

CHARTERED MANAGEMENT INSTITUTION
DIPLOMA IN MANAGEMENT

UNIT 5010
HUMAN RESOURCE DEVELOPMENT



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History of the Defence Academy

The Defence Academy is the UK Defence's Higher Educational Institution - and a key component of operational capability. The Academy is comprised of the Royal College of Defence Studies, the Joint Services Command and Staff College, the Defence College of Management and Technology, the Advanced Research and Assessment Group, and the Armed Forces Chaplaincy Centre. The Academy has three strategic partners – King's College London, Serco Defence and Aerospace, and Cranfield University – who provide our academic and facilities support. The Joint Services Command and Staff College (JSCSC) trains the future commanders and staff officers of all three UK Armed Services and those from many countries around the world.

Serco are a facilities management company contracted by the MOD to run various aspects of the JSCSC. They provide support through training services, logistics, estates, finance, travel and Sports and fitness.

I am employed by Serco to run the JSCSC fitness suite and sports fields. My role at the college is Head of Sports and Fitness. I am a lone worker, I have no staff and report to my line manager only.

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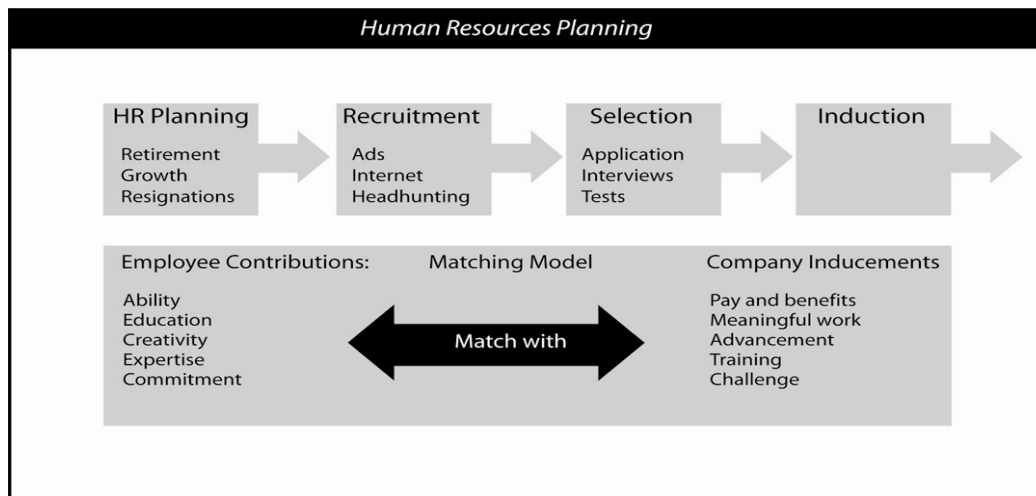
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Part A Planning Human Resource Requirements

Introduction

According to Daft (2000) in my self study guide, human resource planning is the forecasting of human resource needs and the projected matching of individual needs with expected vacancies.

Daft offers a model which shows the flow of activities from HR planning choosing recruiting methods, selecting candidates and welcoming the new employee; this model is shown below:



There are 4 main approaches to medium and long term planning which are as follows:

- Managerial Judgement – managers should have a good idea of requirements based on their experience.
- Statistical analysis – is based on figures and trends.
- Work study – is about calculating how long it takes to perform tasks and then employing the appropriate amount of people.
- Productivity measurement – is similar to work study in that it concentrates on the outputs from the organisation and then backtracks through to the number of people required to produce the outputs.

What Serco Does

Serco uses a few of these methods. Up until 2 years ago, Serco were responsible for facilities management within the Joint Services Command and Staff College. This contract has been running for 9 years now and so Managerial Judgement and Statistical Analysis are the main to methods of hiring new staff. 2 years ago Serco took over the rest of the Defence Academy camp. Prior to winning this contract they had to think about who they would need and how many. A lot of this information was gained from managerial judgment of the current contract within the JSCSC. Winning the contract meant that they had to provide costs etc to the MOD. To do this realistically they had to already have a view of what posts would need filling and how many people (wages) would be required to run the contract effectively.

Changes in how an organisation works

Other issue must be taken into account when planning the organisation. Changes in the organisation and the way it operates can also be important. It is possible that jobs may be rotated or shared. Within Serco Jobs are only shared when there are two people that come up with the idea as they both want to work part time. When there is a shuffle in the organisation it is generally to maximise the use of all of the staff rather than making them redundant.

People leaving an organisation

People may leave an organisation for many reasons but there are a few trends within Serco. The ages of people leaving are 20-25 because they find another job they are more interested and Serco provided a good stepping stone after college/uni. The other age range is retirement! A lot of people in the manual and security side of Serco are ex military and are working to top up their pension and then retire when they are ready. Unlike a lot of organisations, middle management and higher don't tend to leave frequently. Over the last 9 years in the contract as few as 5 have left. The administrative staff have the highest turnover of staff who are young as mentioned above.

Internal and External Factors

According to my self study there are further issues to consider.

Internal

- Short and long term business objectives
- Short term operational requirements
- Current and proposed technologies

External

- National economic policies
- Changes in international economy
- Changes in labour market

The table below shows internal and external factors that Serco take into consideration when planning human resource requirements.

Internal factors	External Factors
Maternity leave – when females go on maternity leave there is a requirement to fill their job for a short term period	Serco is a national company. When changes happen to it and its policies these are filtered down to each contract sometimes causing an organisational reshuffle.
Increased demand on a certain department to produce more work leads to a greater need to strengthen staff	Changes to the contract from the MOD can effect the amount of staff and what staff are required.
When trying to fulfil the objectives of the business there may be a requirement to add more staff	
In particular the IT department has the biggest work force as they have such a constant work load. As the work load increase more staff are required.	

Part B – Identifying and Planning Development

Introduction

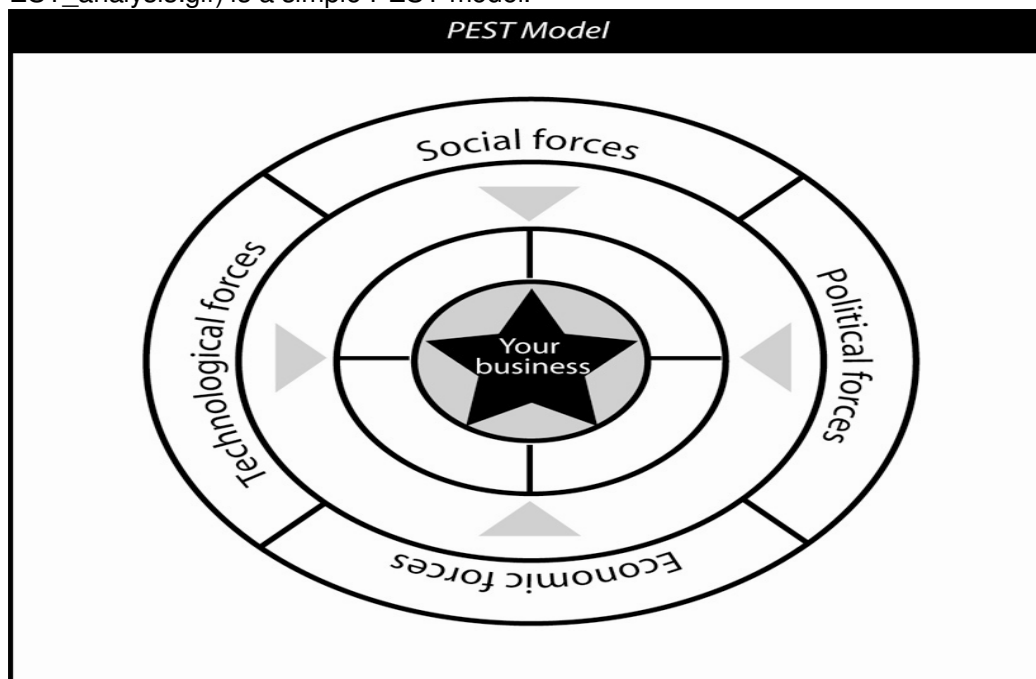
Once new staff are hired it is important to identify and help plan their development. My self study guide provides a quote from Canter M (1992) in Thomas R (1997) that identifies the background for the need to develop both teams and individuals: In today's increasingly uncertain, competitive and fast moving world, companies must rely more and more on individuals to come up with new ideas, to develop creative responses and push or changes before opportunities disappear or minor irritants turn into catastrophes. Innovations, whether in products, market strategies, technological processes or work practices, are designed not by machines but by the people.

Organisations never remain static. For many reasons the organisation has to change and this is often in response to some major outside driving force such as current market, money and dramatic changes in productivity. Change often occurs due to internal and external forces.

Internal Force – these can be changes in strategies, plans and ethical difficulties arising from employee behaviour, changes in organisational culture and changes in leadership.

External Force – these can be environmental issues, government regulations, new laws, and changes in interest and market rates.

The PEST model considers the organisations general external environment and provides it with the opportunities and threats that exist outside its boundaries. The PEST analysis is a useful tool for understanding market growth or decline, and as such the position, potential and direction for a business. The diagram below (http://www.provenmodels.com/files/1e75ea74c642995ddc8cc85a9c41bbd7/large_PEST_analysis.gif) is a simple PEST model.



A PEST analysis is a business measurement tool. PEST is an acronym for Political, Economic, Social and Technological factors, which are used to assess the market for a business or organizational unit. The PEST analysis headings are a framework for reviewing a situation, and can be used to review a strategy or position, direction of a company, a marketing proposition, or idea. The table below takes into account some issues using PEST for Serco:

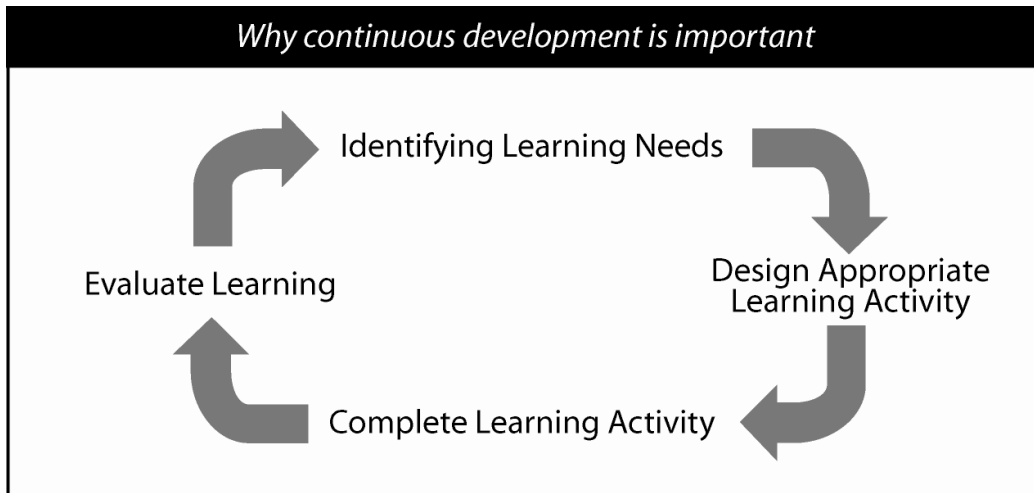
<p style="text-align: center;">Political</p> <ul style="list-style-type: none"> • Ecological/environmental issues • Future legislation • European/international legislation • Regulatory bodies and processes • Government policies • Government term and change • Funding, grants and initiatives • Wars and conflict 	<p style="text-align: center;">Economical</p> <ul style="list-style-type: none"> • economy trends • General taxation issues • Taxation specific to product/services • Specific industry factors • Customer/end-user drivers • Interest and exchange rates • International trade/monetary issues
<p style="text-align: center;">Social</p> <ul style="list-style-type: none"> • Lifestyle trends • Demographics • Consumer attitudes and opinions • Media views • Law changes affecting social factors • Major events and influences • Buying access and trends • Ethnic/religious factors • Ethical issues 	<p style="text-align: center;">Technological</p> <ul style="list-style-type: none"> • competing technology development • research funding • Associated/dependent technologies • Replacement technology/solutions • Maturity of technology • Information and communications • Technology legislation • Global communications

Why is Continuous Development Important?

Continuous Development: builds professional skills and competencies of self and others. Continuous development allows:

- Identifies personal skill areas to be developed and translates them into measurable goals
- Seeks out ways to improve performance and efficiency on the job
- Seeks out opportunities and encourages others to learn from mistakes
- Works toward performance improvement of self and others by identifying and acting upon factors that influence an individuals performance potential
- Invests time and resources to learn, grow, and develop
- Consistently seeks out opportunities that will create growth and development

The diagram below shows the development cycle which is often used to show the various stages of development:



My self study guide suggests that in order for continuous development to work in an organisation, management practices have to be effective. In 1997 the Department of Trade and Industry issued a report that identified 5 such practices that provided the right environment and atmosphere for continuous improvement. I will now look at what Serco does in comparison to these 5 best practices.

Shared Goals

Best practice suggests that every individual in the business understands exactly what the business is and everyone is working towards the same goal. Serco operate this practice. When new starters come into Serco they are given a rather informative induction package which lasts a week. The company has a set of business objectives which everyone works towards.

Shared Culture

The way things are done around here applies to everyone in every department. Within Serco things have to be done a certain way in order to adhere to the contract outlines. If something isn't done or kept to a high standard, the department in which that occurs will incur deficiency points in their monthly report. This does not look good to the MOD authorities.

Shared Learning

Learning that happens in one department is communicated to other departments so that other can benefit from what has happened. Serco doesn't do this as black and white. We have Serco Communication Opportunity Forum meetings in which give chance for people from each department to come together and discuss operational news etc. This information is then fed back to the departments. This could be improved by having these meeting more frequently and everyone discussing successful operations and ideas.

Shared Effort

Everyone puts in the same amount of effort, striving to achieve the shared goals mentioned earlier. Everyone does put in the maximum effort in order to achieve each departmental and business goal. As mentioned before, any less than a good job done will be penalised through the monthly report system.

Shared Information

Having an effective communication process in an organisation that is both horizontal and vertical, where everyone is provided with the information they need to perform their best. The Serco director will produce and disseminate a communication cascade on a monthly basis which outlines important visits or jobs that are coming up but also successes within the organisation. These communication cascades are produced following feedback from the Senior Management team on a monthly basis also. Information is therefore shared.

How People Learn

As previously learnt, there are four main learning styles for adults. During the experiential journey there are four phases and it is claimed that we require different skills at each phase to learn from it. These skills are often referred to as preferred or individual learning styles. The four learning styles are activist, reflector, theorist and pragmatist. Most people usually have two preferred learning styles for example I am an activist, pragmatist. Some people can have three or four learning styles.

As I currently do not have a team I can not comment on the learning styles in terms of choosing their development opportunities. However, I have now implemented a system whereby when someone wants to know about the fitness suite and equipment I ask them how they learn best. Once I know how they learn best I can then give them the information and develop them in the way they prefer. One person might prefer diagrams and text explaining use of the equipment whereas someone else might prefer it if I demonstrate so they can watch.

Motivation

Motivation is the set of reasons that determines one to engage in a particular behavior. My department falls under Logistics within Serco. Although I have no team at present I will use the department as a whole to discuss motivation. I am personally always seeking new challenges, courses and wanting PDR's. However, there are a few people within logistics that would rather avoid PDR's and the chance to go on courses. These people are not motivated to develop at all. They need coaching and reassurance that these things are better for them and the company. I try to actively encourage them to get more involved. I tell them how much I may have learnt from a course or how it is good to sit down for a PDR because you know where you are at that current time.

Organisational Barriers

Organisations have to change whether they like it or not and individuals and teams must develop continuously. Some organisations have built in barriers that make it difficult for it to focus on learning and development. Some of these barriers for Serco are outline below:

- Sometimes Serco can stretch themselves and the workload on people increasing making it harder to complete all the work. Hiring of a few more people before these times hit would prevent this.
- Some of the senior management team are frightened of others that pose a threat to them. This may be because an individual has more qualifications through their own personal development and so the manager feels threatened. There is a little bit of this throughout all departments in Serco.

Rather than them getting on with their job they make things a little harder for others.

- Serco can be quite involved with the retention and audit of ISO 9001, 14001 and OHSAS 18001 putting pressure on departments.

Individual barriers

Some of the individual barrier issues which are true of some employees are as follows:

- Not confident
- Belief the work load will be too big
- Do not think they will cope
- Feel they are too old
- Not open to change
- Wonder why them!?

Identifying Development Needs

The development and guidelines for training and development within Serco are as follows. Line Managers will review the qualifications of an individual as a part of the initial recruitment process. Additional reviews by Line Managers will be undertaken both annually and as part of the employee Personal Development Review process and where individual circumstances dictate e.g. ongoing development, or as a result of operational or technological changes.

Training requirements are to be agreed between staff and Line Managers at PDR for the forthcoming year, therefore, creating a departmental plan which will be submitted on an annual basis. There may be adhoc requirements that do not fit to this timescale which will be managed on a case by case basis.

Consideration shall be given to training objectives both in relation to work activities and personal development.

Training is subject to budgetary constraints, therefore the following priorities will apply:

Priority 1

Mandatory training; that which is a specific legislative requirement or a requirement stipulated within the current contract.

Priority 2

Core competence/ functional competence training; that which is an operational requirement to enable the staff member to conduct their job where the lack of such training would have an adverse effect on operational performance of the contract.

Priority 3

Personal development training; that training identified during the stages of the Personal Development Review which would aid the career development of the individual staff member.

It is through the PDR process I can keep an eye on my own development. I am also a member of Register of Exercise Professionals (REPS) and to stay accredited I have to achieve so many points a year and I keep an eye on that myself.

Identifying and Measuring Competences

Competences are divided between core competencies which refer to an essential and required knowledge, skill or attitude required for performance within a given practice or secondary competencies. Once the competencies have been identified it is then possible to prioritise them and ensure people are trained in them. These competences are normally based around achievement of both team and individual objectives.

Serco have a list of core competencies which are addressed and discussed during the PDR process. These competencies are listed below:

- Flexibility/adaptability
- Planning and organisation
- Developing others
- Problem solving/analytical thinking
- Influencing others
- Teamwork
- Communication
- Building relationships
- Commercial/business awareness
- Achievement/results orientation
- Managing others
- Customer service
- Health and safety awareness

Not all of these competencies apply to every member of Serco staff. For example the managing others will only apply to supervisors and managers. The competencies list could be a little more concise.

Involving the team

As I do not have a team I can't develop them. If I did have a team I would do their individual PDR's to identify their development needs. I would also look at opportunities to develop them in a specialised area to offer more to the customer and giving them an individual area of responsibility.

Part C Developing Individuals

Introduction

People are the greatest asset within a company, and so it is very important that they should be developed to their full potential. Assistance and guidance is important to ensure the individuals feel supported. The team will also have objectives that they need to achieve and it might have the knowledge, skills or abilities to do that. Training for all the team may be important in this case. Under all circumstances, equal and fair access to develop to all staff is imperative.

Equal Opportunities in Development

Equal opportunities means making sure that everyone is provided for without any discrimination. What applies to one person may not apply to another. This is something that should be considered at all times, not just through the development process. It is important not to discriminate against anyone because of age, sex, gender, colour, social background, culture, religion or disabilities. What a good manager should do is actively promote the values of equal opportunity so that all team members feel that they are being treated fairly and have the same opportunities to develop.

One issue to be avoided is stereotyping. Just because someone might have a disability does not mean that they would not want to go on a certain course. It is up to me a manager to make sure they have the same opportunity as anyone else even if it means changing the programme.

Unwritten Rules

Unwritten rules can be summed up by the following:

- Its not what you know its who you know (old boy network)
- You have to make a big splash to be noticed
- You need to move fast early to get to the top

It is still rare in England for women and people from ethnic backgrounds to reach the top management positions and this is often referred to as the glass ceiling effect. This effect is a set of invisible barriers that affect careers.

Employers like Serco may have a system in place for development and promotion but this isn't always as black and white when it comes to unwritten rules. For example I experienced this first hand. I wanted to get onto the Diploma course and my Line Manger said no as it was phase 3 (nice to have). One of the Directors recognised that I should do the course so found the money and put me on to it. There is always going to be a little bit of this in organisations and I happened to be one of the lucky ones to be given the opportunity but most people do not get this and have to pass through the channels outlined.

Identifying Training and Development

As a manager there should be a system in place for the individuals and team. As mentioned previously, Serco has a 3 phase system 1 being most important and 3 being nice to have. If I had a team I would produce a training matrix for the team and individuals which would look the below:

	Priority one	Priority two	Priority 3
Alex Tucker	First aid at work	Circuits	Line management course
Steph Greenwood	First aid at work	Exercise to Music	Yoga course
Tom Beith	First aid at work	Rehab course	Nutrition course

Top priority is for first aid at work which essential in the fitness environment. All the team need to be qualified so that's the first choice. The second choices are things the individuals currently do not have but need to help support each other and cover the role. The third choices are tings that are important to their own wants and needs.

Coaching

According to my self study guide, coaching is a learning opportunity that is essentially effective where an individual or learner has potential that can be best developed through a focused individual relationship with a more experienced and senior colleague. It is on the job training and providing feedback on performance. Coaching may be time consuming. Below is a table of advantages and disadvantages to coaching:

Advantages	Disadvantages
A cost effective approach to development that is targeted at an individual and their personal needs	It can drain on resources because it's a one to one relationship
Designed to develop the skills of an existing employee rather than having to recruit extra staff	If it is not structured it can be confused with work shadowing
A positive message to staff that the organisation values them	The learner may not be committed to a one on one approach
Helps the learner apply knowledge gained from a formal course to their actual job	

A good coach would:

- Identify the learning need
- Plan and prepare
- Carry out the coaching
- Evaluate the success

Serco do not offer up coaching as the demand on staff is so heavy that people just do not have the time. The effect of this is that some people are likely to get lost in what they are doing and then productivity would slow down/reduce. Personally I have not coached someone before other than in the gym to complete a series of programmes. This is not with a member of staff but a gym user.

Preparing Development Plans

I have prepared a development plan for an individual that uses the gym. This PDP can be found as appendix 1.

Confidentiality

All records of health and fitness assessments are held on the computer Body stat system. I am the only person with access to this system and so these are kept safe. Gym programmes and other personal information is kept in a locked filing cabinet. Information is not shared between anyone else other than me and the client involved.

Appendix 1 Performance Development Plan

Name: Tysher Turner

Job/role: Advanced course student – RAF

Personal Goals: To reduce body fat

Areas for improvement: Improve fitness, decrease body fat and pass fitness test

Agreed target or goal: reduction of 5% body fat and pass fitness test

Agreed method of coaching: Follow fitness programme and check in to me at every session

End date for completion: April 12th – date of fitness test and final fat check

Type of support required: regular review of speed and body fat percentage

Methods and dates of reviews: Fat check on first Monday of every month. Speed check every second Monday.

Way in which development will be evaluated: through a final body fat check and pass of fitness test.

Bibliography

Candidate Self Study Guide Unit 5010 Human Resource Development

PEST Model

(http://www.provenmodels.com/files/1e75ea74c642995ddc8cc85a9c41bbd7/large_PEST_analysis.gif)

Online Dictionary