# HR for Non-HR Managers Workshop

## Background

Research shows that line managers play a pivotal role in terms of implementing and enacting HR policies and practices. Research further shows that when employees feel positive about their relationship with their line managers they are more likely to have higher levels of job satisfaction, commitment and loyalty which are associated with higher levels of performance or discretionary behaviour. Line managers also play the strongest part in structuring people's actual experience of doing a job. The Chartered Institute for Personnel Development (CIPD) identified the areas where line managers make a significant difference to people management practices, namely:

- performance appraisal
- training, coaching and guidance
- employee engagement (involvement and communication)
- openness – how easy is it for employees to discuss matters with their line manager
- work-life balance
- recognition – the extent to which employees feel their contribution is recognised.

The CIPD further states that although the processes for the areas mentioned above may be designed by HR, it cannot be delivered by HR. The line manager role is crucial in enabling the HR policies and practices, or bringing them to life, in acting upon advice or guidance from HR and in controlling the work flow by directing and guiding the work of others.

However, line managers often have conflicting priorities and role overload and do not always pay enough attention to their people management activities. One of the reasons for this is that they are not equipped with the tools, skills and knowledge they need to be effective. This leads to line managers sometimes effectively abdicating their responsibility for aspects of people management. The phrase "that's HR's job" is heard too often in many companies – whether describing employee development, dealing with discipline or dealing with wellbeing issues.

Ineffective people management by line managers doesn't just impact on the HR department: it hurts the bottom line. Recent research involving nearly 3,000 employers by the Work Foundation and the Institute for Employment Studies found that organisations with a comprehensive, structured approach to people management, covering areas such as recruitment, development plans and employee appraisals, perform measurably better than those without, indicated by higher profits per employee, higher profit margins and higher productivity. Empowering line managers with the necessary knowledge to effectively deal with HR issues in the workplace will contribute significantly to the success and sustainability of the organisation.

# Objective of the workshop

This workshop will provide participants with the knowledge to develop confidence in dealing with HR practices in the work place. Although some employment legislation will be discussed, this workshop does not focus on employment law and dealing with disciplinary enquiries per se. These aspects are so important that it should be covered in a separate, comprehensive workshop, focusing on those aspects only. The aim of this workshop is to create an awareness of the role of the line manager with regards to a broad spectrum of HR processes and practices.

# Workshop outcomes

At the conclusion of the workshop, participants should be able to:
- Define their HR responsibilities as a people manager
- Understand the HR function and its contribution to support the organisational vision, mission and goals
- Understand the importance of HR Policies & Procedures to manage and motivate employees
- Acquire useful HR awareness and knowledge to handle and manage HR roles and responsibilities
- Understand the role of line manager in implementing HR processes

# Workshop content

The following topics are covered during the workshop:

**Module 1: The changing role of the line manager and HR in the contemporary workplace**

- The changing nature of work, organisations and employees
- What employees want from their organisations
- The business case for a people based strategy
- Where does HR fit in all this?: Towards a modern definition of HR Management
- The main HR functions
- Key results areas and KPIs in HR
- Traditional versus strategic HR skills and competencies
- Where and how does the line manager fit in all this?

**Module 2: Some of the basic tools and processes in HR Management**

- Organisation design
- Workforce Planning
- Role profiles/job descriptions
- Competency profiles
- Career paths
- Transactional HR
- Employment legislation
- Job evaluation
- Compensation and benefits
- The role of the line manager with regards to these tools and processes

### Module 3: The role of the line manager in staff acquisition

- The components of staff acquisition
- The Employment Value Proposition (EVP)- key to attraction
- The components of the EVP
- Common mistakes in managing the EVP
- Building the most compelling Employment Value Proposition (EVP) for attraction
- The impact of generational theory (especially the new generation of workers) on building the EVP
- Building the EVP

### Module 4: The role of the line manager in performance management and people development

- The objectives of Performance Management
- The performance management process
- Performance agreements
- Performance discussions
- Performance reviews
- Dealing with poor performance
- Personal Development plans
- Career management
- Coaching and mentoring

### Module 5: The role of the line manager in staff engagement and retention

- The importance of the role of the line manager in engagement and retention
- The drivers of staff engagement
- Strategies for engagement
- Staff communication
- The cost of employee turnover

### Module 6: The line manager as talent champion

- Integrated talent management
- The tasks and focus of the line manager as talent champion
- Your own development

## Target Group

Line managers in both public and private sectors seeking guidance on key issues in managing people; senior and middle level professionals in finance, production, operations and marketing; unit heads, functional heads and plant heads; managers who play multiple roles including HR without having formal HR orientation