

# Human Resource Management Best Practice

Maura Behan HR Executive ILCU

30<sup>th</sup> May 2018



# Objectives



# External Environment

- Labour Market
- Government Policy
- Employment Legislation
- Trade Unions

# The Employment Relationship



# Recruitment & Selection

- Employment Equality Legislation
  - Covers employees & non-employees
- Prohibits discrimination
- The Nine Grounds
  - Gender; Civil Status; Family Status; Sexual Orientation; Religion; Age; Disability; Race; & Membership of Traveller Community

# Recruitment & Selection Process

- **Recruitment Process**
  - Job Description
  - Person Specification
  - Advertisement
  - Application Form / CV
- **Selection Process**
  - Short-listing
  - Interview
    - Interview Panel
    - Interview Questionnaire
    - Interview Score Sheet
  - References/Medical etc.



# Probationary Period

- Extension of recruitment & selection process
- Provides an opportunity for:
  - The credit union to assess the performance of an employee in the job and their capability to do the job
  - The employee to fully understand their role and responsibilities
- Must specify in contract - Length of probationary period

# Induction Training

- Completes selection & placement process
- Provides basic information a new employee needs to settle down quickly & start work
- Introduces an employee into a new working environment
- Integrates an employee into the credit union's culture & values in shortest possible time
- Facilitates good employee relations



# The Employment Relationship



# People Management

- Contracts
- Job Descriptions
- Clear Policies & Procedures
- Internal Communications Systems
- Training & Development
- Performance Management
- Absence Management

# The Employment Contract

- The Terms & Conditions of Employment
  - In writing – signed by both parties
- Changes to the Contract of Employment
  - Introduced by law
  - Introduced by agreement
- “ Neither party can **unilaterally** decide to change the employment contract

# Essential Policies

- “ Grievance
- “ Disciplinary
- “ Dignity in the Workplace
- “ Health & Safety
- “ Absence Management
- “ IT Usage / Data Protection
- “ Social Media

# Performance Management

- Cornerstone of good People Management
- Measuring Employees against a set of previously agreed criteria
- Important tool for managing people
- No one 'right' approach exists
- Approach depends on the credit unions:
  - Culture
  - Structure
  - Board/management policy/attitude
- Feedback – Communication

# Absence Management

- “ Sick leave
- “ Excused time off –
  - bereavement leave,
  - exam/study leave,
  - marriage leave,
  - paternity leave
- “ Unexcused time off



# Work-Related Factors

- Training & development opportunities
- Pay levels
- Working conditions & job design Working arrangements
- Degree of flexibility in the credit union
- Quality of communications
- Level of morale, the culture within the credit union

# The Employment Relationship





# Performance Management

According to Gheorghe & Hack(2007)

“Actively managing performance is simply running a business -running the entire business as one entity. It’s a **continuous** cycle of planning, executing , measuring results and planning next actions.....continuous improvement”

Armstrong & Baron/ CIPD

“Performance Management is a strategy that relates to every activity of an organisation set against the context of its HRM policies, culture ,style and communications systems”

# Objectives of Performance Management

- Develop the capability to meet your strategic / business objectives.
- Align employees objectives with Credit Union objectives.
- Training and development of employees.
- Motivational through communication and feedback



# Completion of Performance Reviews

- Completion
  - planned
  - fair and open manner
- Constructive ongoing process
- Be fully informed



# The Employment Relationship



# Employee Relations

- HRM Best Practices
- Compliance with Legislation
- Positive Employee Morale
- Common Pitfalls
- Consequences

# Grievance Policy & Procedure

- Dissatisfaction
- Complaint
- Grievance
- Employee perception
  - Where an employee, or group of employees, *perceive* a problem or grounds for complaint or dissatisfaction with the credit union
- Written Procedures

# The Employment Relationship



# Ending the Relationship

- Resignation
- Retirement
- Redundancy
- Dismissal



# Principles of Natural Justice

- “ Details of the allegations / complaints
- “ Given the opportunity to respond fully
- “ Right to representation
- “ Right to a fair and impartial determination of the issues
- “ Right of Appeal

# Disciplinary Policy & Procedure

## General Misconduct

(Conduct, Performance, Absence, Time-Keeping)

- First Stage: Verbal Warning
- Second Stage: Written Warning
- Third Stage: Final Written Warning
- Fourth Stage: Dismissal

# Disciplinary Policy & Procedure

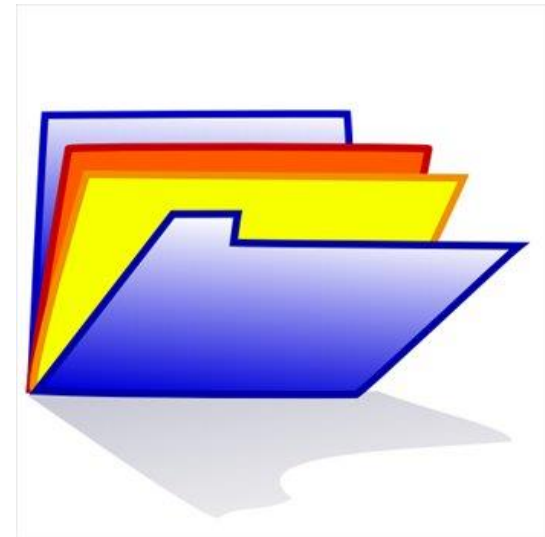
## Gross Misconduct

(Theft, Fraud, Serious Breaches of Policy, Health & Safety, Behaviour)

- Suspension with pay, pending investigation
- Disciplinary Meeting following investigation
  - Notice of meeting
  - Right to representation, right to reply, impartiality
- Right to Appeal

# Keep Records

- Legislative Requirement
- Protection against future allegations/legal action
- No records, no proof
- Data Protection



Any Questions?



*Thank you!*