

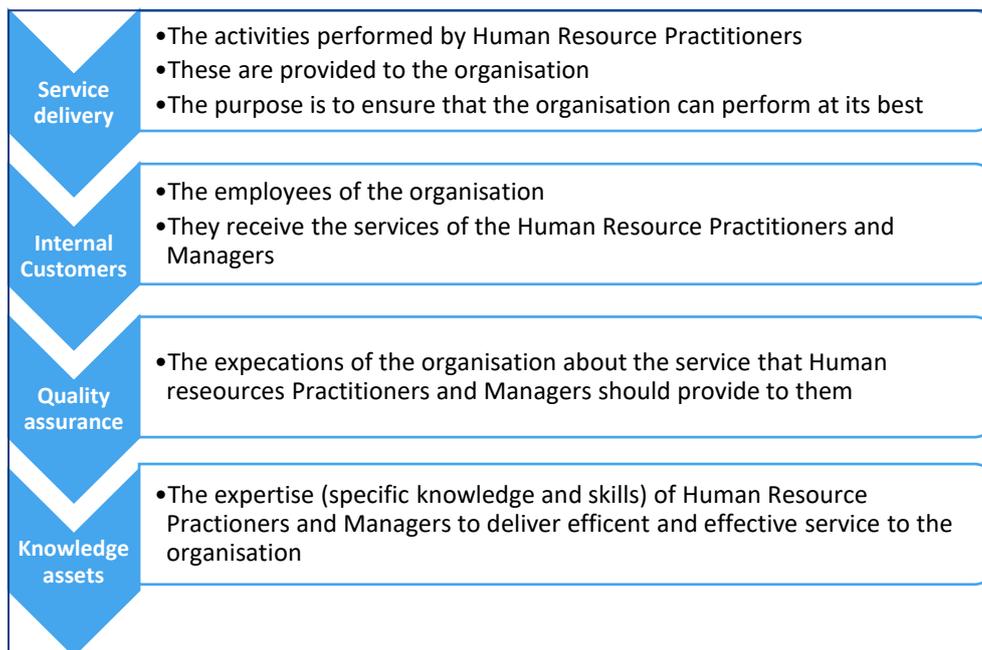
Definition of Human Resource Management

Previously this field was referred to as Personnel Management, indicating that it involves managing people in organisations. Today, people are seen as an organisation's most valuable assets and the terms 'Human Resources' and 'Human Resource Management' include:

- ◆ the processes of employing people;
- ◆ developing their capacities; and
- ◆ using, maintaining and paying for their services as required by the organisation.

Even though this description seem to explain Human Resource Management sufficiently.

A further explanation of HRM is:



The table below shows the terms and definitions that are often used when we discuss the field of Human Resource Management.

Difficult words box

Recruitment- supplying employees

Compensation- payment in return for goods or services. In this case a salary and benefits

Line management- the people to whom each person is directly responsible

Expertise- skill; the ability to do something well

Autonomy- the right to do something on your own

Term	Definition
Human Resources	The skills and abilities of people that are used to perform tasks so that an organisation can reach its goals.
Human Resource Management	The function in an organisation that focuses on managing people and providing direction to people who work in the organisation. Can also be performed by line management and includes activities such as recruitment, performance management and compensation.

Human Resource Development	The range of activities aimed at developing the employees inside an organisation, such as training and career development.
Human Resource Department	The department within an organisation that deals with activities associated with Human Resource Management. It has various levels of Human Resource Practitioners and Managers.
Training and Development	Systematic development of knowledge and expertise of employees.
Talent Management	Activities relating to attracting, developing and retaining employees.
Personnel Management	Originally this term referred mostly to the administration of employing and paying people.

The following sections deal with:

- Components of Human Resource Management
- The role of a Human Resource Department within an organisation.
- Five main functions of Human Resource Management within the Public Service.
- The legislation relating to Human Resource Management in the Public Service.

1.5 Components of Human Resource Management

The following diagram shows the components of Human Resource Management.

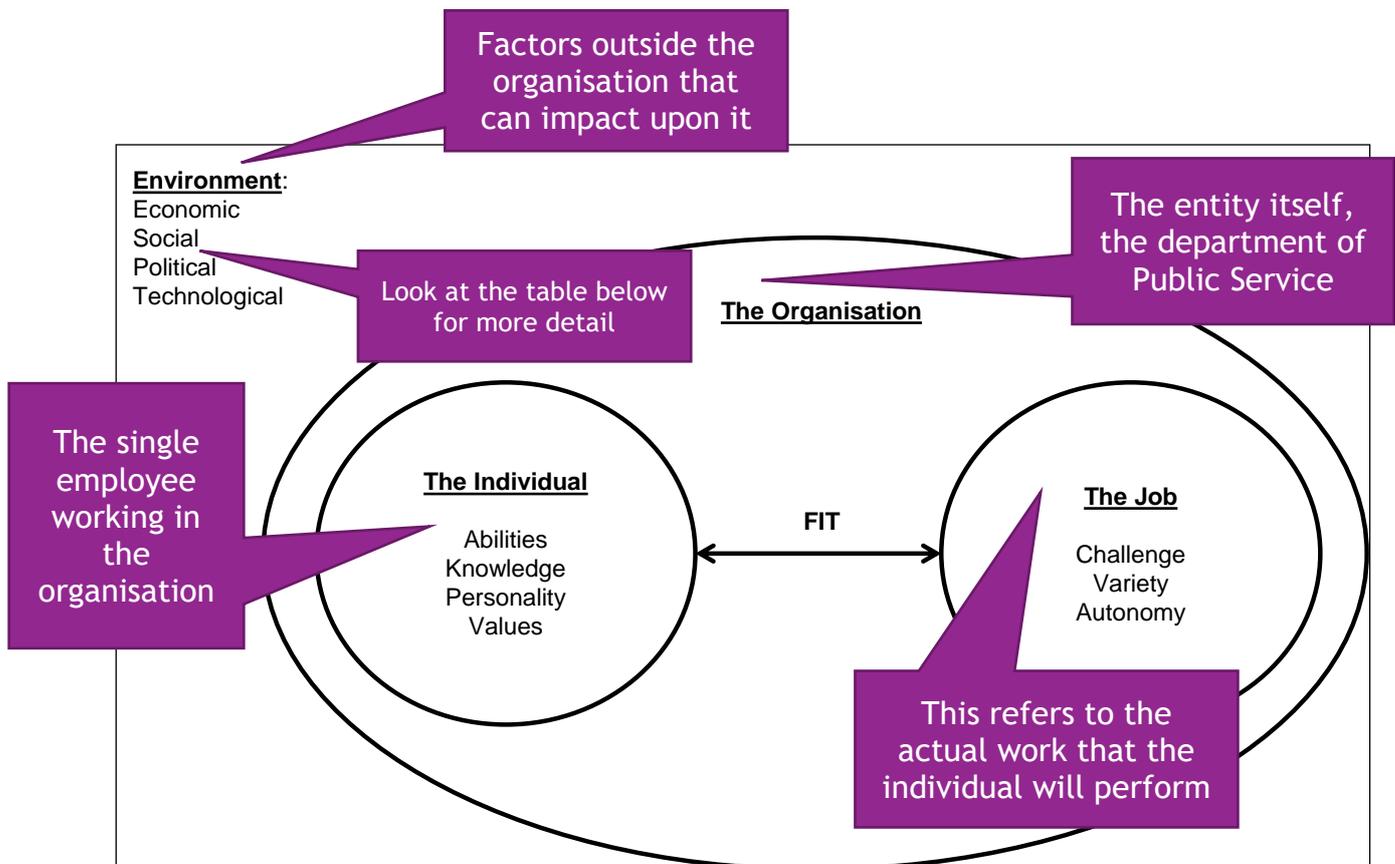


Figure 1: Components of Human Resource Management

The external factors that can have an effect on an organisation are explained below:

Force	Explanation
Political	Laws and regulations as well as policies impact on an organisation
Economic	These are forces that influence the availability of money and the level of employment.
Social	The social environment is shaped by the society in which the organisation operates/
Technological	This refers to the way that an organisation changes its inputs into outputs.

Quick learning point:

Which factors outside an organisation can impact on it?

1.6 Five main functions of Human Resource Management

Human Resource Management within the public service is divided into five main functions. The following table shows these functions and indicates the role of senior managers in relation to them:

Difficult words box

Diversity – a range of differences

Allocate – to set something apart for a special purpose

Equity- when conditions do not favour particular people

Induction- a formal introduction to a new position

Main Function	Specific activities	My role as a senior manager
<p>Human Resource Practices</p> <p>To give efficient Human Resources administration services</p>	<ul style="list-style-type: none"> Employee Recruitment Workforce diversity 	<p>Recruitment:</p> <ul style="list-style-type: none"> Decide on the skills and ability requirements for vacant positions. Identify the demands of the job. What tasks, skills and abilities do you need to carry out the functions in your unit? Update job descriptions and assist with the requirements in the advertisements for vacant posts. Decide on assessment criteria for the job. Shortlist applicants based on the principles of equity, fairness, merit and what is required for the post you advertised. <p>Workplace diversity and disability management:</p> <ul style="list-style-type: none"> Provide input to departmental policies programmes and planning. These must make allowance for diversity Include diversity issues in the main processes and procedures of the tasks in

		<p>your department. Accommodate people with disabilities.</p> <ul style="list-style-type: none"> • Support departmental programs and practices to meet disability targets. Increase access to employment for people with disabilities.
<p>Human Resource Organisational Strategy and Planning</p> <p>To develop Human Resource strategies and ensure the alignment of organisational structures to the departmental strategic plan</p>	<ul style="list-style-type: none"> • Organisational structure • Human Resource planning • Change Management • Job Evaluation 	<p>Organisational structure:</p> <ul style="list-style-type: none"> • Understand how the department is organized to carry out its functions • Provide input into the organizational model and structure that will help the department to do its work. • Demonstrate knowledge and understanding of the functions and service delivery processes and activities of the department. • Demonstrate knowledge and understanding of norms and standards in the public service for allocating and filling posts <p>HR Planning:</p> <ul style="list-style-type: none"> • Provide inputs into the HR strategy and plan of the department. <p>Change management:</p> <ul style="list-style-type: none"> • Create awareness for management and staff about the needs for change. • Facilitate commitment to change initiatives, interventions and programs by all stakeholders in the department. <p>Job Evaluation:</p> <ul style="list-style-type: none"> • Provide requests to the HR unit for jobs to be evaluated in your unit. • Act as member of the Job Evaluation panel. • Job evaluation: Provide input regarding the job evaluation of a job in your work unit.
<p>Employee Health and Wellness</p> <p>To manage employee health and wellness programmes</p>	<ul style="list-style-type: none"> • Occupational Health and Safety 	<p>Employee Health and Wellness:</p> <ul style="list-style-type: none"> • Implement employee assistance and wellness programmes in your unit.
<p>Human Resource Utilisation and Capacity Development</p> <p>To provide optimal development of departmental Human Resources</p>	<ul style="list-style-type: none"> • Orientation and induction • Career Management • Training and Capacity development • Performance management • Coaching and Mentoring 	<p>Orientation and Induction:</p> <ul style="list-style-type: none"> • Implement induction for specific functions. <p>Career management:</p> <ul style="list-style-type: none"> • Advise employees and provide input into career plans. • Advise employees on career options in the work environment. <p>Training and Capacity Development:</p> <ul style="list-style-type: none"> • Identify training and development needs keeping in mind the departmental strategic, human resource plan, human resource

		<p>development strategy and sector skills plan.</p> <ul style="list-style-type: none"> • Ensure that training programmes attended by employees are in line with the competency requirements of the department. <p>Performance Appraisal and Management:</p> <ul style="list-style-type: none"> • Apply the PMDS to employees in your unit. • Develop performance agreements that are in line with and support the departmental strategic goals and the unit's operational plans.
<p>Employee relations and people management</p> <p>To provide good employee relations</p>	<ul style="list-style-type: none"> • Labour relations • Collective bargaining 	<p>Labour Relations</p> <ul style="list-style-type: none"> • Understand and apply labour relations legislation policies and Resolutions in the public service. <p>Grievances:</p> <ul style="list-style-type: none"> • Understand your role and responsibilities as well as the employee relations strategies. • Manage grievances and apply the public service grievance procedure. • Manage discipline and apply the public service disciplinary action procedure.



I hope that that answers your questions about the wages, annual bonus, sick leave, holidays, pension and tea breaks. Now do you have any questions about the actual job?

Quick learning point:

List the 5 main functions of Human Resource Management (HRM).

What 4 activities form part of **Human Resource organisational strategy and planning**?

Think about this:

Does your department employ people with disabilities?

How do you induct new recruits into your department? What are the procedures?

