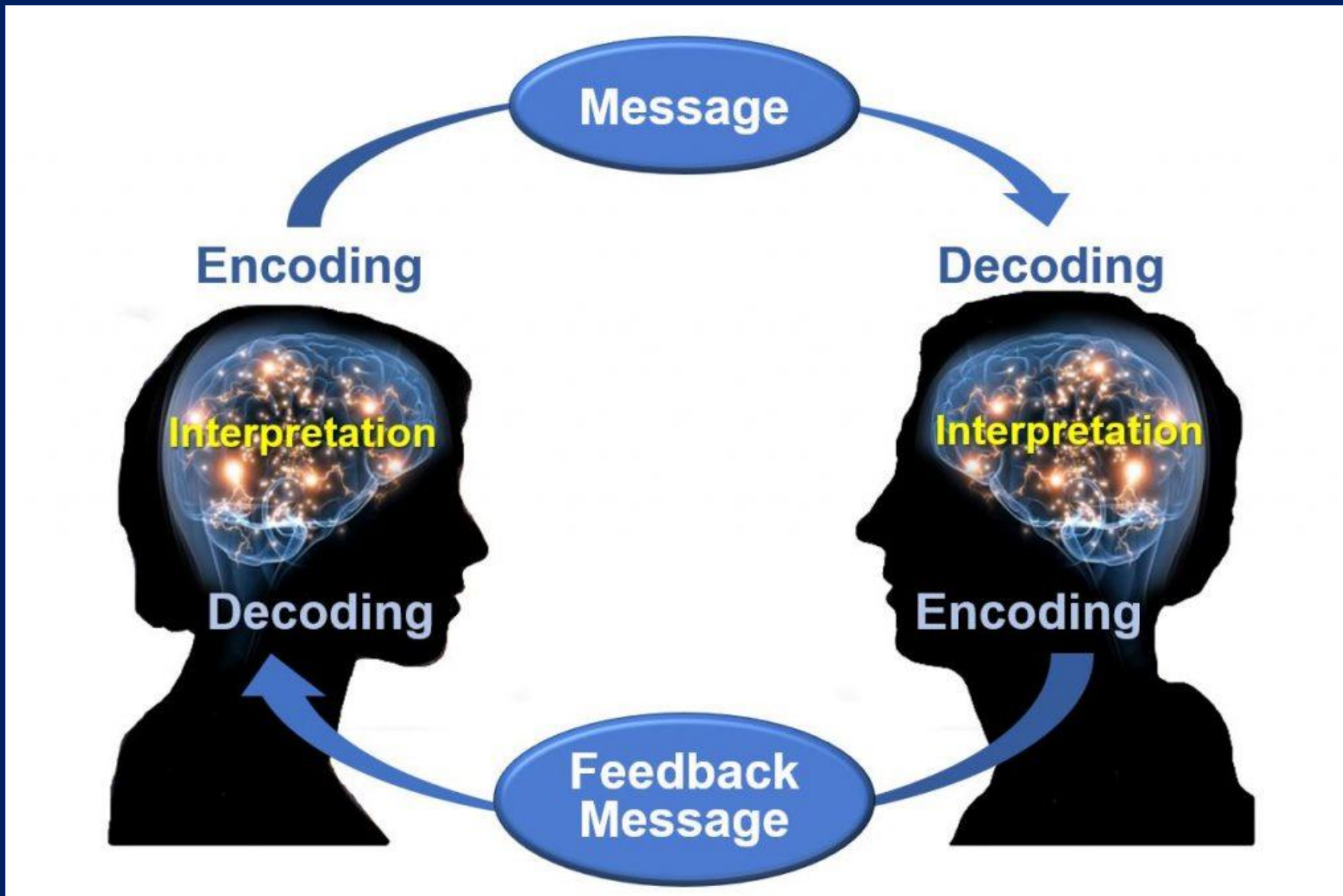
7%
Words we use
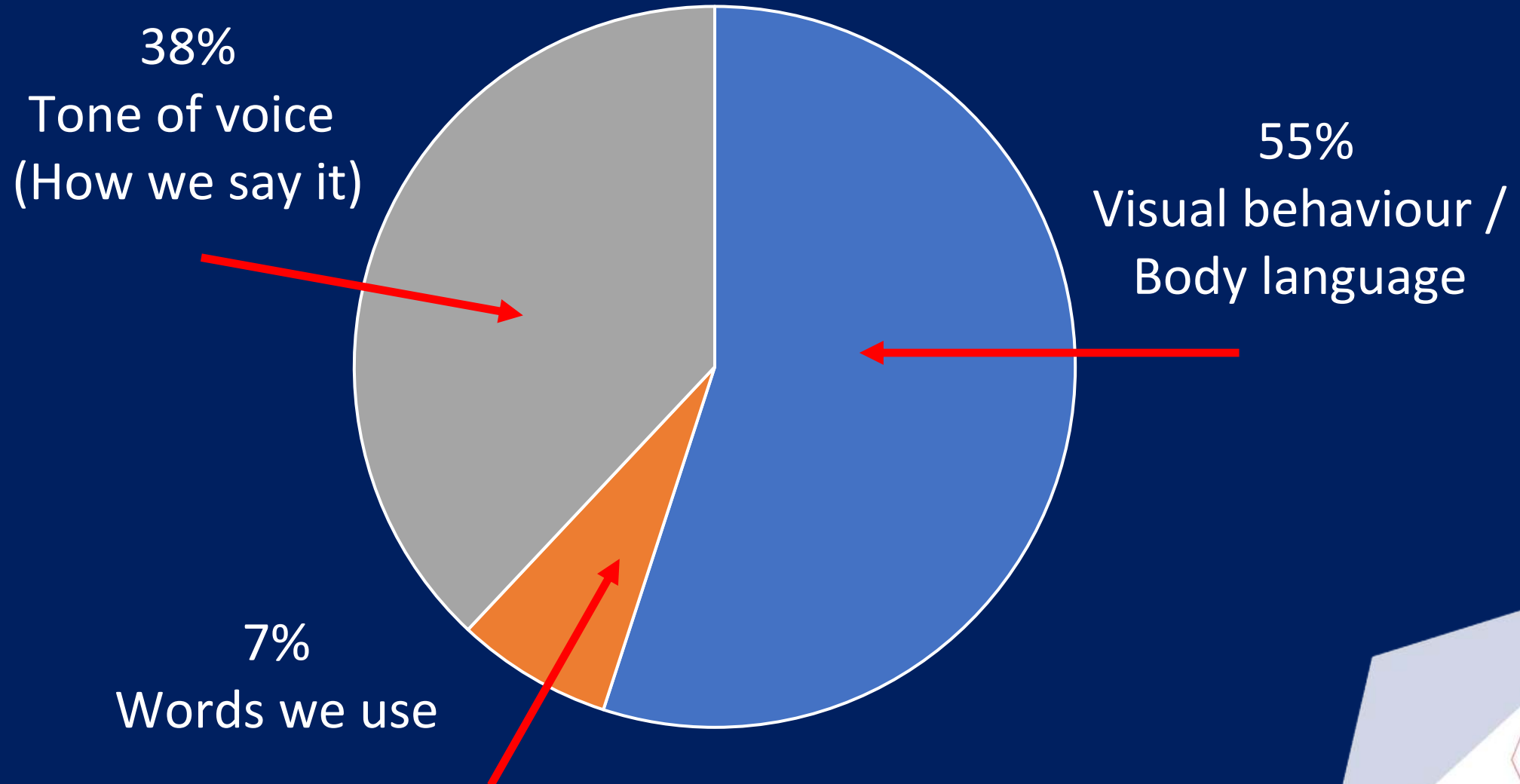
Developing and maintaining high performance teams

What is a team

"A team is a group of people with complementary skills who work together to achieve a common purpose"

Characteristics of teams

Contribute through skills, experiences and insights

Have set of common values and purpose

Driven by performance challenges

Teams are better than individuals

Flexible and responsive

Deep sense of commitment to achieve results

Achieving good teamwork

- Establish direction
- Select right members
- First actions
- Performance standards
- Assess performance
- Praise / rewards
- Build team spirit
- Review performance
- Learning & development opportunities
- Make use of learning activities

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HUMAN RESOURCE MANAGEMENT

MODULE 2: Lecture 7

Factors Affecting People at Work

Lecturer: John Muscat Drago
Date: 10th December 2022

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Business Administration

What motivates people at work

Motivation – a definition

- A motive is a reason for doing something
- Motivation is concerned with what make people behave in certain ways
- Motivating people is about getting them to move in the direction you want them to achieve a result

COMPONENTS OF MOTIVATION

DIRECTION
(What is person is doing)

EFFORT
(How hard he's trying)

PERSISTENCE
(How long he keeps on trying)

Two types of motivation

INTRINSIC

THE WORK ITSELF – THEY FEEL IT IS IMPORTANT, INTERESTING AND CHALLENING – PROVIDES OPPORTUNITIES TO DEVELOP, ACHIEVE AND ADVANCE

- AUTONOMY
- MASTERY
- PURPOSE

EXTRINSIC

EXTERNAL FACTORS SUCH AS PAY, PRAISE, PROMOTION

IMMEDIATE & POWERFUL EFFECT BUT NOT LONG-TERM

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Maslow hierarchy of needs

Self-actualization
desire to become the most that one can be

Esteem
respect, self-esteem, status, recognition, strength, freedom

Love and belonging
friendship, intimacy, family, sense of connection

Safety needs
personal security, employment, resources, health, property

Physiological needs
air, water, food, shelter, sleep, clothing, reproduction

People engagement and commitment

Drivers of engagement

- Job Challenge
- Autonomy
- Variety
- Feedback
- Fit
- Opportunities for development
- Rewards and recognition

Outcomes of engagement

| Lower absenteeism | Increased employee effort and productivity | Improved quality & reduced error rates | Increased sales | Higher profitability, earnings | Higher customer satisfaction and loyalty | Faster business growth | Higher likelihood of business success |

HUMAN RESOURCE MANAGEMENT

MODULE 2: Lecture 8

Employment Relations, Wellbeing and Practices

Lecturer: John Muscat Drago
Date: 10th December 2022

Undergraduate Diploma in
Business Administration

Employment and industrial relations

Components of a healthy employment relations climate

Trust between management and union

Management treats employees fairly

Open management style

Harmonious relationship

Mutual gains approach

Employees are committed to the interests of the organisation

Conflicts are solved amicably

Employment relationship

What is employment relationship

It describes how employers and employees work together

Managing the employment relationship

| During recruitment interviews | By encouraging maximum amount of communication between managers and employees | During the onboarding and induction |

BUILD CLIMATE OF TRUST
(based on healthy relationships and mutual support)

Psychological contract

The voice of the employee and employee communications

Types of "voice"

DIRECT
(Employees express themselves directly with

management)

INDIRECT

(happens collectively through representatives)

DIRECT	INDIRECT
Employees surveys	Joint consultation
Social media (internal)	
Team briefings	
Suggestions schemes	Trade unions
Quality circles	

Features of employee wellbeing

Wellbeing factors and actions

Wellbeing Factor	Description	Possible actions
Work environment	Physical and mental wellbeing resulting from working conditions	Provide a good, healthy and safe (physical and mental) working environment, minimizing stress
Job design and demands	Ability to meet job demands	Review job design practices and job demands to align them to the employees' work and personal realities (e.g. work life balance)
Relationships with Line Managers	How people are treated at work	Ensure managers have the right attributes to lead and manage people. Provide them with training and coaching
Relationship with colleagues	The quality of social relationships and behaviours	Ensure these relationships are healthy and have adequate policies to avoid bullying and harassment
Work-life balance	Have an equilibrium between work and personal life	Introduce family friendly policies and reasonable flexibility
Financial wellbeing	Having an adequate income to enjoy a reasonable quality of life	Pay people fairly
Stress	Stress at work is harmful	Support employees to avoid slipping into "stress" and offer support

Managing an inclusive and diversified workforce

How to manage diversity and inclusion

Develop a diversity and inclusion strategy	Define values of the organisation	Set out the diversity and inclusion policies	Communicate the values and policies
Be mindful of sensitive areas e.g. recruitment	Enhance awareness about diversity and inclusion	Create diversity networks	Monitor progress

Basics of health and safety management

HUMAN RESOURCE MANAGEMENT

MODULE 2: Lecture 9

Reward Management

Lecturer: John Muscat Drago
Date: 10th December 2022

Undergraduate Diploma in Business Administration

The fundamentals of reward management and managing and developing reward systems

Rewards

FINANCIAL REWARDS + **NON-FINANCIAL REWARDS** = **TOTAL REWARDS**

Financial rewards

- Job based pay (related to value of job and individual's contribution)
- Employee (money related) benefits e.g. pensions and financial recognition schemes e.g. bonuses, stick options, commissions.

The management of job and person-based pay involves:

1 - Pay determination – based on market & job evaluation

2 - Base-pay management – pay structures by pay groups, grades etc

3 - Contingent pay – Pay progression based on performance, contribution, competence, skill etc

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Non-financial rewards

Focus on the needs people have to varying degrees for recognition, achievement, personal growth and acceptable working conditions

- Flexible working
- Give employees time to work on their own projects
- Extra leave
- Allow time to do volunteer work
- One-on-one meetings
- Give employees chance to show appreciation for each other
- Reward employees with more responsibility
- Let everyone know who you're rewarding and what you're rewarding them with
- Give your employees the opportunity to attend educational or wellbeing events/workshops
- Recognise your employees on social media
- Collaborative message from all employees
- Ask your employees what they'd like?
- Birthday off
- Employee of the month/quarter

The total reward model

	Common examples	Reward elements	Definition			
INTRINSIC (CONTRIBUTES TO INTERNAL VALUE AND MOTIVATION	Quality of work					
	Work/life balance					
	Inspiration/values	Engagement factors				**TOTAL REWARD**
	Enabling environment					
	Growth opportunity					
EXTRINSIC (HAVING A MONETARY VALUE)	Tangible benefits e.g. cars					
	Memberships	Active benefits				
	Discounts					
	Retirement					
	Health & welfare	Passive benefits				
	Holidays					
	Stock / equity	Long-term rewards / incentives			**TOTAL REMUNERATION**	
	Performance shares					
	Annual incentives					
	Bonus / awards	Short-term variable				
	Team awards			**TOTAL DIRECT COMPENSATION**		
	Base salary	Base cash	**TOTAL CASH**			
	Hourly wage					

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Reward systems for specialist groups

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